

SUPPORTING PLAN

Community Engagement Framework

APRIL 2022



7 destinations



Safe & Strong

A proud inclusive community that unites, celebrates and cares

Safe & Strong documents are guided by the Social Inclusion Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as being a child friendly City, children's services, community safety and crime prevention, inclusiveness, community services, universal access, reconciliation, ageing, community harmony and youth.



Clean & Green

A clean and sustainable city with healthy waterways and natural areas

Clean & Green documents are guided by the Environmental Sustainability Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as managing our catchments and waterways, natural resources, hazards and risks, emergency management, biodiversity and corporate sustainability.



Prosperous & Innovative

A smart and evolving city with exciting opportunities for investment and creativity

Prosperous & Innovative documents are guided by the Prosperity and Innovation Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as revitalising our centres, employment, investment, being SMART and creative, and providing opportunities for cultural and economic growth.



Moving & Integrated

An accessible city with great local destinations and many options to get there

Moving & Integrated documents are guided by the Transport Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as accessibility, pedestrian and cycling networks, pedestrian and road safety, transport hubs, and asset management.



Healthy & Active

A motivated city that nurtures healthy minds and bodies

Healthy & Active documents are guided by the Health and Recreation Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as lifelong learning, active and healthy lifestyles, and providing quality sport and recreation infrastructure.



Liveable & Distinctive

A well designed, attractive city which preserves the identity and character of local villages

Liveable & Distinctive documents are guided by the Liveable City Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as preserving the character and personality of centres, heritage, affordable housing, and well managed development.



Leading & Engaged

A well- governed city with brave and future focused leaders who listen

Leading & Engaged documents are guided by Council's Lead Resourcing Strategies. Supporting Plans, Action Plans and Policies cover such themes as open government, managing assets, improving services, long term funding, operational excellence, monitoring performance, being a good employer, civic leadership, and engaging, educating and communicating with our community.

Strategic Planning Framework Summary

The Strategic Planning Framework (SPF) maps out the role of all current and future Council strategies and plans that work to deliver the vision for the City. The framework works from the highest level of strategic direction in the Community Strategic Plan through to more detailed plans that will eventually drive works projects and programs on the ground. The framework is comprised of the following levels:

The **COMMUNITY STRATEGIC PLAN (CSP)** is our highest level plan and translates the community's desired outcomes for the city into key destinations. The CSP includes community suggested actions which can be tested in the development of all other plans.

1 LEAD STRATEGIES are Council's response to the CSP and provide high level strategic direction on key challenges facing the City. They are informed by a sound evidence base that considers key trends and an understanding of the implications of key issues and opportunities on the City.

2 SUPPORTING PLANS break down broad theme areas discussed in LEAD STRATEGIES into smaller themes providing high level actions. SUPPORTING PLANS identify broad works projects and programs required to deliver on these actions. Supporting plans include indicative costing and resourcing requirements and delivery timeframes.

3 DETAILED ACTION PLANS take actions from SUPPORTING PLANS and identify specific works projects and programs required to deliver on these actions. Supporting plans include detailed costing and resourcing requirements and delivery timeframes.

4 GUIDELINES, POLICIES AND CODES provide detailed information, rules for activities or guidance for specific works on Council or other lands.



The City of Canterbury Bankstown acknowledges the traditional owners and ongoing custodians of the land of the Darug (Daruk, Dharug, Dharuk) and the Eora People.

We respectfully acknowledge and recognise the Aboriginal and Torres Strait Islander people's continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.

Contents

- 1. Organisational context 6**
 - 1.1 Our City: Canterbury-Bankstown6
 - 1.2 Our City's vision and values9
 - 1.3 What do we mean by engagement?10
 - 1.4 Why do we engage?10
 - 1.5 Why engagement is fundamental to our business10
- 2. Engagement Framework 13**
 - 2.1 Community Engagement Strategy13
 - 2.2 Our Community Engagement Policy14
 - 2.3 Our Community Engagement Framework14
 - 2.4 Principles guiding our engagement14
 - 2.5 Participation spectrum18
 - 2.6 Community engagement model20
 - 2.7 How much time and effort is required for engagement?22
 - 2.8 The cost benefit of quality engagement22
 - 2.9 Reporting and evaluating22
 - 2.10 Community Engagement Toolkit22

01 Organisational context

1.1 Our City: Canterbury-Bankstown

The City of Canterbury Bankstown was formed on 12 May 2016, amalgamating the former Bankstown and Canterbury Councils.

We are the most populous Local Government Area (LGA) in New South Wales, being home to over 360,000 people. The LGA is located in Sydney's south-western suburbs, between eight and 23 kilometres south-west of the Sydney CBD.

- *We are a fast-growing City:* between 2022 and 2036 our City is expected to accommodate another 60,000+ people.
- *We are a culturally diverse City:* 44 per cent of our residents were born overseas and 60 per cent speak a language other than English at home.
- *Our age demographic is a microcosm of Greater Sydney:* the median age in our City is 35, compared to 36 for Greater Sydney. The proportion of our residents who are younger - aged under 18 - (24 per cent) is comparable with Greater Sydney (22 per cent) as are those aged 60 or above (18.8 per cent for our City, compared to 19 per cent for Greater Sydney).
- *We are a productive City:* our City generated \$15.5 billion in gross regional product in 2018-19 - almost three percent of the State's economy. This makes Canterbury-Bankstown the eighth largest economy in NSW. Both our City sectors and our industrial sectors are important to our economic success. Our City houses 118 schools and the Bankstown campus of Western Sydney University.

- *Our labour force is diverse:* we have the full range of skills and qualifications in our area. Our eastern and southern suburbs rank higher on the **Socio-Economic Indexes for Areas (SEIFA)** Index of Advantage/Disadvantage and are more likely to house highly qualified, high income households, while our central areas rank lower and are more likely to house migrant households working through the socio-economic challenges of transitioning to a new country.¹

These features of our population are important to keep in mind when designing engagement activities across the City, and indicate that a 'one size fits all' approach will not work in Canterbury-Bankstown.

Figure 1 shows the diversity of our City at a glance.

Our City is extremely diverse, with a population representing more than 100 nationalities and 140 languages, and significant variability in income, education level and employment.

¹ Australian Bureau of Statistics (2016) Socio-Economic Indexes for Areas (SEIFA) Index of Advantage and Disadvantage.

Figure 1: our City at a glance

OUR CITY

Founded in
2016

1 airport

35 median age

5 leisure & aquatic centres

9 libraries

2020 population estimate

380,406

118 schools

2 hospitals

100 community facilities

60% speak a language other than english

281 playgrounds

623 parks

17 train stations

138,197 locally employed residents

44% born overseas



1.2 Our City’s vision and values

As part of the establishment of our new City, Council has prepared a vision and set of values to guide our operations.

City Vision

CBCity is Thriving,
Dynamic, Real.

Corporate Vision

To be a leading
organisation that
collaborates and
innovates.

Corporate Mission

To provide quality
services to our
community every day.

WE STICC TO OUR VALUES

- 

We are committed to **safety**
- 

We work as one **team**
- 

We act with **integrity**
- 

We care about our **customers**
- 

We **continuously improve**

1.3 What do we mean by engagement?

The International Association for Public Participation (IAP2) defines engagement as “any process that involves the public in problem solving or decision-making and uses public input to make sustainable decisions”.

Engagement, or public participation as IAP2 terms the practice, “includes all aspects of identifying problems and opportunities, developing alternatives and making decisions” (IAP2, 2016: 2).

1.4 Why do we engage?

At Council, we are committed to ongoing and meaningful engagement with our communities and stakeholders. Engaging with our communities helps us to:

- **Identify and understand what is important to our communities** - their needs, priorities and aspirations;
- **Ensure that our services best meet the range of community needs** - inclusive of cultural and social backgrounds;

- **Allow a range of voices to be heard**, not just those people who are articulate, angry, loud or with influence
- **Identify shared values, benefits and outcomes** and how Council and community can work together to realise our goals; and
- **Manage risks** by understanding and anticipating issues before they escalate.

1.5 Why engagement is fundamental to our business

By engaging with our communities, we can understand what is of most importance to them now and into the future. Our aspiration is to be an organisation that puts engagement at the centre of everything we do. To succeed, we need to involve our communities in a meaningful way in our operations and activities to build community trust. Ongoing discussions with our communities will empower them and influence positive and durable Council decisions.

The *IAP2 Community Engagement Model (2014)* acknowledges that engagement can originate and be implemented from, not only within our organisation, but also across the entire City.

Community engagement is guided by the values of IAP2, of which Council is a member. IAP2’s Core Values are:

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.

2. Public participation includes the promise that the public’s contribution will influence the decision.

3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.

4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.

5. Public participation seeks input from participants in designing how they participate.

6. Public participation provides participants with the information they need to participate in a meaningful way.

7. Public participation communicates to participants how their input affected the decision.





02 Engagement Framework

This Community Engagement Framework is Council's response to the Community Engagement Strategy requirements of Section 402A of the Local Government Act 1993.

2.1 Community Engagement Strategy

Under Section 402A of the *Local Government Act 1993* all councils in New South Wales are required to develop and implement a community engagement strategy. This diagram represents how the City of Canterbury Bankstown delivers community engagement. The City's Community Engagement Strategy is comprised of our Community Engagement Policy, Community Engagement Framework and Community Engagement Toolkit, together with the Community Participation Plan, which guides development assessment and planning processes.



2.2 Our Community Engagement Policy

Our Community Engagement Policy is a public document that has been endorsed by Council. The policy formalises our commitment to timely, appropriate and effective engagement and applies to all Council staff, and those undertaking engagement on behalf of Council.

2.3 Our Community Engagement Framework

This Engagement Framework should be read in conjunction with our Community Engagement Policy. It has been designed to guide a consistent, best-practice approach to engagement across our City.

In general, this Framework will assist Council in developing project plans that will provide better informed decision by Council. From time to time, Council may engage with members of the community on projects or decisions outside of its direct responsibility.

Reflecting our value to continuously improve, we commit to evaluating and enhancing our engagement to ensure that all across our diverse community can easily participate, including those who do not speak English as their first language.

We will maintain relationships and refine our engagement approach and efforts to communicate impact, answering what is in it for me?

At Council, we want to guide and direct planning for the future of our City so that it is an active, productive, livable, sustainable and resilient place. We have prepared this Engagement Framework to help us engage our communities in our decisions, plans, projects and policies in a fair and consistent way.

More on when to access this support can be found in the *Community Engagement Toolkit* – identify the purpose, nature and level of engagement.

Some ways that work well in the way we engage our stakeholders and communities include:

- **Engaging with people where they are most comfortable:** via existing social, cultural and sporting networks and clubs; engaging people in places they already visit and partnering with existing events and other bodies.
- **Ensuring we explain why participating in engagement is important:** by using clear and factual information to explain the benefits and impacts of activities on our communities.
- **Ensuring we explain why participating in engagement is important:** We will clearly explain what aspects of our decisions can be influenced by feedback or ideas from our community or stakeholders.
- **Linking in with topical issues:** being timely in messaging and consultation.
- **Ensuring our engagement meets the needs of our communities:** culturally appropriate staff and representatives.
- **Engaging with a representative cross-section of the community:** to understand the broad range of views on an issue. More information can be found in *Community Engagement Toolkit* – identifying stakeholders.





2.4 Principles guiding our engagement

At the highest level our engagement is guided by the social justice principles of equity, access, participation and rights. In practice this is demonstrated in ways such as translating information into key languages spoken in the community and using technology to make information more accessible to those living with a disability.

Our approach to engagement is also underpinned by a set of principles which define what members of the community should

reasonably expect from Council when it is engaging on its plans, policies or projects. Our principles are to be flexible, respectful, credible, collaborative, consistent and educational in our approach when engaging with our communities. In addition, we ensure our engagement activities are embedded in our operations and evaluated so that we continuously improve our activities.

Our principles are consistent with international best practice, most notably the International Association of Public Participation’s (IAP2) Core Values.

Figure 2: Alignment of our engagement principles and organisational values

	We are committed to safety	We work as one team	We act with integrity	We care about our customers	We continuously improve
1. Flexible					
2. Respectful					
3. Credible					
4. Collaborative					
5. Consistent					
6. Educational					
7. Embedded					
8. Evaluated					

2.5 Participation spectrum

Engagement can take many forms and range from informing stakeholders about a plan, project or policy, to obtaining input and feedback, or including stakeholders in decision-making.

Figure 3: IAP2 public participation spectrum

Increasing impact on the decision					
	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced, objective information to assist them in understanding the problems, alternatives 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 issues and concerns are consistently understood and considered	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution	To place final decision-making in the hands of the public
Promise to the public	We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed, and provide feedback on how public input influenced the decision	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	We will implement what you decide
Some examples	Factsheets, letters, Have Your Say website and media releases	Focus groups, surveys, public comment on Have Your Say website and pop-up stalls	Workshops and deliberative polling	Advisory committees and participatory decision-making	Citizen juries, ballots and delegated decisions

The IAP2 Public Participation Spectrum is an industry-recognised tool designed to assist in selecting the public’s level of participation in a community engagement program. Levels of participation run from *inform* to *empower* and are determined by:

- An analysis of the objectives of the engagement process;
- The level of impact the decisions being made are likely to have on members of the community;
- The levels of interest and influence on the decision to be made; and
- The resources, budget and timeframes dedicated to engagement.

When engagement is led by local sporting groups, clubs, businesses, schools or other government organisations, Council should be proactive in awareness of these conversations to identify opportunities presented for Council to investigate or become involved in.

In the City of Canterbury Bankstown, this could mean that engagement:

- Is planned and led by the Community Engagement Team;
- Is led by other parts of Council, and supported by the Community Engagement Team;
- Might be led by other levels of government, with aspects delivered by Council; and
- May originate from the community itself.

Figure 4 represents the IAP2 community engagement model, where there are five ways engagement is considered.



2.6 Community engagement model

Community advocacy (yellow quadrant)
The community leads and the organisation acts.
An example could include Council's Youth Advisory Committee leading the project plan for Youth Week annual festivities, and Council implementing the actions to deliver the event.

Community act and contribute (pink quadrant)
The community leads and acts.
Examples include sport and recreation clubs or environmental education and action groups that design, resource and deliver their own programs, services and activities. Council might at times provide sponsorships or in-kind support for these initiatives.

Behaviour change (blue quadrant)
The organisation leads and the community acts.
An example includes Council's waste reduction and recycling strategies.

Organisation implementation (purple quadrant)
The organisation leads and acts.
Most of Council's work sits in this quadrant and includes public domain projects, community strategic planning and infrastructure delivery.

Shared leadership in action (green quadrant)
Leadership and actions can be shared, where communities and organisations participate and contribute to the decisions; and also lead and take responsibility for action towards shared outcomes.
An example of shared leadership and action include Community Voice Panels where a randomly selected and demographically representative panel of residents are gathered to examine a complex planning issue and make recommendations. The panel met multiple times and were provided detailed and balanced information and presentations by experts.

Working with the principles and guidance outlined in this Framework, Council has an opportunity to distribute work across all quadrants of the model and to extend its work into shared leadership and action. Doing so would enable Council to best meet the principles outlined in this Framework.

Figure 4: IAP2 community engagement model



2.7 How much time and effort is required for engagement?

The time and effort we expend on engagement will be determined by:

- The level of complexity of the activities we're undertaking;
- The level of impact they are likely to have on our communities and other stakeholders; and
- The level of public interest they are likely to generate.

The *Community Engagement Toolkit* includes a tool which can be used when analysing the level of impact and interest from the perspective of our communities and stakeholders.

2.8 The cost benefit of quality engagement

The framework is focused on the direct benefits of engagement during project design and planning, rather than immeasurable benefits and intangibles. These benefits include:

- Cost reductions through design improvements, as a result of community feedback;
- Reduced unplanned risk contingency, as a result of improved risk pricing; and
- Funded risk contingency is saved through effective engagement activities and improved risk pricing.

2.9 Reporting and evaluating

Evaluation should be undertaken throughout the engagement period, to ensure that improvements to the engagement plan can be implemented throughout the process. It is also vital in ensuring the process is robust and has delivered the outcomes of the project.

The evaluation process allows Council to measure the participation satisfaction and experience. It also allows Council to action what the results are telling us.

Reporting engagement evaluation ensures Council is open and transparent, providing the community confidence with informed decision making by Council.

2.10 Community Engagement Toolkit

The Community Engagement Toolkit includes practical resources to assist Councillors, Council staff, and those undertaking engagement on behalf of Council, to fulfil their obligations under the policy. This resource provides tools to ensure that Council's engagement practice is inclusive.

Engaging well is the business of everyone in Council.



HAVE YOUR SAY