

9.1 LATE REPORT: APPROVAL TO ADVERTISE DRAFT STRATEGIC COMMUNITY PLAN 2018 - 2028

TRIM Ref: D18/98447
Author: Rosslind Ellis, Acting Director Community Engagement
Authoriser: Michael Quirk, Director Community Engagement
Attachments: 1. Strategic Community Plan -Text Only
2. Imagine Vincent Community Engagement Plan

RECOMMENDATION:**That Council:**

1. Authorises the Chief Executive Officer to advertise the Draft Strategic Community Plan as shown in Attachment 1 for public comment for a period of 30 days inviting written submissions in accordance with the City's Policy 4.1.5 Community Consultation.
2. Notes that:
 - 2.1 The Mayor and CEO columns will be included following endorsement by the Council;
 - 2.2 The document will be developed into a designed document for the public consultation process;
 - 2.3 Notification of the draft launch will be sent to the database of residents who participated in the Imagine Vincent Consultation;
 - 2.4 The video of the Imagine Vincent consultation process will be released via the corporate website and social media channels; and
 - 2.5 The draft document will be made available on the Imagine Vincent consultation website.

PURPOSE OF REPORT:

To advise Council of the Draft Strategic Community Plan and to gain approval to distribute the Draft for public comment.

BACKGROUND:

City of Vincent Strategic Community Plan 2013-23 (SCP) was adopted in 2013 and is due for its 4-year review. Through the review of the SCP, the City made a commitment to strengthen its focus on community engagement by actively inviting two-way conversations across the community to gather feedback, ideas and thoughts.

Through actively listening and working with the community the new SCP 2018-2028 has been prepared.

DETAILS:

The City engaged Shape Urban after a detailed tender process in November 2016 to assist with the consultation and development of the City's SCP. The Council, CEO and administration project team were highly engaged in the process.

In designing the Imagine Vincent consultation and the draft SCP the Council asked the project team to follow these guiding principles:

- The engagement campaign must be open and inviting, exciting and engaging and to help the Council to build even greater knowledge about the Vincent community. The consultation needs to enable all members of our community to be involved and ensure that community inputs are reflected in the outcomes; that it is representative, relevant, and transparent and the outcomes are measurable.
- Our consultation will be positively assisted by being inclusive and informative; sharing knowledge freely, making sure we use the feedback (data) that the community has already given us and by having all representatives of the City involved. To avoid potential challenges, our campaign will need to be open and honest and clear and we will need to show that we are aware of existing issues, that we are willing to talk about them, and that we are learning from past lessons.
- The engagement approaches that will be right for us will need to be transparent and open enabling us to keep our community fully informed. The approach will be inclusive of all members of our community, be collaborative, and the outcomes will be both revealing and instructive. The approach should enable all representatives of the City to be involved in a meaningful and collaborative way.
- There are so many ways to engage with the community, and we want to understand what tools and techniques will best work for our many and varied community members, as well as for our many and varied opportunities and challenges. The engagement techniques that we choose must be, above all, engaging and transparent and inclusive.

CONSULTATION/ADVERTISING:

The Imagine Vincent community consultation process was the largest engagement exercise ever undertaken by the City.

The consultation was launched on the 8 June 2017 with a full day workshop at North Perth Town Hall with 90 people attending. These 90 people were comprised of 30 from a general call out to Vincent residents, 30 from precinct groups, town teams and advisory groups, 30 from community groups and identified City stakeholders. The purpose of the launch event was to identify the questions that would get the right answers from our community. From this launch event seven key questions were identified to take out to the community.

- How can we maximise the benefits of population growth and improve our environment?
- How can we be the leader in helping people get around in an active, safe and sustainable way?
- What do you love about Vincent? How can we celebrate and promote our uniqueness?
- How can we support and facilitate our local businesses/ enterprises/ services and stay flexible to change?
- How can the design of our neighbourhoods encourage a greater sense of community?
- How can we help build connections across our diverse community of people?
- How could we work together to create welcoming places and spaces for everyone?

At midnight 9 June these seven questions were posted to the Imagine Vincent website and the community consultation phase of the project official started. The project team directly contacted 349 identified stakeholders via phone and email during this period and sent 32,015 postcards to all residents and business directly them to the Imagine Vincent website.

The project team reported consultation numbers and targets back to the Council at each Councillor workshop during the consultation period. The Council made it clear that hard to reach groups were very important to talk to as part of the consultation. The project team ensured that identified hard to reach groups were directly engaged with in situations that they would feel comfortable.

Diverse groups engaged

Number of language/ethnic groups engaged:	31
Number of Indigenous groups engaged:	5
Number of arts and culture engaged:	23
Number of religious denominations engaged:	26
Number of hard to reach groups engaged:	139
Number of community groups engaged:	23

Young people were a key group in the Imagine Vincent campaign. Students were included in the launch event as well as in classroom thought generation activities. In addition at risk youth events were run through Foyer Oxford. The project team also held “cloud” idea days at the Leederville skate park where young people could write and draw their ideas for a Vincent of the future, this group was dominated by young men aged from 10 – 25 which had been identified as a hard to reach group.

Events for young people included

All education institutions, Family Services, and Youth organisations were contacted directly to be informed about Imagine Vincent and be given the opportunity to come to a Community Workshop or host an event.

Events were held at:

- Aranmore High School
- Aranmore Primary School
- Kyilla Primary School
- Mount Hawthorn Primary School
- North Perth Primary School
- Highgate Primary School
- Rae Street Play Street
- Foyer Oxford
- Leederville HQ (at an advertised skate park function)
- Children and Young People Advisory Group

Over 60 Population is a high proportion of the Vincent community and the project team directly contact all 22 aged care facilities that are located in the City.

Events for Over 60's included:

- Leederville Gardens
- Vincent Men's Shed

Indigenous groups were an important part of the consultation process, five Indigenous services groups were contacted directly to be informed about Imagine Vincent and be given the opportunity to come to the Community Workshop or host an event. They were also asked to spread information about Imagine Vincent to their members.

Events were held at:

- Nyoongar Outreach
- Noongar Radio
- Reconciliation Action Plan Working Group

31 language/culture/ethnic representative groups were contacted directly to be informed about Imagine Vincent and be given the opportunity to come to the Community Workshop or host an event. They were also asked to spread information about Imagine Vincent to their members. Key advertising materials and invitations were translated into Chinese and Vietnamese. In addition the team ran a Chinese language business event on William Street for local businesses, Chinese and Vietnamese speaking staff were at the event to assist in translating.

All five City of Vincent Town Teams were invited to be involved in the project, as well as direct contact with over 50 businesses including 5 business hubs or co-working spaces. These businesses were contacted directly to be informed about Imagine Vincent and be given the opportunity to come to the Community Workshop or host an event. They were also asked to spread information about Imagine Vincent to their members.

5 shopping hubs were contacted directly to be informed about Imagine Vincent and be given the opportunity to host a pop up. Posters were displayed in shopping facilities.

Event information was distributed through existing local professional and business networks to encourage attendance.

General and Business Events were held at:

- The Cabin
- Rockefeller
- Ilka
- The Old Laundry
- Bar 399
- Budburst Bar
- Get Your Fix
- Department of Sport and Recreation (as it was known at the time)
- The Mezz

In addition 32 social services teams were directly contacted and 73 sporting clubs. The project team also ran “**Pop up**” events in key locations

- Leederville Parklet Coffee for ideas
- Imagine Vincent Cup
- Alfred Road Parklet (North Perth)
- Beatty Park early morning (swimmers)
- Beatty Park evening
- Loftus Centre
- Bike Hub (Ride to work day)
- Native Plant Sale
- Kylla Farmers Market
- Compost and Worm Workshop
- Town Team Vincent Launch

Advertising tools were released at identified consultation phases

There have been 1041 people involved in Imagine Vincent

Over 4204 thoughts, ideas and views have been shared across the seven questions.

Getting started

- 4250 Postcards handed out (including Chinese and Vietnamese)
- 32,015 postcards mailed to addresses
- 500 surveys and registration forms at community centres
- 50+ posters around Vincent
- 94 Host a Conversation Kits handed out
- 8 Vinyl banners located around the City
- 38 pop ups and events

Social Media

- 188 updates across 3 social media channels
 - 71 Facebook posts
 - 98 tweets
 - 19 Instagram posts
- 35,966 Twitter impressions
- 577 Twitter engagements
- 113,621 Reached on Facebook
- 4,118 Engaged on Facebook

IMAGINE VINCENT SITE

- 4.5k visits to the Imagine Vincent
- 319 site registrations
- 10 quick polls via Facebook and Twitter
- 615 quick poll votes
- 139 survey responses

CITY

- 5 eNews updates
- Reminder in rates notice to households
- 3080cm² of newspaper ads including two wrap around
- Media article published on XX

IMAGINE VINCENT CUP

- website clicks from display banners on the WAFL sites
- 1800 of Imagine Vincent tickets distributed
- 2500 punters through the gates
- 10m x 15m Imagine Vincent Sign
- Channel 7 sports coverage
- 45 Football members at the “Beers for Ideas” event following the game
- WAFL nomination for best Community exercise in the state

Following the general consultation period outlined above 12,000 community panel invitations were sent to randomly selected community members. The target was a group of 40 Vincent residents from all demographics within the City of Vincent. The group came together on 23 September 2017 and discussed and voted on all the ideas collected over the previous 12 weeks using an online voting tool www.deliberatelyengaging.com.au.

LEGAL/POLICY:

Nil

RISK MANAGEMENT IMPLICATIONS:

Low the City have been actively involved in the creation of this document

STRATEGIC IMPLICATIONS:

The Strategic Community Plan 2018-2028 is the Councils most significant guiding document and establishes the community’s vision for Vincent’s future. The Plan will drive our planning, budgeting, resource allocation and service delivery over the next decade, in order to focus our efforts and align our activities to achieve the community’s vision.

SUSTAINABILITY IMPLICATIONS:

Nil

FINANCIAL/BUDGET IMPLICATIONS:

Nil

COMMENTS:

The adoption of the Draft SCP will allow administration to finalise the consultation process and allow administration to advertise the document for comment in preparation for final endorsement.

CITY OF VINCENT
STRATEGIC COMMUNITY PLAN
2018 – 2028

Created by the community of the City of Vincent

ACKNOWLEDGEMENT OF COUNTRY

The City of Vincent would like to acknowledge the Traditional Owners of the land, the Whadjuk people of the Noongar nation and pay our respects to Elders past, present and emerging.

We recognise the unique and incomparable contribution the Whadjuk people have made and continue to make to our culture and in our community. We will continue to seek the input of the Traditional Owners.

The land on which we live, meet and thrive as a community always was and always will be Noongar land.

ACKNOWLEDGEMENT OF COMMUNITY PARTICIPATION

This document has been prepared with the support of many people from our wonderfully diverse community. We wish to acknowledge the following people for their support in preparing this document:

- Through our engagement campaign, the 1041 people that provided their time; answering our questions, providing their input and participating in discussions about the direction of Vincent
- Our Town Teams and Advisory Group members for participating in *Imagine Vincent*
- The businesses who shared our information through posters and postcards
- And last, but not least, our very hard working and passionate Community Engagement Panel; Naomi, Susan, Sarah, Anne, Jannah, Brayden, Ashley, Lay, Ghassan, Maria, Owen, Alec, Patricia, Jim, David, John, Dylan, Jade, Philip, Andrew, Joy, Amanda, Andy, Timothy, Diane, Robert, Alison, Joe, Alen, Anita, Kym, Takeshi, Anne, Nigel, Abbas, Paula, Jolene, Kat, Clint, Jimmy, Elsbeth, Alex, David and Christine.

Insert Map Picture

This map went everywhere throughout the campaign. These dots represent the many people who gave their time to help us prepare this document. We thank you all!

Insert:

MAYOR'S MESSAGE

CEO'S MESSAGE

CONTENTS PAGE

1. INTRODUCTION

The Strategic Community Plan 2018-2028 (SCP) is the City's most significant guiding document and establishes the community's vision for Vincent's future. The Plan will drive our planning, budgeting, resource allocation and service delivery over the next decade, in order to focus our efforts and align our activities to achieve the community's vision.

This SCP is the result of the largest community engagement initiative ever undertaken by the City of Vincent – Imagine Vincent, described in more detail in Section 5.

Through that engagement, we received an abundance of rich feedback from all areas of our community, which together have helped paint a picture of how our community wants to experience life in Vincent in the decade ahead.

That in turn has enabled us to think about the contribution and commitment that we can make to help achieve the community's vision for the future.

In developing this SCP we also acknowledge the previous Vincent Vision community engagement campaign that underpinned the City's immediate past SCP and laid the foundations upon which the Imagine Vincent engagement initiative was built. This reflects the City's ongoing commitment to engaging with our community to understand, define and deliver on our shared vision for the future.

2. PLANNING AND REPORTING FRAMEWORK

Under the Local Government Act 1995, every local government in Western Australia must develop a Strategic Community Plan, as part of an Integrated Planning and Reporting (IPR) Framework.

Relevant Regulations and Guidelines require that the Plan clearly define the Council's strategic priorities, actions and initiatives for the coming decade – clearly linked to the community's aspirations for the future. The IPR framework is illustrated in Figure 1 below.

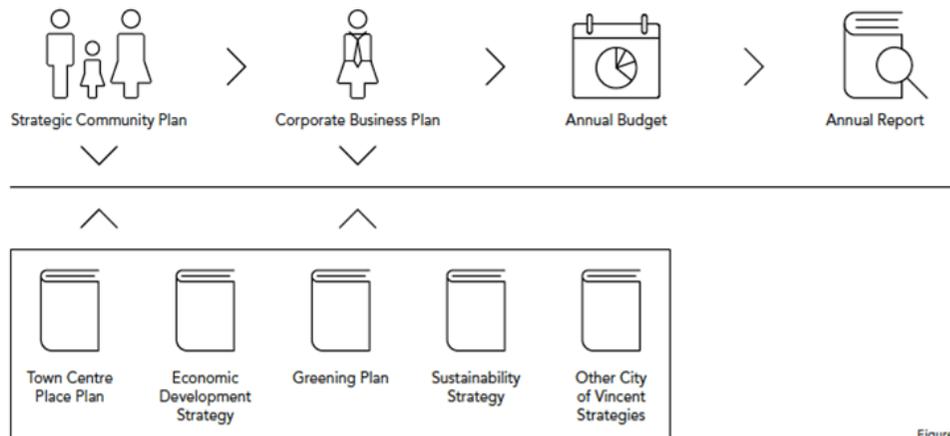


Figure 1

3. CONTEXT

State Direction

The State Government's Perth and Peel @ 3.5 million strategy, describes the future direction for the region as its population approaches 3.5 million in the 2030s. In addition to promoting increased infill development, the strategy identifies the following principles as key to maintaining the health of the region:

- Liveable
- Prosperous
- Connected
- Sustainable
- Collaborative.

Feedback received from our community through Imagine Vincent has illustrated a strong alignment to these principles, which have been incorporated into this document.

Strategic Considerations

Research, trends and technology of various kinds are always dynamic. They provide new insights into strategic issues we ought to consider for the future.

For the City of Vincent, these issues include:

- Ensuring a healthy, functional and equitable city to cater for our growing population;
- The need for diverse housing, both in affordability and in building types to accommodate changing lifestyles and needs;
- Shifting global economies, changing local job markets and the need for a resilient and diverse local economy;
- Climate change and the effect it could have on our flora, fauna and the physical environment;
- Technological disruptions, including digitally facilitated sharing economies and autonomous vehicles;
- Evolutions in transport and the infrastructure to support them;
- Public health issues and ways to support a healthier community; and
- Addressing social isolation among the aged, at-risk and disadvantaged in our community.

Such considerations were frequently raised throughout the Imagine Vincent engagement process and are reflected in the direction and outcomes of this document.

4. CITY PROFILE

Options for Infographic

Population

- 2016 – 35,587 | 2026 – 44,443
- 25-34 Fastest Growing Age
- 35% born overseas
- 1,800 people became citizens over the last 10 years
- 21% do voluntary work

Area

- 11.3km²
- Including: North Perth, Leederville, Highgate, Mount Hawthorn, parts of East Perth, West Perth, Perth and Mount Lawley.
- 18,349 Rateable Properties

Around Vincent

- 9 sites of Aboriginal significance for the Whadjuk Noongar people
- 106.4km² Parks and Gardens
- +144 km of road
- +260 Kilometres of footpath
- +11 schools and TAFEs
- +10 halls and pavillions
- +40 tennis Courts
- +48 parks and reserves
- 42 playgrounds
 - 2 nature playgrounds
 - 25 swing sets
 - +36 fitness equipment
 - 7 sand pits
 - 3 park chess tables
- 19 car parks

Business & Community

- +4,000 local businesses
- +400 retail, food and hospitality businesses
- +25,700 local jobs
- 16 community events
- 158 public art murals
- 3000 free plants given to community each year

Property Ownership

- Home ownership COV - 40.6% Greater Perth - 66.4%
- Renting COV - 40.9% Greater Perth - 28.3%

Getting around

	CITY OF VINCENT	GREATER PERTH
Walk	8.7%	2.1%
Ride	3.0%	1.0%
Car	54.8%	68.7%
Bus	14.6%	29.2%

5. THE PROCESS

The Strategic Community Plan represents our community’s long term vision, values, aspirations and priorities and what we’ll do to help achieve them. The SCP defines our strategic priorities and will inform our resource allocations, intentions for asset stewardship and service delivery over the coming decade – clearly linked to the community’s aspirations.

With this in mind, we embarked on the most significant community engagement exercise ever undertaken by the City of Vincent – Imagine Vincent.

Through this engagement campaign we wanted to reach far and deep into our community to understand our community’s dreams and desires for the future, so that we could then define the role we can play in making the community’s vision a reality.

Above all else, we wanted Imagine Vincent to be engaging, inclusive, transparent and collaborative, with two key goals in mind:

- To provide every person living, working in or visiting Vincent with every possible opportunity to shape our future; and
- To ensure the feedback results were honest, independent and representative of our community at large, including age composition, gender, ethnicity, language, religion and ability.

The process undertaken through Imagine Vincent is documented in more detail in the Imagine Vincent Engagement Summary, which is an important reference source for the detail in this SCP. A simple flowchart of the engagement process is shown in Figure 2, while a snapshot of some key numbers from our ‘imagining’ are shown in Figure 3.

Reviews

It is also important to note that the SCP, while being incredibly important in guiding us over the next ten years, will not remain static.

As we continue to deliver on the outcomes and actions of this SCP we will maintain an open and transparent dialogue with the community, to stay in step with community expectations.

We will undertake a desktop review of this Plan every two years to ensure the outcomes and actions remain relevant and assess how well we have delivered on our commitments. This review will involve key stakeholder groups and analysis by the City.

A complete review of this Plan will be undertaken every four years, involving further engagement with the broader community. Our two-yearly desktop reviews will help us track our progress and refine our focus to ensure the size and scope of the four-yearly review appropriately responds to any changes in community aspiration or expectation.

This in turn will support us in continuing to be an agile Local Government that is alert and responsive to our community’s needs.

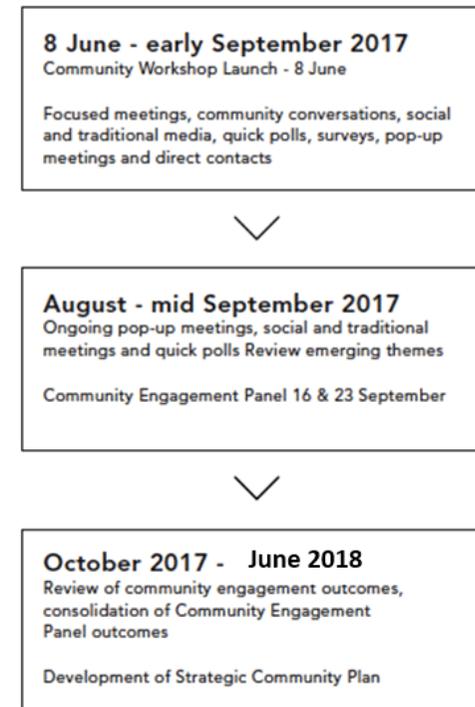


Figure 2. The Imagine Vincent Process

Feature text – use of Imagine Vincent clouds and icons

Figure 3. Imagine Vincent Key Numbers

- 1041 people involved in Imagine Vincent
- Over 4204 thoughts, ideas and views
- 349 one on one conversations
- 1 launch workshop
- 32,015 postcards mailed to addresses
- 500 surveys and registration forms at community centres
- 4,500 visits to the Imagine Vincent Website
- 12,000 community panel invitations sent to randomly selected community members
- 615 quick poll votes
- 6 events at education institutes
- 12 pop up community events
- 8 events hosted by local businesses
- 23 community groups engaged
- 22 aged and senior groups directly contacted
- 5 Indigenous groups engaged
- 237 children/young people involved
- 42 Community Panel members

We came to you...

Mayors Night at the Cabin Chat - [photo](#)

William Street event at Bar 399 with Chinese language translators – [photo](#)

Local Business nights in North Perth, Mt Lawley, Leederville and Mt Hawthorn

Skateboarding clinics in Leederville with our brainstorm clouds – [photo](#)

Imagine Vincent Cup at Leederville Oval [photo](#)

Pop Ups in our Parklets (with free coffee!) [photo](#)

Cups of tea with the residents of Leederville Gardens (thanks for the cake) – [photo](#)

Displays at The Mezz and North Perth shopping Centre [photo](#)

Budhurst Bar Night for Dads of Vincent – [photo](#)

Supper with the residents of Foyer Oxford (thanks for the milo and brownies)

Department of Sport and Recreation morning tea [photo](#)

Evening hang out with Vincent Mums at Ilka [photo](#)

North Perth Local meet the Neighbour night at the Old Laundry [photo](#)

Tree planting day in Mt Hawthorn [photo](#)

Kyilla Farmers market [photo](#)

Beaufort street craft market [photo](#)

Noongar Radio tea and catch up [photo](#)

Classroom discussions with Vincent students about how they see the future [photo](#)

Composting workshop chat [photo](#)

Our information and documents were translated into Vietnamese and Chinese [\[Examples\]](#)

6. VISION

In concluding the community engagement campaign, our independently and randomly selected Community Engagement Panel was asked to create a vision statement that best reflected the ideas and feedback received from our community throughout month *Imagine Vincent* engagement campaign.

The Panel's resulting vision statement is below:

In 2028, the City of Vincent is a leafy and vibrant 24 hour city, which is synonymous with quality design and sustainability. Its diverse population is supported in their innovative endeavours by a council that says YES!

This statement represents the Panel's interpretation of what our community wants for the future of Vincent.

What we hear is that the community wants us to be a Council and an organisation that is clever, creative and courageous; that is in tune with community appetites and expectations; open-minded and willing to push the boundaries and willing to think and act as an enabler rather than a traditional local government regulator.

We are delighted to accept the challenge!

7. PRIORITIES

Our priorities to 2028 are defined below. They have been drawn from the feedback received from our community, and reflect our past, present and future. No one priority is more substantial than another; each works in concert with the others to deliver on our community's overall vision.

Enhanced Environment

The natural environment contributes greatly to our inner-city community. We want to protect and enhance it, making best use of our natural resources for the benefit of current and future generations.

Accessible City

We want to be a leader in making it safe, easy, environmentally friendly and enjoyable to get around Vincent.

Connected Community

We are a diverse, welcoming and engaged community. We want to celebrate what makes us unique and connect with those around us to enhance our quality of life.

Thriving Places

Our vibrant places and spaces are integral to our identity, economy and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy.

Sensitive Design

Design that 'fits in' to our neighbourhoods is important to us. We want to see unique, high quality developments that respect our character and identity and respond to specific local circumstances.

Innovative & Accountable

The City of Vincent has a significant role to play in supporting our community to realise its vision. To achieve this, we will be an innovative, honest, engaged and responsible organisation that manages resources well, communicates effectively and takes our stewardship role seriously.

8. OUTCOMES AND ACTIONS

Using the results of the Imagine Vincent community engagement campaign, we have defined the following for each of the six Priority Areas:

- Outcomes – The aspiration that the community expects us to achieve. These are the Outcomes we will work towards and will be achieved by focusing on a number of Actions.
- Actions – Our commitment to what we will do to achieve or contribute to the community's Outcomes. These Actions will be delivered through specific tasks and activities stated in our Corporate Business Plan.

ENHANCED ENVIRONMENT

The natural environment contributes greatly to our inner-city community. We want to protect and enhance it, making best use of our natural resources for the benefit of current and future generations.

THE OUTCOMES WE WILL WORK TOWARDS	WHAT WE'LL DO
<ul style="list-style-type: none"> • Our parks and reserves are maintained, enhanced and well utilised • Our urban forest/canopy is maintained and increased • We have improved resource efficiency and waste management • We have minimised our impact on the environment 	Invest in our parks and reserves which may include increased planting, improving or establishing playgrounds or skate parks and providing improved infrastructure such as water fountains and seats.
	Increase access to green space in high priority areas.
	Increase native planting and urban canopy in the public realm including tree planting in road reserves, verge gardens and strategic greening of City assets.
	Provide information and support the community to increase greening and tree preservation on private property (such as developing a planting guide).
	Deliver a contemporary and sustainable waste service that minimises waste generation and increases recovery, reuse and recycling.
	Invest in alternative energy and water efficiency initiatives, including consideration of emerging technologies.
	Support education programs and initiatives in that assist the community to live sustainably.

Comments from the Community – possible feature text

- Create edible landscapes in laneways
- Verges should have a functional use for residents
- More awareness of adopt-a-verge, adopt-a-tree and tree planting programs
- Continue to review household and city assets according to green credentials
- Keep renewing building policy to increase renewable energy targets
- Encourage innovative ways to have non-traditional gardens (e.g. rooftop, verge, wall).

ACCESSIBLE CITY

We want to be a leader in making it safe, easy, environmentally friendly and enjoyable to get around Vincent.

THE OUTCOMES WE WILL WORK TOWARDS	WHAT WE'LL DO
<ul style="list-style-type: none"> • Our pedestrian and cyclist networks are well designed, connected, accessible and encourage increased use • We have better integrated all modes of transport and increased services through the City • We have embraced emerging transport technologies 	Deliver alternative streetscapes that encourage increased pedestrian and cyclist activity.
	Develop and progress an integrated transport plan that considers increased and better connected pedestrian, cyclist and public transport.
	Improve and enhance pedestrian and bicycle support infrastructure.
	Prioritise pedestrians through safe streets, slower speed zones and shared spaces.
	Partner with others, including Local Governments and the State Government, to advocate for improved transport networks.

Comments from the Community – possible feature text

- Trials for 'Park Streets and Open streets'
- Investigate options to improve east-west linkages and possible CAT bus systems
- Reduced speed limits in North Perth, William Street, along Scarborough Beach Road
- More non-car based travel; and encouraging people to embrace walking, riding, trains
- Make streets more pedestrian friendly
- Adding charging stations to recharge electric cars
- Better routes within Vincent (East-West routes)

CONNECTED COMMUNITY

We are a diverse, welcoming and engaged community. We want to celebrate what makes us unique and connect with those around us to enhance our quality of life.

THE OUTCOMES WE WILL WORK TOWARDS	WHAT WE'LL DO
<ul style="list-style-type: none"> • An arts culture flourishes and is celebrated in the City of Vincent • We have enhanced opportunities for our community to build relationships and connections with each other and the City • Our many cultures are celebrated • We recognise, engage and partner with the Whadjuk Noongar people and culture • Our community facilities and spaces are well known and well used • We are an inclusive, accessible and equitable City for all 	Integrate accessibility, diversity and inclusion into our operations and service delivery to meet the needs of everyone in our community.
	Develop a clear vision for creative arts in the City and continue to deliver public art, inclusion of art in built form, opportunities for local artists and creative spaces.
	Acknowledge and celebrate the history of the Whadjuk Noongar people and develop partnerships with local Whadjuk Noongar organisations and community members.
	Improve access to information on all that we offer our community, including comprehensive neighbourhood maps.
	Lead by example through decision making and communications to support the diversity and culture of our community.
	Develop and deliver a community engagement charter that clearly identifies how and when we will engage with the community and provide a single location for all information sharing.
	Support and streamline community-led opportunities in public spaces such as 'street parties', community gardens and verge parks.
	Partner with support services and surrounding local governments to proactively address homelessness, social isolation and disadvantage and facilitate opportunities for members of the community to be involved.

Comments from the Community – possible feature text

- More diverse street art, more publicity of street art, encourage new artists
- A diversity of public art, opportunities for local artists and facilitating creative spaces and artistic endeavours.
- Priority plans and continued support for creative spaces
- Availability of community spaces, local markets and produce suppliers and a description of facilities within various parks
- The vibe is great in Vincent. It's a cool place to be - great cafes and bars, cute shops, street art.
- There are a lot of services for people with young families which means that parents have a lot of opportunity to connect with other parents.
- We could do walking tours around the city to show off local art, stores areas etc.
- We love the innovative thinking, the involvement of the community, the diversity of the community here is highly represented and celebrated and there is a general support and encouragement about change and progressive ideas.
- I would love to see Vincent become the arts capital of Perth.

THRIVING PLACES

Our vibrant places and spaces are integral to our identity, economy and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy.

THE OUTCOMES WE WILL WORK TOWARDS	WHAT WE'LL DO
<ul style="list-style-type: none"> We are recognised as a City that supports local and small business 	Increase our role and influence in attracting, retaining and growing independent businesses in the City through economic development initiatives and support for town teams.
<ul style="list-style-type: none"> Our town centres and gathering spaces are safe, easy to use and attractive places where pedestrians have priority 	Increase safety in our town centres and public places through good design, investment in infrastructure and partnerships with WA Police and community organisations.
<ul style="list-style-type: none"> We encourage innovation in business, social enterprise and imaginative uses of space, both public and private 	Prioritise investment in maintenance, repair and improvement programs to deliver high quality public places and facilities.
<ul style="list-style-type: none"> Our physical assets are efficiently and effectively managed and maintained 	Streamline systems and policies to reduce red tape and barriers for business.
	Review opportunities and advocate to better connect the City through support for the digital economy, investigating options for enhanced telecommunications infrastructure and services such as free public wi-fi.
	Take a place-based approach to investment in our town centres and gathering places to increase activation, improve wayfinding and create destinations for all members of the community.
	Encourage business growth and community interaction in smaller neighbourhood centres across the City, through inclusion in business support initiatives.

Comments from the Community – possible feature text

- In developing non-traditional business spaces (e.g. co-working spaces, temporary uses of vacant spaces, pop-up shops and hacker spaces).
- City to provide safe spaces, facilities.
- Better use of existing spaces to promote small business/ community activities.
- Less red tape with retail, food, alcohol applications. Better internet capabilities.
- Listen and canvass ideas from businesses.
- Reduce red tape for small business and reduce alfresco restrictions.
- Develop an entrepreneur hub!
- Power and USB ports around the city
- Hold a community concert for small, up-and-coming bands and choirs

SENSITIVE DESIGN

Design that 'fits in' to our neighbourhoods is important to us. We want to see unique, high quality developments that respect our character and identity and respond to specific local circumstances.

THE OUTCOMES WE WILL WORK TOWARDS	WHAT WE'LL DO
<ul style="list-style-type: none"> • Our built form is attractive and diverse, in line with our growing and changing community • Our built form character and heritage is protected and enhanced • Our planning framework supports quality design, sustainable urban built form and is responsive to our community and local context 	Improve design outcomes for all types of development in the City with the support of our Design Review Panel.
	Encourage increased diversity of housing for our growing community through planning policy.
	Support high quality density development in town centres and high frequency corridors that responds to the local context.
	Reward sustainable design innovations including improved waste management, alternative energy, improved air quality and noise attenuation and more useable green space.
	Champion our community's aspirations and the importance of local context within planning frameworks and decision making.

Comments from the Community – possible feature text

- Reward people who are meeting and delivering local aspirations.
- Support education about sustainability and support community groups that promote sustainability
- Ensure that high density dwellings have nearby access to green play/leisure areas
- Ensure planning applications take due consideration of existing residents e.g. solar access, balconies/noise, parking etc
- Create public amenities to encourage community participation. e.g. community vegetable gardens, chess groups, mixed mend women's vocational sheds, food appreciation groups etc
- I mostly interact with neighbours when I'm out the front gardening, so continue to encourage verge, front and community gardens.
- Bring a more artistic eye to street "furniture" e.g. bollards etc.
- I love the heritage houses, unique streetscapes and beautiful parks with mature trees.
- Value our heritage and distinguishing architecture of town centres to avoid generic outputs

INNOVATIVE AND ACCOUNTABLE

We have a significant role to play in supporting our community to realise its vision. To achieve this, we will be an innovative, honest, engaged and responsible organisation that manages resources well, communicates effectively and takes our stewardship role seriously.

THE OUTCOMES WE WILL WORK TOWARDS	WHAT WE'LL DO
<ul style="list-style-type: none"> Our resources and assets are planned and managed in an efficient and sustainable manner 	Review and consolidate assets to ensure all buildings and facilities are well utilised and meet community needs.
<ul style="list-style-type: none"> Our community is aware of what we are doing and how we are meeting our goals 	Continuously improve the City's website and other communication channels to ensure information is easy to find and services are effectively communicated.
<ul style="list-style-type: none"> Our community is satisfied with the service we provide 	Support two-way dialogue and provide clear pathways for community members to find information and interact with us through on and off-line options.
<ul style="list-style-type: none"> We are open and accountable to an engaged community 	Involve the community in setting our strategic directions through ongoing participation.
	Advocate on issues of importance to our community.
	Measure and respond to the level of community satisfaction with the City.

Comments from the Community – feature text

- Provide more awareness of available facilities for community activities and events.
- Opportunities for sharing responsibility for asset management (e.g. tidy streets programs, garden competitions, graffiti reporting).
- Make it easy for change to happen.
- Continue the strong council focus on transparent/ accountable dealings.
- Ensure businesses are not tied down in Council red tape when they are trying to be innovative.
- We love the innovative thinking, the involvement of the community, the diversity of the community here is highly represented and celebrated and there is a general support and encouragement about change and progressive ideas.

9. COMMUNITY DECISION MAKING CRITERIA

In recognising the enormous contribution of our Vincent community to this process we also recognise that decisions will need to be made in the future about what actions to prioritise, or about necessary actions that may not have been apparent at the time we undertook our engagement process.

To ensure our future decision making is robust and follows the values of the work undertaken throughout the engagement campaign, we also took the opportunity to discuss what decision making criteria was most important to the community in making ongoing decisions.

Our Community Engagement Panel considered a variety of key decision making criteria which reflect the values and expectations they believe the community would like to see applied to the City's decision-making framework.

Using these criteria, we will be able to determine the best course of action and budget allocation for key decisions that affect our future direction.

Alongside our specific Priorities, Outcomes and Actions, these criteria will assist us to ensure decisions are made in alignment with community expectations and preferences. In all, there are six criteria, ranked by the Panel in order of priority where 1 has the greatest importance, as follows:

RANK	CRITERIA	DESCRIPTION
1	Liveability	<p>Liveability is about social wealth.</p> <p>Liveability will be achieved through projects and activities that ensure our place is safe, low in crime, where children and the elderly are comfortable and where there are trees and nature helping to provide health/mental health benefits.</p> <p>Improved access to community services and good public transport will increase liveability, as will the ability to observe our history and culture through the preservation of important buildings and precincts that ground our sense of place.</p>
2	Sustainability	<p>Sustainability is about long term return on investment.</p> <p>Sustainability will be achieved through projects and activities that deliver benefits for future generations without negatively impacting on the current community, that reduce pollution and result in better public health outcomes. These projects and activities should be forward thinking; identifying and allowing for adaptation to new trends if required.</p> <p>Projects and activities will be long term, have agreed measurement and results will be reported.</p>
3	Efficiency	<p>Efficiency is about more responsible use of our assets.</p> <p>Efficiency will be achieved through projects and activities that use strong data and evidence for decision making to maximise the use and enjoyment of our existing spaces and encourage multiple and shared use of resources. Partnering with other Local Governments and State Government agencies, reducing red tape, and providing greater access to knowledge and information about living and working in the City will increase efficiency.</p>

4	Equity	Equity is about servicing the whole community. Equity will be achieved through projects and activities that benefit the majority of our community; across all cultures, ethnicity, ages, genders, ability and financial status. These projects and activities will result in balanced delivery of service for all. Projects and activities that recognise both long term and short term community members and include strategies to encourage participation across different demographics will increase equity.
5	Helping Connect People	Helping Connect People is about creating an environment for sharing and solution finding. Connecting people will be achieved through projects and activities that identify and consider the relationships between stakeholders when making decisions, that encourage greater relationships between our business, social, recreation and residential communities, and support sharing and solving problems together. Shared spaces, shared resources and access to knowledge and information about our community will help connect people.
6	Respecting the many cultures of Vincent	Respecting the many cultures of Vincent is about recognising our history and celebrating our diversity. This will be achieved by projects and activities that openly support our many and varied community members; through locally relevant signage and communications tools, through events, festivals and food, and through expressing shared values whilst fully respecting our differences. Projects and activities that encourage tolerance, understanding, pride of place and the unification of our community will help all of our many cultures feel respected.



CITY OF VINCENT



imagine
vincent



COMMUNITY ENGAGEMENT CAMPAIGN

City of Vincent Strategic Community Plan
May 2017

EXECUTIVE SUMMARY



The City of Vincent’s existing Strategic Community Plan 2013 - 23 (SCP) was adopted in September 2013. A lot has changed during this time in terms of strategic direction and a change in the City’s economic, social and environmental landscape, as well as

community and customer needs and expectations.

Council has resolved to undertake a full review of the SCP. A focus of the review will be to engage with the community as is required by the

Local Government Act, however, the proposed Community Engagement Campaign intends to go above and beyond the statutory requirements to be extremely targeted and purposeful.

In designing this engagement campaign the City’s Elected Members followed four guiding principles:

1. We want our engagement campaign to be **open & inviting, exciting & engaging** and to help us build even greater **knowledge** about our community. The campaign needs to enable all members of our community to be involved and ensure that community inputs are reflected in the outcomes; that it is **representative, relevant, transparent** and the outcomes are **measurable**.
2. Our campaign will be positively assisted by being **inclusive & informative; sharing knowledge** freely, making sure we use the feedback (**data**) that the community has already given us and by having all representatives of the

City **involved**. To avoid potential challenges, our campaign will need to be **open & honest & clear** and we will need to show that we are **aware** of existing issues, that we are **willing to talk** about them, and that we are **learning** from past lessons.

3. The engagement approaches that will be right for us will need to be **transparent & open** enabling us to keep our community fully **informed**. The approach will be **inclusive** of all members of our community, be **collaborative**, and the outcomes will be both **revealing and instructive**. The approach should enable all representatives of the City to be **involved** in a meaningful and collaborative way.

4. There are so many ways to engage with the community, and we want to **understand** what tools and techniques will best work for our many and varied community members, as well as for our many and varied opportunities and challenges. The engagement techniques that we choose must be, above all, **engaging & transparent & inclusive**. We will also need to be able to measure the quality of the engagement, both in terms of relevance (did it achieve our goals) and in terms of satisfaction with the process. Proper **evaluation** will need to be undertaken.



WHAT IS THIS DOCUMENT FOR?

This document describes the key activities and supporting actions that together make up the Community Engagement Campaign. It is to be read as a campaign management tool, describing activities and actions in accordance with a set timeframe and clarifying the objective of each activity, linking back to the guiding statements developed by the City. Monitoring the Community Engagement Campaign for success is also a part of this document, and forms an important part of the evaluation framework for the overall project.

Section 1 provides a summary and background to the Community Engagement Campaign. **Section 2** provides the key messages that will ensure a clear direction can be communicated to the community.

Section 3 provides a high-level summary of the intended process and philosophy of the Community Engagement Campaign, whilst **Section 4** provides the detail of the program and activities to be undertaken. **Section 4** also provides a summary of key benefits for each activity, and challenges that the Project Team, City and Elected Members need to be aware of/avoid.

Section 5 provides information regarding the proposed evaluation techniques that will be employed; these provide a basis for reviewing the Community Engagement Campaign process throughout the timeframe of the project and also for improving on this process in future engagement activities.

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1. INTRODUCTION

The City of Vincent's (the City's) existing Strategic Community Plan 2013-23 (SCP) was adopted in 2013 and is due for its 4-year review. Through the review of the SCP, the City will strengthen its focus on community engagement by actively inviting two-way conversations across the community to gather feedback, ideas and thoughts. Through actively listening and working with the community the new 10-year Strategic Community Plan will be prepared.

1.1. BACKGROUND

A Strategic Community Plan is a document that is required to be developed by all Local Governments in Western Australia. This is a requirement under Section 5.56 (2) of the Local Government Act 1995, and has been the case since the Integrated Planning and Reporting (IPR) Framework and Guidelines were introduced in WA as part of the State Government's Local Government Reform Program. All local governments were required to have their first suite of IPR documents in place by 1 July 2013.

The Advisory Standard published by the Department of Local Government and Communities refers to the minimum regulatory requirements as well as "Achieving", "Intermediate" and "Advanced" Standards of IPR performance. Local governments should be on a pathway of continuous improvement, moving steadily through Achieving, Intermediate or Advanced Standards of IPR.

A Strategic Community Plan outlines community long term (10+ years) vision, values, aspirations and priorities, with reference to other local government plans, information and resourcing capabilities. The Strategic Community Plan is not static. A full review is required every four years with a desktop review every two years.

The Strategic Community Plan:

- establishes the community's vision for the local government's future, including aspirations and service expectations;
- drives the development of local government area/place/regional plans, resourcing and other informing strategies, e.g. workforce, asset management and services; and
- drives and/or influences all other planning.

IPR enables community members and stakeholders to participate in shaping

the future of the community and in identifying issues and solutions. This is not restricted by the Council's direct service delivery responsibilities. A community's aspirations are expressed as a vision, outcomes (or similar) and priorities. The community vision and outcomes are typically higher level than the scope of local government activity. Examples include prosperity, social cohesion, safety, and health. While such vision elements and/or outcomes are a driving force for local governments, many other factors are outside their control.

The Strategic Community Plan doesn't make local government accountable for high level community visions or outcomes. Rather, the Strategic Community Plan needs to include clear definition of the Council's strategic priorities, intentions for asset stewardship and service delivery, and resourcing implications over the coming decade – clearly linked to the community's aspirations.

1.2. THE COMMUNITY ENGAGEMENT CAMPAIGN

NB: This section has been sourced almost entirely from the Department of Local Government and Communities. Further information can be found at <https://www.dlhc.wa.gov.au/Publications/Pages/IPR-Framework-and-Guidelines.aspx>

The proposed Community Engagement Campaign is designed to be targeted and effective. It is essential that every Vincent citizen has the opportunity to contribute to the City's future strategic direction. Whilst multiple techniques have been considered in developing this Community Engagement Campaign, the activities proposed in this campaign have been selected through a collaborative process with the Elected Members. These techniques have demonstrated achievement of the guiding principles developed through that process. The overarching objectives, which have been drawn from the guiding principles for the Community Engagement Campaign are:

1. Our engagement campaign enables all members of our community to be involved by providing multiple engagement opportunities to suit our diverse community
2. Our engagement campaign ensures that community inputs are reflected in the outcomes (the SCP); that it can be clearly shown that the SCP is developed through engagement with the community and that it is representative and relevant.
3. Our engagement campaign will be inclusive & informative; sharing knowledge freely and transparently
4. Our engagement campaign will use past feedback that the community has given us. We acknowledge existing issues, are willing to talk about them, and are learning from past lessons.
5. Our engagement campaign will keep our community fully informed and be collaborative.
6. Our engagement campaign will focus on activities and actions that we can realistically be able to manage or influence. The outcomes will therefore be instructive and purposeful.
7. Our engagement techniques that we choose are engaging, transparent and inclusive.
8. Our engagement campaign will be measured for quality; both in terms of relevance (did it achieve our goals) and in terms of satisfaction with the process.

The Strategic Community Plan can also encompass the contributions of others and provide inspiration and guidance for alignment of all relevant stakeholders in favour of the community's aspirations.

1.3. THE COMMUNITY ENGAGEMENT CAMPAIGN 'BRAND'

A 'brand' has been workshopped with the City executive and the Elected Members. The Community Engagement Campaign brand is 'Imagine Vincent', which implies an open and inviting process as well as a forward-looking engagement campaign. Imagine Vincent provides an excellent basis for themed discussions (e.g. Imagine Green Vincent, Imagine Tech Vincent) and for having members of the community consider the future from the point of view of 'others'.

1.4. TIMEFRAMES

The Community Engagement Campaign is expected to run from April through to October, with the months of April and May encompassing the preparation and planning phase and October delivering the summary component. June to September will be the primary Community Engagement Campaign; the time when collaboration with the community is at its greatest and feedback is encouraged and can be provided.

1.5. PARTICIPANTS

All members of the Vincent Community are invited to be participants. The following roles will be fulfilled by various members of the community:

- Residents, owners and business community – this group are owners and occupiers of ‘places’ within the City, and are important contributors to the spirit and vibrancy of the community. The role of this group is to provide advice, feedback, support, encouragement and constructive criticism to the City. Some members of this group will be called upon to provide a formal advisory role.
- Advisory groups, formalised community groups and sporting clubs – this group occupy ‘places’ within the City and also help to shape, organize, support and connect with the broader community. This community is an excellent existing conduit to many members of the community and their role is to provide a link into the network of the Vincent community.
- City of Vincent administrative staff – this group are occupiers of the City and potentially residents of the City, but are also responsible for delivering on the projects and programs already happening. The role of this group is to ensure that the campaign is aligned to the focus areas of the City, to appropriate governance frameworks, and to provide expert technical knowledge and support when considering various ideas and priorities. This group will be required to make sure all ongoing City administration tasks are communicated to the Project Team so they can be included in any communications. This group will also be fundamental in supporting delivery of the SCP – they need to be involved throughout the process and communicate the process to others.
- City of Vincent Elected Members – this group are an important connection between the community and the administrative staff of the City. Their role is both as advocates and as participants in the process. They will provide important feedback to the project team to ensure that the objectives and intent of the various activities are being honoured, and they will help the project team to resolve any shortcomings by providing local knowledge and locally appropriate advice. The Elected Members will also have a critical community facing role throughout the Community Engagement Campaign.
- The Project Team – This small team of people are responsible for coordinating, facilitating and finding ways and means to connect the City with the community. The Project Team will be seen throughout the City at various times throughout the Community Engagement Campaign and can be asked any questions at all about both the process and the opportunities to be involved. For the duration of the project, the project team are also members of the community.

1.6. ENGAGEMENT DRIVERS

This Community Engagement Campaign has been prepared by understanding the historical engagement undertaken by the City, recognising the vast amount of feedback that has been and continues to be provided to the City through various projects run by the City and others, and considering the many studies and strategies undertaken by the City over the last few years.

This Community Engagement Campaign has also been prepared to align with the International Association for Public Participation (IAP2) engagement principles set out in the International Association of Public Participation (IAP2) Code of Conduct. These principles include:

- Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
- Public participation includes the promise that the public's contribution will influence the decision.
- Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
- Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
- Public participation seeks input from participants in designing how they participate.
- Public participation provides participants with the information they need to participate in a meaningful way.
- Public participation communicates to participants how their input affected the decision.
- In addition to these principles, which are largely based on a decision point, the approach to stakeholder engagement in the Community Engagement Campaign will include principles based on supporting the implementation of the Community Engagement Campaign. These additional principles are:
 - Public participation promotes local agents for implementation, bestowing decision making power to communities and enabling local support for delivery.
 - Public participation develops a shared agenda and alignment to shared tasks and activities.

1.6.1. IAP2

IAP2 has developed a framework that defines the level of public participation in terms of a spectrum that begins with Inform, Consult and moves to Involve, Collaborate and Empower (see Figure 1).

FIGURE 1 : IAP2 SPECTRUM

In the IAP2 spectrum, the further to the right of the spectrum, the greater the ability of the public to influence or impact decision-making. A simple way of illustrating the relationships amongst stakeholders by way of the direction of information sharing is shown in Figure 2.

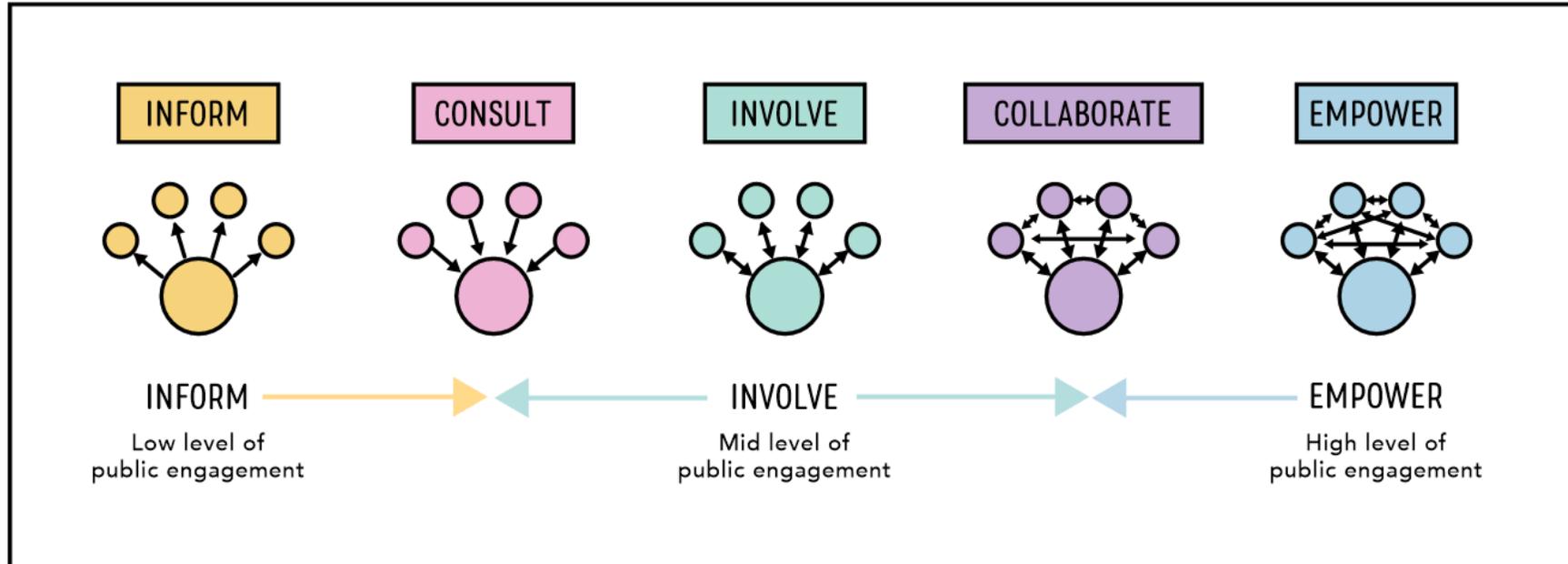
INCREASING IMPACT ON THE DECISION →

	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 seek your feedback on drafts and proposals.	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 work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

(Source: International Association for Public Participation)

FIGURE 2 : IAP2 SPECTRUM RELATIONSHIP DIAGRAM

Naturally, activities in the Community Engagement Campaign will correspond to various points in the spectrum, depending on both the timing of the activity and the level of interest of the community. The City is aiming to generally achieve a 'collaborative' engagement campaign.



2. KEY COMMUNITY ENGAGEMENT CAMPAIGN MESSAGES

A clear, consistent approach to communicating with stakeholders is an important component of the Community Engagement Campaign. Key facts, or messages, have been developed to assist all those involved in engagement activities, to reinforce the guiding principles and objectives in the Community Engagement Campaign, pre-empt possible issues and continue to build mutual trust.

2.1. KEY MESSAGES

The following are the key messages relating to the Community Engagement Campaign and the SCP:

1. A Strategic Community Plan (SCP) outlines our community's long term (10+ years) vision, values, aspirations and priorities, with reference to other local government plans, information and our ability to fund and resource those priorities. We are required by legislation to have an SCP, but we are also obliged by our role in the community to properly plan for the future of our City.
2. To develop our SCP we will undertake an extensive and far-reaching Community Engagement Campaign. Our Community Engagement Campaign has been designed to be inclusive, reflective of our community and collaborative, with real opportunities for all our entire diverse, unique and evolving Vincent community to imagine the future and be involved in shaping it.
3. Our Community Engagement Campaign has been designed to be exciting & engaging to help us build even greater knowledge about our community.
4. Our Community Engagement Campaign has been designed to allow for maximum transparency and information sharing. Multiple opportunities for reviewing outcomes and for being informed are available to all members of the community.
5. The Community Engagement Campaign enables our community members and stakeholders to participate in identifying opportunities, new ideas, issues and solutions that will be translated into priorities and actions for the City of Vincent.

3. COMMUNITY ENGAGEMENT CAMPAIGN

Community engagement activities proposed have been designed to ensure that every member of the Vincent community can be involved in 'Imagining Vincent'.

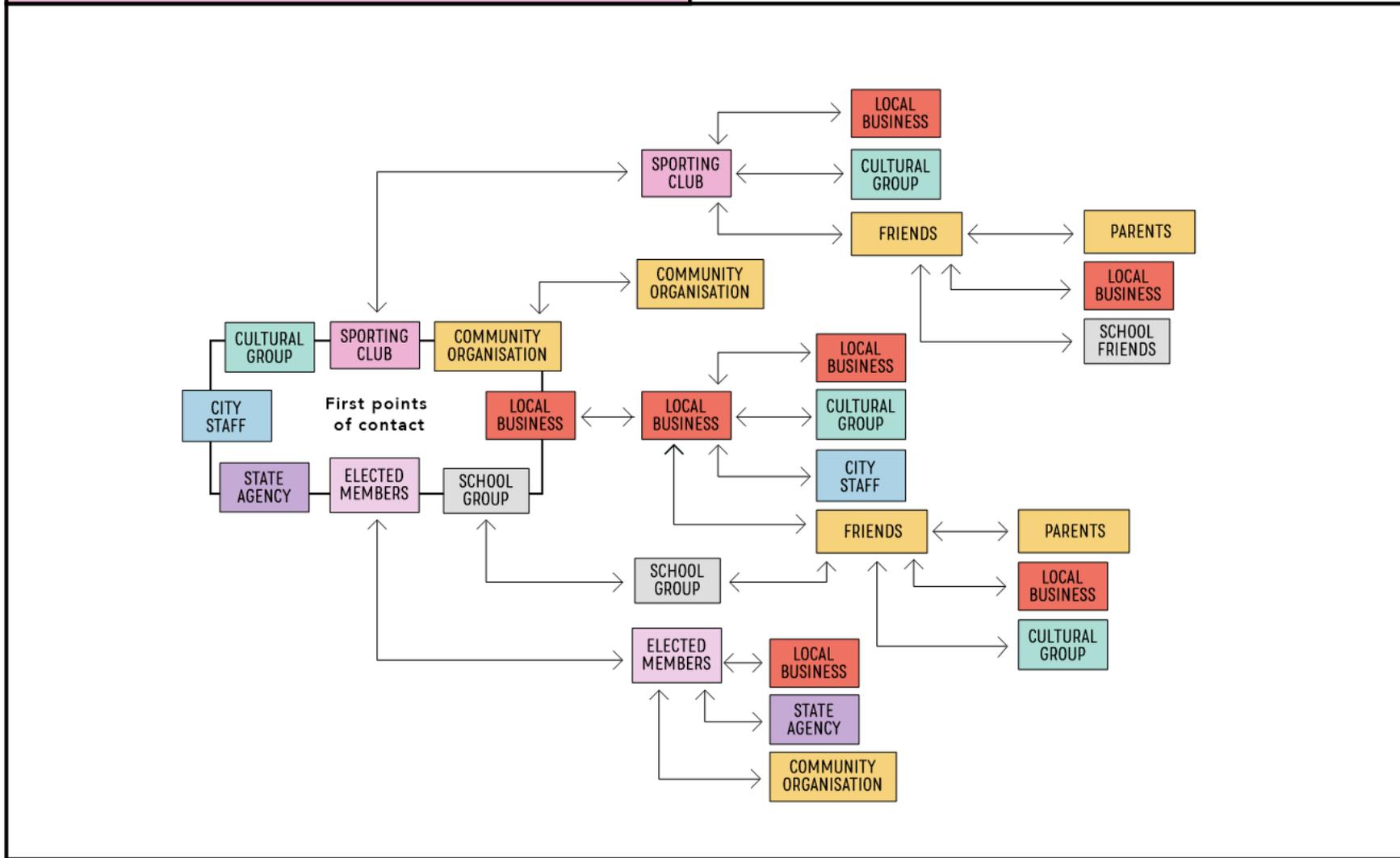
All activities have been designed to achieve a transparent, collaborative outcome. The methodology for the Community Engagement Campaign includes multiple opportunities for formal face-to-face interaction with the City, Elected Members and the Project Team, but also includes a strong desire to allow

for the community itself to lead the discussion. The Community Engagement Campaign is designed around the phone-tree concept: whereby a number of initial discussions can result in exponential growth of the discussion. This approach asks of the community to be involved, but it does not presume to ask the community to be involved on terms that they might not be able to achieve (e.g. at a time or a place that does not suit them).

This is shown conceptually in Figure 3.

Together with the phone tree concept the Community Engagement Campaign is also designed to ensure that the community who are engaged in the development of the SCP is representative or reflective of the broader Vincent community, including its age composition, gender, ethnicity, language, religion and physicality. To achieve this, the Community Engagement Campaign includes key events that will include targeted community groups and organisations and a random selection of people from the broader Vincent community.

FIGURE 3: THE COMMUNITY ENGAGEMENT CAMPAIGN PHONE TREE 'MODEL'



4. ENGAGEMENT ACTIVITIES AND TIMELINE

This section outlines the engagement activities, deliverable and evaluation tools proposed to deliver the CSP via a strong Community Engagement Campaign. The project program is shown as a diagram in Figure 4 and

is outlined in Table 2, highlighting the key engagement stages and anticipated timings. These are also linked back to the criteria and actions upon which the

design of the Community Engagement Campaign is based.

A detailed description of each engagement activity is included in Section 4.2.

4.1. ENGAGEMENT OVERVIEW

FIGURE 4: THE COMMUNITY ENGAGEMENT CAMPAIGN PROGRAM

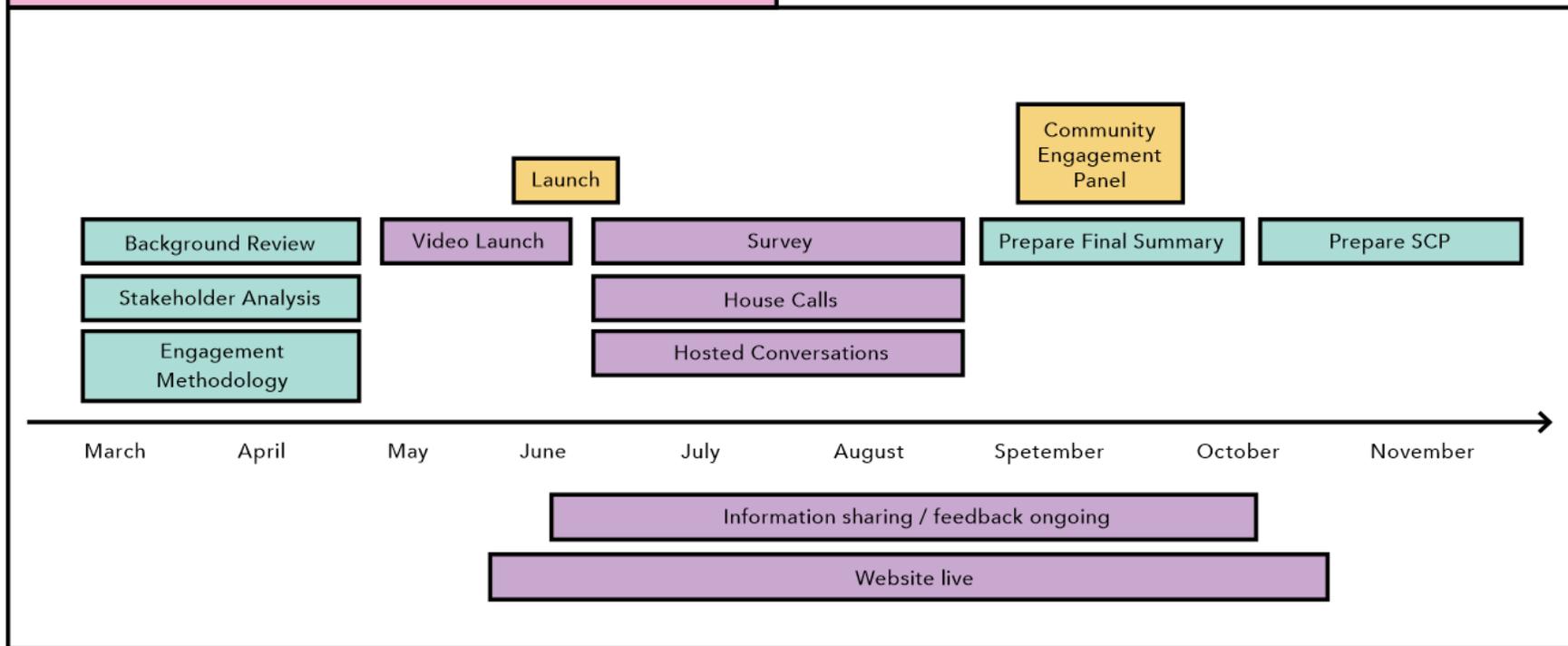


TABLE 1 STAKEHOLDER ENGAGEMENT PROGRAM

STAGE / TIMING	ACTIVITY		
<p>Pre-Campaign March – April 2017</p>	<ul style="list-style-type: none"> • Background literature review and community analysis using Forecast id data, previous reports, documents and studies, community survey outcomes, CATALYSE outcomes, online analysis of social media • Stakeholder Analysis – development of a broad reaching stakeholder analysis of all known and anticipated community groups 	<ul style="list-style-type: none"> • Development of community profiles – typical profiles of people in the City of Vincent • Development of a ‘What’s on Vincent’ calendar to provide up to date activities that will support, impact or contribute to the Community Engagement Campaign and the SCP 	<ul style="list-style-type: none"> • Develop a set of Frequently Asked Questions and Key Messages • Develop branding and style guide • Prepare online portal, set up user interface and populate with information and background materials
<p>Soft Launch May 2017 – June 2017</p>	<ul style="list-style-type: none"> • Video/Mayor message • Website launch • Social media launch • Register interest at streets and laneways and other events already occurring (‘watch this space’ style engagement) • Produce Community Engagement Campaign documents/flyers/media content 	<ul style="list-style-type: none"> • Produce Information packs for self-hosting and Community • Engagement Campaign ambassadors • Review budget submission outcomes 	<ul style="list-style-type: none"> • Take registrations of interest for involvement and/or events • Main launch activities: <ul style="list-style-type: none"> - Advertisement in Voice and Guardian Express providing call for expressions of interest - to be involved in the launch event and soft-launching the Community Engagement Campaign

STAGE / TIMING	ACTIVITY	
<p>Campaign June 2017 – September 2017</p>	<ul style="list-style-type: none"> • Formal Launch and communications activities: <ul style="list-style-type: none"> - Social media campaign - Invitation to engage postcards available at City buildings, businesses etc - Launch event: <ul style="list-style-type: none"> - set expectations; - introduce process and enable community to understand the Community Engagement Campaign and SCP process; - invite people to register for updates; - invite interested parties to register to be involved; - invite people to be ambassadors; - futurist speaker; - visioning session, key themes (“imagine if “xxx”); - work with participants to frame questions for the engagement campaign; and - community statements, vox pops, formal launch. • Direct stakeholder meetings • Survey/Polls 	<ul style="list-style-type: none"> • Web portal feedback and conversation options • House calls • Self-hosted conversations • Piggy back on ongoing events, street stalls, pop-ups • Daily monitoring of web portal • Fortnightly information sharing (updates) and updates of activities and tasks completed, noticeboard/virtual noticeboard updates • Monitoring themes and ideas – liaise with City administration to workshop key suggestions and consider opportunities, challenges, trade-offs • Additional advertisement in Voice and Guardian Express if relevant to re-energise • Regular social media updates • Organise panel selection (participants) and panel event coordination
<p>Closing Engagement Activities September 2017</p>	<ul style="list-style-type: none"> • Finalise summary of emergent themes and ideas • Finalise presenters and technical experts • Prepare data summaries • Provide Community Engagement Panel background papers to all participants 	<ul style="list-style-type: none"> • Community Engagement Panel • Community Engagement Panel to summarise outcomes • Community Engagement Campaign summary report • Email, paper and website updates
<p>SCP October 2017 – November 2017</p>	<ul style="list-style-type: none"> • Prepare final summary, share information, produce SCP 	

4.2 DETAILED ENGAGEMENT ACTIVITIES

The engagement methodology involves a number of key activities to identify stakeholders, inform them about the Community Engagement Campaign and SCP processes and provide opportunities for comment, collaboration and feedback for consideration by the City's project team. These are described in Table 2. The table also describes some of the key benefits and challenges of each activity.

TABLE 2 ENGAGEMENT AND COMMUNICATIONS ACTIVITIES

	ACTIVITY	PURPOSE	BENEFITS & CHALLENGES	
1	Background Review	<p>To ensure that engagement is not undertaken without understanding past engagement activities; including expectations that may have been expressed, information that may have been gathered and views and opinions that may have been forwarded.</p> <p>The background review will include analysis of the Forecast id data, Vincent Visions outcomes, outcomes of recent engagement on the new planning policy framework, a summary of upcoming events, any past challenging projects, any other broader community concerns and any other engagement activities that may occur during the Community Engagement Campaign.</p>	<p>Benefits:</p> <ul style="list-style-type: none"> • The community will understand that their voices have been heard in the past and that this process is a next step rather than a new beginning. • It is necessary to build an historical basis for the SCP document. 	<p>Challenges:</p> <ul style="list-style-type: none"> • Some documents, although old, may be very relevant and vice versa. It is challenging to ensure that past information is considered without closing the door to new or different ideas and expectations of the community.
2	Stakeholder Analysis	<p>To develop a clear database of agencies, organisations, groups and representative bodies that will have a stake in the future of the City of Vincent. This distils down to the level of the individual, and through the course of the Community Engagement Campaign many individuals will also be included in the stakeholder database, where they have expressed a willingness to be included for communication purposes.</p> <p>The Stakeholder Analysis will first be completed by the Project Team and will then be subject to a review by key personnel from the City to ensure it contains an holistic coverage of the City's various stakeholders.</p> <p>Subsequently, the stakeholder database will be maintained for the duration of the Community Engagement Campaign.</p>	<p>Benefits:</p> <ul style="list-style-type: none"> • Getting a solid understanding of the breadth of the 'community' of Vincent. • Understanding the likely inputs that stakeholders will want to have, and their levels of influence and networks. • A comprehensive database of stakeholder contacts that the City can maintain beyond the scope of the project, and perhaps convert to an online system. 	<p>Challenges:</p> <ul style="list-style-type: none"> • Databases of stakeholders are a moment-in-time output and must be monitored for accuracy. Organisations change leaders, staff and structure all the time – 3 months can make a significant difference.

	ACTIVITY	PURPOSE	BENEFITS & CHALLENGES	
3	FAQs	Local Government’s communicate a great deal with their communities, on many different topics. It will be vitally important to the success of the Community Engagement Campaign if there is a clear and defined ‘boundary’ regarding the purpose and intent of the Community Engagement Campaign, and the purpose and intent of the SCP. FAQ’s will follow the Key Messages, and project information will provide a bit more detail and direct readers to other reference documents. All information will be available in hard copy at the City’s various buildings, other agreeable locations (i.e. shopping centre noticeboards) and online in the project portal. These documents will be completed by the Project team in conjunction with the City’s communications team.	<p>Benefits:</p> <ul style="list-style-type: none"> • Establishes simple, clear information about the project and its objectives. • Is simple to do and has very little cost. 	<p>Challenges:</p> <ul style="list-style-type: none"> • These require ongoing monitoring – any emerging questions or themes that could be classified as frequently asked should be included in FAQ updates.
4	What’s On Vincent	<p>In line with the need to set a defined ‘boundary’ regarding the purpose and intent of the Community Engagement Campaign, it is also critical that the community can easily see when communications from the City are related to the Community Engagement Campaign or have another purpose. The City will need to continue to run its normal operations during the Community Engagement Campaign and it would be unreasonable to stop all other communications. For that reason, the Community Engagement Campaign web portal will maintain a calendar of events that will be occurring within the duration of the Community Engagement Campaign.</p> <p>The calendar will be completed by the Project team in conjunction with the City’s communications and community development teams. All staff at the City will be required to provide updates to the calendar as and when new activities are programmed.</p>	<p>Benefits:</p> <ul style="list-style-type: none"> • Establishes a simple calendar that clearly shows which engagement or other activities are aligned with the Community Engagement Campaign and which activities are normal business activities. • Can be used beyond the timeframe of the Community Engagement Campaign to continue to provide the community with a clear calendar of events. • Can help the community to understand the breadth of activities undertaken or supported by the City. 	<p>Challenges:</p> <ul style="list-style-type: none"> • It is possible that events will occur during the Community Engagement Campaign without being included in the calendar – good communications with the City’s leaders will be required to avoid this. • Normal planning communications are out of the control of the City as these are application based. Some allowance for this will need to be included in the calendar. • Some events will occur right at the end of the Community Engagement Campaign. A proper ‘close’ of the Community Engagement Campaign will be required to ensure that ongoing events are not distracted by the past Community Engagement Campaign.

	ACTIVITY	PURPOSE	BENEFITS & CHALLENGES	
5	Online/Website	<p>Vast numbers of our community are accessing and sharing information online, with online services becoming steadily the most common form of communication that occurs between organisations and their community. It is also recognised that some members of our community prefer this method of communication; allowing them to access information at their leisure. This Community Engagement Campaign includes the use of an interactive web portal that will be the go-to place for the community to access information about the project, if online is their preferred source of information.</p> <p>The web portal will be designed and set-up by the project team, using the branding and style guide of the City. The portal will have a URL that reflects the Vincent name and have direct links back to the City's website. The portal will include pages where background information and data can be accessed, opportunities for participants to take a survey, provide feedback and undertake polls, and will actively invite people to start and host conversations with people in their networks. The Web portal will replicate all physical engagement activities.</p>	<p>Benefits:</p> <ul style="list-style-type: none"> • Access to online information is 24 hours a day, 7 days a week. Community members can choose to be heavily engaged or take a lighter approach, and can be engaged from the comfort of their own home or anywhere they have data. • Information shared online is available to all and can be referred to by members of the Project Team, City staff and Elected Members. Information available throughout the project will ensure that the project messages are always clear and available. • The web portal will be an increasingly important tool in the feeding back of project outcomes, supporting the objectives of transparency. • The web portal provides a more universal accessibility to the project inputs and outcomes. • The web portal is a relatively inexpensive tool compared to its likely reach. 	<p>Challenges:</p> <ul style="list-style-type: none"> • Monitoring the web portal is critical to ensure that the portal continues to be the go-to place for information. • Ensuring appropriate community rules are followed can be a challenge on web portals. Moderation of inappropriate content, if it occurs, must be done quickly.

	ACTIVITY	PURPOSE	BENEFITS & CHALLENGES	
6	<p>Noticeboards</p>	<p>Traditional noticeboards are the hard copy version of the online web portal. Information about the Community Engagement Campaign will be available at familiar local community places such as shopping centres and local community halls. When project updates are provided on the web portal, these noticeboards will be updated.</p> <p>To deliver on this the Project Team will develop relationships with the 'owners' of such noticeboards and have agreement to easily update information. Local businesses will also be sought out for support.</p>	<p>Benefits:</p> <ul style="list-style-type: none"> Regular feedback creates an environment of information that means dis-information can be easily invalidated. If regular project updates are provided and made widely available, these updates can be provided to all media and social media platforms. 	<p>Challenges:</p> <ul style="list-style-type: none"> Ensuring a fair summary of activities is provided; not showing any bias towards specific themes is important to achieving and retaining trust in the process. Ensuring hard copies are replaced in a timely manner and consistent with other feedback tools.
7	<p>Social Media</p>	<p>The Community Engagement Campaign will engage with social media, in the main to generate ongoing awareness and interest in the project. The project team will program posts, moderate comments and use existing social media outlets of the City to keep the online community informed. Moderation will only be undertaken if the content breaches appropriate community rules.</p> <p>All Elected Members and staff are invited and encouraged to be involved and active in the social media campaign, and all social media links will need to direct traffic to the web portal.</p>	<p>Benefits:</p> <ul style="list-style-type: none"> Social media platforms have extensive reach and the ability to attract the attention of many people in a very short period. Social media can achieve reach across extensive geographical boundaries that are generally unachievable in other engagement methodologies. Social media can be used as a form of reminder; quickly bringing the community back to attention about the project. This is especially important if it becomes apparent that interest is waning in the project, or other face-to-face activities. 	<p>Challenges:</p> <ul style="list-style-type: none"> Social media content can quickly become a place for negative media, issues and complaints. Ensuring appropriate community rules are followed can also be a challenge on social media. Moderation of inappropriate content, if it occurs, must be done quickly.

	ACTIVITY	PURPOSE	BENEFITS & CHALLENGES	
8	<p>Traditional Print Media</p>	<p>Traditional print media will be engaged, both through advertising and through media releases. Media relationships with the Perth Voice and the Guardian Express will be fostered to encourage regular reporting on the project.</p> <p>An advertisement in the Perth Voice and/or Guardian Express will perform the significant public launch 'communication' function prior to the Launch Event (see Activity 11 below).</p>	<p>Benefits:</p> <ul style="list-style-type: none"> • Print media has a very strong readership in the City and will especially enable those who are not online to be kept informed about the project. Print media is an important part of engaging with the broader community. • Developing ongoing relationships with the local print media has a long-term benefit for the City's communication in the future. 	<p>Challenges:</p> <ul style="list-style-type: none"> • Journalism is increasingly about finding divisive issues and creating a sensational news headline. The Project Team will need to develop a good relationship with the media to encourage an advocacy relationship.
9	<p>Postcards</p>	<p>Postcards are a simple and effective communication tool, that allow for information to be communicated quickly and visually. It appeals to a greater audience than letters in envelopes, which can often be thrown away or disregarded without being opened. Conversely, a well branded (obvious City of Vincent Logo) and simply messaged postcard size card can attract attention. The benefit of using this form of communication is that these postcards can be placed in City of Vincent buildings and other business sites around the City. Postcards will include details of the web portal, invite participation and provide an opt-in for being kept informed.</p> <p>Postcards will be printed and displayed throughout the City, at City owned and run venues as well as through approaches to business and community organisations.</p>	<p>Benefits:</p> <ul style="list-style-type: none"> • A simple, visual form of communication that can be easily shared amongst friends and colleagues and can be readily distributed by businesses. This form of communication can be placed in prominent places throughout the City. • Can be used as reminders of the project if redistributed regularly throughout the Community Engagement Campaign timeframe. • Can be carried by public facing City staff (e.g. Rangers) and used to direct community members to the opportunity to get engaged. 	<p>Challenges:</p> <ul style="list-style-type: none"> • A full mail out will be expensive. • The production of extensive hard copy material can be counterproductive to sustainability goals.

	ACTIVITY	PURPOSE	BENEFITS & CHALLENGES	
10	Community Profiles	<p>Through analysis of the community of Vincent, we will develop a number of typical profiles or personas for the City. We will regularly use these personas to enable the community to reflect on the experience of the City from the perspective of other community members. The personas will be a constant reminder to the Project Team, the City's staff, the Elected Members and the broader community about the breadth of community members that the SCP is required to be providing for.</p> <p>Profiles will be developed at the commencement of the project. Throughout the course of the project we will seek members of the community to communicate their experiences as part of that persona group (through written feedback or short video responses). This will further enhance the City's understanding of the people in the community and how their opinions and visions may vary.</p>	<p>Benefits:</p> <ul style="list-style-type: none"> • Developing the personas is not difficult and has the effect of challenging assumptions about who is in our community. This can help to ground feedback on the Community Engagement Campaign /SCP in a shared 'we' context rather than an individual 'me' context. • In developing the personas, we will invariably find people who do not fit into the 'mould'; enabling us to expand the context and illustrate the diversity of the community and the divergence of views across the community (in a non-confrontational way). 	<p>Challenges:</p> <ul style="list-style-type: none"> • Groups that feel under-represented by the personas may feel isolated from the Community Engagement Campaign. It will be important to state clearly up front that the personas are a cross section of the community and that more personas are welcomed.
11	Community Workshop and Formal Launch	<p>A formal launch event is included in the Community Engagement Campaign as the first key activity. The Community Workshop and event will create a formal sense of 'launch' for the community – to make it very clear that this moment/time/day is the start of a community engagement project and everyone is invited to participate. The event will also set expectations, introduce the process and invite those who attend 'in' to understand the process (both the Community Engagement Campaign process and the purpose of the SCP).</p> <p>The event will provide a platform for attendees and the broader community to register interest in being informed or being involved by seeking ambassadors for the process. It will also give an opportunity for people to share their experiences of the City, provide top-of-mind feedback and suggest big ideas.</p>	<p>Benefits:</p> <ul style="list-style-type: none"> • Creates a real sense of 'beginning' – develop a profile for the Community Engagement Campaign • Brings in the existing engaged members of the community but also invites new and 'unlikely' participants • Presents a strong face for the campaign 	<p>Challenges:</p> <ul style="list-style-type: none"> • Attracting a broad cross-section of the City of Vincent to attend and participate • Helping attendees to go beyond 'having their say' - so they can focus on the process and generating questions. This will be about 'planning how we plan' together. • The session will need to be carefully structured to achieve the desired outcomes.

	ACTIVITY	PURPOSE	BENEFITS & CHALLENGES	
11	<p>Community Workshop and Formal Launch (continued)</p>	<p>This approach to engagement is slightly unusual, in that it establishes a collaborative relationship with the community immediately within the process. To reinforce this experience of immersion into the process the focus of the session will be flexible yet pointed, with this group being asked to help define the key questions of the Community Engagement Campaign. These questions will be immediately turned around and included on the website, through surveys and be included in information packs.</p> <p>The event will also provide an opportunity to capture the thoughts and feelings of the community through short video's and statements. Video content will be made available, introducing the project, providing a forward-looking tone and inviting participation in the Community Engagement Campaign.</p> <p>The Project Team will coordinate this event, held in a City facility, and it is proposed that this activity functions as a launch; complete with refreshments on offer.</p> <p>Numbers are estimated at 90 participants, made up of 30 persons attracted via expressions of interest, 30 persons invited through the City's existing advisory groups and 30 persons invited from diverse sectors of the community. Key stratification will be gender balance, age representativeness, ethnicity and balance of residents and visitors (workers etc); all of which will be weighted in accordance with the relative weighting of each grouping in the City of Vincent (e.g. 11% of residents are aged 18-24; we will seek ~11% of the attendees to be aged 18-24).</p> <p>The event will run over approximately 5 hours.</p>	<ul style="list-style-type: none"> • Generates an appreciation of the scope and scale of this process, especially around mega trends and future possibilities. • Allows the direct engagement of ambassadors/recruiting champions • Creates a mini-deliberation on the questions, establishing greater community ownership • It will set a tone about the whole process – this will be different and attendees will clearly see how they have helped to shape the whole process. • The size and scale of the Launch event is likely to illustrate a commitment to wide representation in the Community Engagement Campaign process and build trust in the community. 	<ul style="list-style-type: none"> • Ensuring key messages about the purpose of the session and the entire process are consistently conveyed by the consulting team, Elected Members and City staff. • The timing of the event is important. Invitations and Expressions of Interest need to occur through mid-late May to meet the launch date.
12	<p>House Calls</p>	<p>Typical engagement projects expect a community of interest to go to a specific place at a specific time and date of the organisation's choice. Whilst this is valid, it is recognised that this does create a barrier to engagement for some participants. This may also contribute to the lack of diversity of community engagement workshops and groups.</p>	<p>Benefits:</p> <ul style="list-style-type: none"> • This process can allow large numbers of community members to have a relatively personnel experience in their own environment at a time that suits them. 	<p>Challenges:</p> <ul style="list-style-type: none"> • This may become a time intensive process. Some limitations may apply, depending on the extent of interest. Back-up local venues will be agreed up front to enable grouping of community members if interest is extremely high.

	ACTIVITY	PURPOSE	BENEFITS & CHALLENGES	
12	<p>House Calls (continued)</p>	<p>Considering the model shown in Figure 3 of this Community Engagement Campaign, the Community Engagement Campaign will be undertaking a series of activities that include going out to the community in their own environment; including their homes.</p> <p>Community members will be invited to request a conversation with a member of the Project Team and/or Elected Members and/or staff. Community members can do this in groups (e.g. a sporting club), or can do this in smaller numbers.</p> <p>Information packs will be prepared to support this process, including a framework for the required discussion points, background information, and the process for registering the responses. It is assumed that Elected Members will play a significant role in this activity.</p>	<p>Benefits:</p> <ul style="list-style-type: none"> Engagement will still be on the primary themes of interest, and will be focused on the SCP, but it will allow the community an opportunity to personally collaborate in the process. The face-to-face component can build significant relationships and trust with the community. 	<p>Challenges:</p> <ul style="list-style-type: none"> This relies on significant involvement from the Elected Members, who also have many other roles to perform (both within the Community Engagement Campaign and outside of it). Committed time will be agreed up-front. This relies on all participants being willing and able to upload outcomes of each meeting. Facilitators and participants will be given access to provide responses to the web-portal online area or in hard copy.
13	<p>Self-Hosted Conversations</p>	<p>In line with the model shown in Figure 3 of this Community Engagement Campaign, the Community Engagement Campaign will also be providing an opportunity for members of the community to host their own engagement conversations in their own environment.</p> <p>Community members will be invited to hold their own hosted engagement event. Again, community members can do this in groups (e.g. a sporting club) or can do this in smaller numbers, but the concept is that conversations can be held across the City in groups that a normal engagement exercise would have no chance of reaching.</p> <p>Information packs will be prepared to support this process, including a framework for the required discussion points, background information, and the process for registering the responses.</p>	<p>Benefits:</p> <ul style="list-style-type: none"> This process can allow large numbers of community members to have a good quality and deep conversation amongst their networks in their own environment at a time that suits them. Engagement will still be on the primary topic of interest, and will be focused on the SCP, but it will allow the community an opportunity to personally collaborate with their personal networks in the process. 	<p>Challenges:</p>

	ACTIVITY	PURPOSE	BENEFITS & CHALLENGES
13	Self-Hosted Conversations (continued)		<ul style="list-style-type: none"> The opportunity to run self-hosted events has the potential to encourage greater numbers to be involved whilst also being a true and meaningful opportunity to engage. The trust the City is willing to give to their community will in turn breed trust in the City.
14	Stakeholder Meetings	<p>Direct contact (face-to-face) with key stakeholders is typical of engagement projects and this Community Engagement Campaign will also include this element. The purpose of directly engaging with key stakeholders is to determine if there are any key issues relevant to the project that may impact, inform or benefit the project; in this case the vision for Vincent. Contacting these stakeholders directly also encourages them to be an active participant in the community, in some cases connecting them back with the communities in which they reside or which they service.</p> <p>In the Community Engagement Campaign, we will engage directly (one on one) with stakeholders such as major employers, shopping centre owners and major sporting clubs, as well as key agency stakeholders such as the Department of Local Government and Communities, Western Australian Local Government Association and neighbouring Councils. Neighbouring Councils have similar challenges and issues, and many of our community members that reside on the boundaries of Vincent will be equally affected by activities outside of Vincent’s control as they are by activities of the City. The direct engagement will begin at the commencement of the ‘soft launch’ phase of the Community Engagement Campaign, and be followed up by update letters or emails at key points through the process. Many stakeholders will be directly invited to participate in the process, and major employers will be asked to encourage their employees to participate.</p>	<p>Benefits:</p> <ul style="list-style-type: none"> May have a material impact on the visions and opportunities for Vincent; may provide information otherwise not available. Engaging key stakeholders may encourage their further engagement/participation with the community of Vincent. This may have ongoing benefits for the connection of the Vincent community with other parties that influence the City. The community may be able to meet the stakeholders through the course of the Community Engagement Campaign, improving their understanding of issues outside of Vincent’s control, and better informing the community about the many external influences that the City must balance. The engagement of key stakeholders is likely to attract attention to the City and illustrate the City’s commitment to its community and its continuous improvement. <p>Challenges:</p> <ul style="list-style-type: none"> Having key stakeholders become actively engaged in projects that are not directly affecting them is always a challenge. This is particularly the case for those organisations such as neighbouring local Government’s that have (sometimes) competing interests and agendas. This can take time away from more directly effective Community Engagement Campaign activities, so beyond the first contact email communications will be actively employed.

	ACTIVITY	PURPOSE	BENEFITS & CHALLENGES	
15	<p>City Administration meetings</p>	<p>As a key output of the Community Engagement Campaign is to deliver an SCP, the City's staff play a significant role in ensuring the priorities and actions have a realistic basis; both in terms of responsibility and capacity.</p> <p>The City's staff will be actively involved in the Community Engagement Campaign process, becoming more so as the Community Engagement Campaign progresses through to obvious identification of key priorities and actions. At this stage key staff will begin to play a major role in providing feedback, sorting through actions and potentially providing presentations to the final community engagement panel where their technical expertise requires it.</p> <p>The Project Team has commenced engaging with this group to establish a baseline of expectations, key issues, key concerns and general interface (internal and external). Regular updates will be provided to the City's staff, as it is for the community.</p>	<p>Benefits:</p> <ul style="list-style-type: none"> • The City's staff will carry the SCP forward; their engagement is essential. • Regular and clear feedback/ information updates/opportunities to remain engaged will encourage the City's staff to be actively involved in the Community Engagement Campaign. Thus, the City's staff should be powerful advocates and ambassadors for the Community Engagement Campaign. 	<p>Challenges:</p> <ul style="list-style-type: none"> • Ensuring regular updates are provided is critical. Ensuring that feedback mechanisms properly filter through the organisation will need to be tested with key staff including front counter, Rangers and community facility staff (such as Beatty Park staff).
16	<p>Project Updates</p>	<p>Project updates are a simple yet vital component of any engagement program. As transparency is also a key objective of the City of Vincent, it is even more important for this Community Engagement Campaign that regular project updates are provided. Updates will be provided fortnightly, which will include a summary of any emerging themes, number of people engaged and amount of feedback provided</p>	<p>Benefits:</p> <ul style="list-style-type: none"> • Regular feedback creates an environment of information that means dis-information has no place. If regular project updates are provided and made widely available, these updates can be provided to all media and social media platforms. • Feedback is easy to deliver in this form and has a significant benefit. 	<p>Challenges:</p> <ul style="list-style-type: none"> • Ensuring a fair summary of activities is provided; not showing any bias towards specific themes is important to achieving and retaining trust in the process.

	ACTIVITY	PURPOSE	BENEFITS & CHALLENGES	
17	Vox pops	<p>Video statements that provide a window into community sentiment and the diversity of the people of Vincent can be a powerful tool in illustrating the mix of the community. Videos or written statements will be invited from participants across the community and included in the web portal. The project team will also use formal face-to-face activities to ask for feedback in this form, to contribute to the web portal.</p> <p>Content will be moderated and then uploaded to the web portal by the Project Team. Time limits will apply.</p>	<p>Benefits:</p> <ul style="list-style-type: none"> • Illustrating the diverse community of Vincent in a simple and authentic way. Allowing members of the community to 'see' people outside of their normal networks. • The process can create fun and inject energy into the campaign. • Video and written statements may be used by/for the Community Engagement Panel to provide a well-rounded summary of the overall Vincent community. 	<p>Challenges:</p> <ul style="list-style-type: none"> • Ensuring content is appropriate will require review of all submissions. This could take significant time if the process gains traction. • Video statements are likely to be a bit more self focused without proper guidance. A framework will need to be provided including content direction and time limits.
18	Community Engagement Panel	<p>Engagement activities are often accused of being biased, disingenuous or that the facilitators/ organisations are not listening to the voices of the people. In this panel process, all inputs and outputs are fully transparent and available, and the randomly selected panellists are a selection of the very demographic affected by the decision.</p> <p>The Community Engagement Panel will be representative sample of citizens that reflect our community, randomly selected to form a panel which deliberates on the outcomes of the Community Engagement Campaign. The panel will hear technical advice and feedback from key community groups where relevant. The process will be undertaken in a fully transparent environment, being recorded and potentially undertaken in front of a public gallery. The Panel will ultimately work together/deliberate and make a recommendation to the City.</p> <p>The precise format of the panel will need to evolve throughout the Community Engagement Campaign, responding to the emerging themes and feedback received and the depth to which the panel is required to go. Thus, the number of days, hours and format will be a response to the community's inputs. This will be determined by (approximately) late July.</p>	<p>Benefits:</p> <ul style="list-style-type: none"> • Random selection to ensure a credible 'mini-public' of the City of Vincent deliberates over directions and strategies. • Enables participants to 'do a deep dive' into complex issues, and to arrive close to, or at, consensus by the conclusion. • Provides a natural convergence point to the broader engagement process. • Builds confidence in transparency – the report of the CEP will be unedited and made public. Council's response to their recommendations will also be public. 	<p>Challenges:</p> <ul style="list-style-type: none"> • Ensuring sufficient time for the deep dive. The format, length and composition of the panel will need to be flexible until greater detail of the responses is known. • Ensuring appropriate witnesses to give balance and build confidence in the process. • Ensuring broader visibility of the process and how resolutions were reached.

	ACTIVITY	PURPOSE	BENEFITS & CHALLENGES
18	Community Engagement Panel (continued)	The choice of 'presenters' is important to the process as all sides of the discussion must be aired. Selection of the panel will be via an external partner to ensure no selection bias occurs.	

4.3. ENGAGEMENT ACTIVITY TRACKING

All stakeholder engagement and communications will be tracked through lodgement into a spreadsheet. All information will be provided to the City upon conclusion of the project and can be used for ongoing communications tracking.

An update about the number of people who have been involved in the Community Engagement Campaign will be available at any point in time, with limited lag effect. Staff and Elected Members who participate in the communications elements of the

Community Engagement Campaign will also be asked to utilise the engagement tracker. This document will be an internal document for privacy reasons.

4.4. COMMUNICATIONS PROTOCOLS

A communications protocol will be established for the Community Engagement Campaign. This will include protocols for using social media (i.e. using the URL link to the web portal in communications), how

to support the tracking of feedback and communications, which City staff should be advised about communications and what would constitute engagement via this Community Engagement Campaign

rather than normal day-to-day activities. This document will be an internal document as it is operational in nature.

5. EVALUATION

An important element of any engagement project is the monitoring and evaluation of performance. The Community Engagement Campaign will be monitored on an ongoing basis to assess whether it is achieving its objectives. Specifically, evaluation tools will seek to determine the quality of the process in terms of relevance to the participants and their satisfaction about the ability to input into the process.

Evaluation will also enable the engagement approach to be modified to address any new or emerging

matters. Evaluation tools that will be used to assess the effectiveness of the Community Engagement Campaign include:

- Directly invited feedback on events and involvement through end-of-session feedback forms;
- Number and type of queries received through the stakeholder feedback mechanisms;
- Number of queries where the query is about information not available, or is available but not easy to find,

and then response times to improve information access;

- Level of media interest;
- Project team/staff/Elected Members de-brief session on lessons learnt at the completion of each major activity;
- Online and hard copy feedback forms available at the end of the project, as well as direct emails to all stakeholders that registered to be kept informed.

6. SUMMARY

This Community Engagement Campaign plan describes the overarching objectives and philosophy of the engagement task, and provides several activities that have been designed to achieve those objectives. Ongoing monitoring, evaluation, and listening to feedback will be considered if at any stage

the engagement campaign needs to be flexible to further enhance the outcomes. The Community Engagement Campaign has flexibility built into the program, and the Project Team will be responsible for ensuring the Community Engagement Campaign remains on time, but also achieves those objectives.

In summary, however, the Community Engagement Campaign is designed to enable the greatest level of participation for the community, to deliver the City an exceptional road map for the next 10+ years.



