




Sydney2030 Green/Global/Connected



Our approach to engaging the community

city of villages



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01 Summary



Mary Robinson speaking at City Talks 2016. Photograph by Jamie Williams

The City of Sydney is here to serve our communities and achieve our mutual vision of being a green, global and connected city. We provide regular opportunities for our community to participate in the decisions and projects that shape Sydney's built environment, economy, culture and society.

This document is a framework for how we consult our diverse communities on these important projects. It includes a definition of community engagement and explains how we talk with – and listen to – our communities.

It outlines the guiding principles, activities and channels we use when working with our communities and illustrates these in action on some recent projects.

The city is made up of diverse communities, with different lifestyles, interests and needs. Our many stakeholders include government departments and authorities, cultural institutions and groups, community organisations, and businesses both large and small.

We consistently use new communication techniques and channels to ensure all these voices are heard when planning and developing our projects. We also work to ensure these voices accurately and effectively represent our community's changing values and needs.

This document supports the integrated planning and reporting framework required by the Local Government Act (1993) and meets the City's legislative requirement for a community engagement strategy.

The Local Government Act identifies community participation as a guiding principle of local government – 8A (3) Councils should actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.

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Community engagement framework

Defining community engagement

Community engagement, also called 'public participation', is the process of involving people in the decisions that affect their lives.

It enables good governance and informed decision making by promoting shared responsibilities for decisions.

It supports an open approach to managing risk by providing a strong foundation for understanding decisions and building trust within our community about the decision-making process.

Effective community engagement supports our capacity to achieve the City of Sydney's overarching *Sustainable Sydney 2030* plan. It provides a framework for addressing the need for sustained collaboration, partnerships and new ways of involving and empowering our community under this plan.

The process of community engagement

Community engagement can involve a broad variety of activities. One way to understand different types of engagement with the community is through a continuum from **informing** (reflecting a low level of engagement) through to **active participation** (reflecting a high level of engagement).

Informing takes place when a decision has already been made or action is required, and the City of Sydney needs to make sure that those affected are aware of the facts.

Consulting takes place when a project requires some input, feedback or advice before part of the project or decision is progressed.

Active participation takes place when the City of Sydney collaborates with specific stakeholder groups or the community to work out what needs to be done and to develop solutions that are incorporated into decision making.

All engagement processes need to **inform**, most will have some level of **consultation** and some will include **active participation**.



Final working group meeting Resilient Sydney. Photograph by Katherine Griffiths

Guiding principles of community engagement

The City of Sydney's approach to community engagement is guided by the following principles:

Integrity: engagement should be transparent – clear in scope and purpose.

Inclusiveness: engagement should be accessible and balanced – capturing a full range of values and perspectives.

Dialogue: engagement should promote dialogue and open up genuine discussion. It should be supported by timely and accurate information – a space to weigh options and develop common understanding.

Influence: engagement should be reflected in outcomes – the community should be able to see and understand the impact of their involvement.

The City of Sydney will:

- ensure that engagement is always timely, accessible, planned and meaningful
- undertake engagement activities that overcome barriers to public participation and build the capacity of our communities to participate in decision making
- provide feedback to participants on the results of their contribution
- review and evaluate with our communities on the effectiveness of our engagement activities.

These principles are informed by the International Association of Public Participation core values. They also reflect the City of Sydney's organisational values of collaboration, integrity, courage, quality, innovation and respect.

Our engagement objectives

Our approach to community engagement aims to:

- | | |
|---|---|
| 1 | Provide opportunities for our communities to take part in the City of Sydney's decision making process for outcomes that benefit our community |
| 2 | Provide a strong foundation for understanding and working with our communities – promoting a shared responsibility for decisions and trust in the decision-making process |
| 3 | Develop sustained collaboration, partnerships and new ways to involve and empower the community to achieve <i>Sustainable Sydney 2030</i> |

03

Ways we engage our community

The City offers a range of opportunities for residents, workers, community groups, business, government and industry stakeholders to share their ideas, insight and feedback on projects and policies to help inform council decisions.

The engagement approach taken, including the combination of activities, is determined to be appropriate to the plan, strategy, policy or project being undertaken, and most effective in reaching the communities and stakeholders affected.

Engagement activities include:

- a dedicated online consultation portal on the City's website which includes surveys, polls, mapping, and online forum
- workshops and community meetings
- stakeholder meetings and roundtables
- deliberative processes including 21st century town hall meetings and citizens' juries
- public seminars including CityTalks
- creative workshops with children
- community and stakeholder reference groups
- interagency forums
- public exhibitions and submissions
- wellbeing survey of residents every four years
- random selection surveys
- Advisory panels and groups including the Aboriginal and Torres Strait Islander Advisory Panel; Inclusion (Disability) Advisory Panel; Public Art Advisory Panel; Nightlife and Creative Advisory Panel; Design Advisory Panel; Retail Advisory Panel; Better Buildings Partnership

- information on the City of Sydney websites and disseminated through traditional and social media channels
- 101 workshops for strata communities and businesses
- site inspections and walk through opportunities
- construction liaison groups
- drop-in sessions and pop-up stalls
- door-knocking, signs, letters and notices
- customer services, neighbourhood service centres and community centres.

In 2011, 2015 and 2018 we surveyed City residents through the wellbeing survey. More than 6,000 responses were received and collated each time.



City of Sydney's Aboriginal and Torres Strait Islander Advisory Panel 2016. Photograph by Jamie Williams

Making sure we reach everyone

Central to the City's drive to engage with our diverse community is our commitment to being inclusive and accessible.

The City has:

- an Aboriginal and Torres Strait Islander advisory panel
- an inclusion (disability) advisory panel
- a nightlife and creative panel
- a retail advisory panel
- a program of regular meetings with tenants of social housing.

We support community networks and programs, including:

- youth programs and programs for older people
- International Student Leadership and Ambassador program
- pop-up stalls at events such as local markets and festivals including NAIDOC, Youth and Living in Harmony Week, Yabun and Aboriginal and Torres Strait Islander ANZAC Day commemoration
- interagency forums
- neighbourhood service centres and community centres

Our targeted consultation activities include:

- deliberative processes such as citizens juries that recruit participants targeted to reflect the diverse demographics of our community
- workshops for school children and young people
- focus groups for people with disability.

The City has identified the value of digital channels to expand the reach and accessibility of engagement. We have a dedicated consultation portal. We strive to ensure our websites and information comply with requirements of the Web Accessibility National Transition Strategy.

We have guidelines to assist staff to produce alternative formats and Easy English versions. We also used translators including Auslan signers at events.

Statutory consultation

Some elements of community engagement are directed by statutory requirements of the Environmental Planning and Assessment Act and the Local Government Act. Other legislation and instruments include the City of Sydney Notification of Planning and Development Applications and the Development Control Plan 2005.

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Reporting on engagement activities

The information we collect through community engagement helps staff and councillors make decisions. The City reports the details and outcomes of engagement to council including:

- consultation activities undertaken
- number of people and organisations who participated
- feedback from our communities
- online engagement activity, including number of visitors, demographic information of visitors, document downloads, video views and comments
- social media statistics.

We also share the results of community engagement through **sydneyoursay.com.au**



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Evaluating engagement activities

We evaluate our engagement in four areas:

1	Process – how well was the engagement was designed and implemented?
2	Appropriateness – was the engagement appropriate and how well did the public and stakeholders accept the process?
3	Reach – were the people we reached representative of those affected by the decision?
4	Outcomes – were the intended outcomes of the engagement process achieved?

Learnings from these are used to inform recommendations for the next stage of the process and future projects.

What the community has said about engagement

As part of our engagement activities, we evaluate the experience with the community and explore their expectations for future engagement.

In the past two years the City has conducted major pieces of work to better understand our community's aspirations for engagement:

- In our social sustainability policy one of the four directions is 'an engaged city'. In a consultation on the policy, we sought views from the community on how to strengthen engagement between the community and the City and within communities more generally.
- Research conducted by Sydney University on the impact of engagement on participant understandings of climate change ran alongside the citizens' panel on climate change adaptation.
- A survey of 800 small businesses reviewed this community and its needs.

The broad messages on engagement from community are:

- The residents, visitors, workers, businesses and students of Sydney value the opportunity to engage with the City.
- Our communities have high expectations when the City engages with them.
- People want to co-design, collaborate and take responsibility for creating change.



The People's Summit supporting the implementation of the social sustainability policy. Photograph by Katherine Griffiths

Engagement approaches

Our communities have told us they value processes that bring together diverse groups of people. They want our engagement processes to reflect the diversity of our communities, including hard-to-reach groups, children and young people.

They also support approaches that incorporate deliberation and dialogue. Feedback from deliberative processes, including citizens' juries, panels and reference groups, is always positive.

For example, 96% of participants in the People's Summit on Social Sustainability said all or most of their expectations were met and would take up the invitation to participate again in a similar process.

Not only do these approaches give greater confidence to participants that their views matter, they also strengthen knowledge and ongoing engagement on the subject matter and as a community member more generally. For example, participants of the People's Summit who felt they had a good understanding of social sustainability rose from 27% to 60% as a result of their involvement in the process. Through the citizens' panel on climate change adaptation the views of participants on vulnerability shifted from individual perspectives to greater empathy for others and a broader appreciation of the challenge of climate change for the wider community.

Collaboration and partnerships

Community members expressed a strong desire for local solutions for local problems. There is a clear view that challenging issues cannot be solved alone and that partnerships deliver better results. There is also growing interest in co-created solutions particularly at a neighbourhood level.

Government and industry groups are increasingly seeing the benefits of collaboration to define and deliver initiatives that can reshape our city.

There is a strong desire for decision making to be as transparent and local as possible. Business and residents have indicated that they value face-to-face events. The community wants the City to use digital channels for sharing real-time information and data.



Green Square Info Day October 2016. Photograph by Damian Shaw

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Community engagement in action – case studies

To understand how our approach to engagement influences different projects, we have provided some recent examples and how these relate to our overarching Sustainable Sydney 2030 plan.

Our 2016 social sustainability policy and discussion paper responded to the many strategic directions under Sustainable Sydney 2030 and we used a range of techniques during the consultation process.

Other examples align with specific directions of the plan. Some projects have a significant impact, such as the redevelopment of Green Square. Others impact smaller groups, such as those interested in community gardens.



*Sydney Story Factory workshop on a City for All.
Photograph by Yvette Andrews*



Voting on priorities at the People's Summit. Photograph by Katherine Griffiths

Sustainable Sydney 2030

A city for all – social sustainability

From March to May 2016, we invited Sydneysiders to engage in a meaningful conversation about a socially just and resilient future for Sydney.

Our social sustainability policy *A City for All* shares a vision for an inclusive and equitable city and encourages Sydneysiders to look at the big challenges facing us.

The consultation commenced with an inspirational City Talk event with world elder Mary Robinson. We held a major workshop with community groups, government organisations and industry groups. We held workshops with children in partnership with the Sydney Story Factor, pop-up information sessions and stalls as well as online engagement including a kids-say page on the City's consultation webpage. 1,300 people gave feedback through the process.

In late May, we held a deliberative democracy people's summit to determine how to act on this feedback. Throughout the summit we mirrored the draft policy's values by seeking to improve participants' wellbeing.

Deliberative democracy focuses on collective decision-making, which encourages dialogue. It aims for consensus rather than majority rule. A total of 146 people were randomly selected to attend and represented a microcosm of the wider community.

We asked them to reflect on the outcomes of our consultation process and agree on ideas that the City could turn into actions. After hearing from subject experts and engaging in group discussions, they used digital devices to vote in real time and engaged in further discussion before reaching agreement.

We saw people from different generations and backgrounds speaking to each other for the first time and finding common ground – the city they love to live in. People felt the draft policy touched on issues that really meant something to them.

Feedback from participants showed:

- 80% believed their contribution would make a difference
- 96% said they would be involved again.

Participants felt they played an integral role in charting the future direction of our city, they felt more responsible for each other's wellbeing and for the policy's outcomes.

They showed us that when a community has a voice and a part to play, they care more about the outcome.

Strategic Direction 1

A globally competitive and innovative city



The Ventura, an all-female tech startup co-working space. Photograph by Brendan Read

Tech startups action plan

Australia's biggest tech startup ecosystem is in Sydney and the City proposed an action plan to support this emerging sector. We took a targeted digital approach to consultation to ensure the action plan was shaped, tested and accepted by the community with firsthand experience of this ecosystem.

Online advertising and advertorials were placed in Start-up Daily, Startup Smart and Business Insider. A twitter hash tag **#StartupSyd** stimulated conversation and drive awareness and interest. The City's corporate and Sydney Your Say Twitter accounts linked to **[sydneyyoursay.com.au](https://www.sydneyyoursay.com.au)** with City staff and community members regularly tweeting. Industry influencers were approached to promote dialogue involving topics from women in tech to Indigenous digital advocates.

This engagement reached a wide audience including tech startup entrepreneurs, employees, professionals in corporate businesses, investors, educators and students. Over 300 people gave feedback via the online survey and valuable perspectives were also collected through our online discussion forum and Twitter.

The City is now building upon this approach to successfully reach audiences online, leverage influencers and trends, increase our accessibility and engage communities who can be harder to engage through more traditional consultation activities.

Strategic Direction 2

A leading environmental performer



Net Zero Roundtable 2017. Photograph by Katherine Griffiths

New ways to engage on sustainability and climate change

As part of Sustainable Sydney 2030, we are developing a series of master plans to achieve our environmental target. From the first plans to now, our engagement approach has evolved from informing our community to active involving them in the process.

Our climate change adaption master plan reflects a high level of community engagement. After conducting an internal assessment to identify and rank the climate risks we drafted a plan that shows the projected changes, their impact, and a series of actions to address these risks.

We randomly selected 30 community members who represented the diversity of our city and hosted a two and a half day deliberative democracy citizens' panel.

The panel reviewed the climate risks, prioritised actions and incorporated additional risks and actions. They also developed a set of principles around vulnerability that they felt should guide the policy. Those principles now form the policy's executive summary.

The panel's ideas also changed the way we wrote the strategy. Throughout the document we've acknowledged the community's recommendations by putting a green indicator next to an action they directly influenced, suggested or supported.

We also saw attitudes shift throughout the event. Participants arrived with a diversity of opinions, but listened to each other, worked through their differences and arrived at a consensus. Many commented that it was a profound experience to see some people's entrenched individually focussed perspectives change to embrace empathy for the vulnerability of all people.

Strategic Direction 3

Integrated transport for a connected city



Car sharing policy

Car sharing eases traffic congestion, frees up parking spaces and lowers greenhouse gas emissions. The City has provided dedicated on-street parking spaces for car share cars since 2007 and first adopted a car sharing policy in 2011. Over 700 vehicles are now available for residents and businesses to share.

In 2016 the City reviewed the policy. Given the high level of community interest, the draft policy was exhibited for 60 days. Our communities were consulted through advertisements in local and metropolitan newspapers, a dedicated page on the City's consultation webpage, including an accessible version of the draft policy, social media posts and letters to neighbourhood and business groups. There were 2,500 unique visitors to the website and more than 1,000 downloads of the draft policy.

The policy was endorsed by Council In November 2016. The City has since received many thank you emails from the community.

We received 635 submissions from car share members, residents, non-residents, community service and business groups. Many suggestions made were incorporated into the final policy. A community engagement report outlined the City's response to contributions.

Strategic Direction 4

A city for walking and cycling



Signage prototype being tested. Photograph by Damian Shaw

Wayfinding strategy

A goal of our Sydney wayfinding strategy is to improve accessibility, navigation and getting around the City's streets for vision-impaired people.

The success of the wayfinding signage project was largely due to the range of consultation techniques used. We worked with Vision Australia and Guide Dogs NSW/ACT, conducted online engagement, focus groups and stakeholder meetings, to prototyped and refined new signs.

Blind and low vision members of the community welcomed the opportunity to provide valuable feedback, giving insight into the design and placement of signs and the importance of predictable, start-of-journey wayfinding signs.

We used online mapping to crowdsource community input on sign locations for civic landmarks and historical places. People placed pins and comments on locations they felt needed signs. It provided a more interactive and human-centred digital experience.

The feedback provided new locations for the City to consider. Close to 100 comments and suggestions were made.

Sydney now has the world's largest braille and tactile sign network. The signs have been widely praised in helping people discover Sydney, explore attractions and find their way around.



Drop a pin on the map tool from the sydneyyoursay.com.au consultation page

Strategic Direction 5

A lively and engaging city centre



*New Year's Eve - Welcome to Country featuring the Tribal Warrior boat and the words Always was always will be Aboriginal Land.
Photograph by Ryan Pierse*

Sydney New Year's Eve - Working with partners to make the city safe and enjoyable for all

The Sydney New Year's Eve celebration attracts over 1 million people to Sydney's harbour foreshore.

The event requires close collaboration between the City, NSW Police, Transport for NSW, Department of Premier and Cabinet and other government agencies to ensure a safe, accessible and enjoyable night for all.

In 2016, an inaugural integrated crowd management plan was developed and implemented. Two key components of the plan were the closure of up to 40% more roads than in previous years, and new egress routes to direct pedestrian traffic.

It was critical to engage the community about these changes to ensure they were well understood. Letters were sent to CBD residents, businesses, commercial and private carparks. Information sheets were distributed throughout the accommodation sector. A briefing with NSW Police Force was held for commercial carpark operators and local liquor accords.

The event needs to be safe but it also needs to be meaningful and engaging to be a true success. The City works with the Metropolitan Local Aboriginal Land Council and Tribal Warrior Association to deliver the Welcome to Country on a grand scale.

The Lord Mayor's Picnic attended by 1,000 children with specific needs and their carers and siblings is made possible through the collaboration and support of the volunteers from Girl Guides Australia and Scouts Australia and over 80 charity organisations that assist in distribution of tickets.

Every year our marketing and media partnerships with Tourism Australia, Destination NSW and ABC are crucial to providing essential event planning information to those attending via the official NYE website and to sharing the excitement of the night across the world.

For 2016 NYE, Tourism Australia's video highlights package has so far received 4.4 million views. The City of Sydney's midnight image post on Facebook had a reach of over 3 million. ABC live stream trended at number 5 on YouTube. **#SydNYE** on twitter had a potential reach of 7.6 million on 31 December and 48.9 million for overall campaign period.

Strategic Direction 6

Resilient and inclusive local communities



Primary school students provide the City with ideas for improving our parks. Photograph by Katherine Griffiths

Parks for everyone

When it comes to our parks, we ensure every major decision in our design and upgrade process has been backed by community consultation.

We talk to everyone who uses the space, including children.

To upgrade Chelsea Street Playground in Redfern we consulted school children from Bourke Street Public School.

The consultation was designed to align with learning outcomes in the curriculum. Providing an authentic learning experience where they can see and enjoy the outcome is a positive way to engage these young students.

During the design process, students were asked to think about what they enjoy doing: jumping, dancing, discovering nature, talking to friends or making up adventures. We then encourage them to draw how they'd perform these activities. They come up with the most extraordinary ideas – ideas that can be made a reality.

For Chelsea Street, children suggested small cubbies constructed among the trees which became the inspiration for the final design.

Not only do we design playgrounds that reflect the dreams of the children who use them, in the process the children learn they can have a say in their community.

Community gardens: leading the way through policy

Community gardens are unique open spaces that contribute to our wellbeing by connecting diverse people and creating space to harvest in harmonious ways.

Our community gardens policy offers a framework for residents who want to establish a community garden and supports existing gardens to become self-managed to a high standard.

Our updated policy needed to clarify the rights and responsibilities of volunteers, the City and partnering organisations, especially around public liability insurance, safety and maintenance.

Integral to the success of this consultation was our series of face-to-face meetings with existing community gardening groups. Each group's skill set varies. Some are adept at planning and management while others are focussed only on gardening.

An independent facilitator ran on-location consultation meetings to talk to groups who had varying opinions about our role in the management of their gardens.

As a result of these meetings, we acknowledged the diversity of community gardens and their surrounding communities. We made our policy more flexible and placed more value on the social benefits of community gardening. The tone of the document was altered to be less prescriptive and we recognised the safety issues faced by some groups including theft of crops and vandalism.

We saw a remarkable shift in attitude from these groups towards the City. While we could not include all of their requested changes, they could see their voice in the final policy – they saw the value of working together to make their gardens better.

Strategic Direction 7

A cultural and creative city



Celebrating the unveiling of the park signage in Reconciliation Park. Photograph by Katherine Griffiths

Re-awaking Gadigal language

In 2015, staff from our Greening and Leisure unit approached our Aboriginal and Torres Strait Islander Advisory Panel with the idea of including recognition of the Gadigal people as traditional custodians on new signs they were installing in the City's parks.

It was a fascinating open conversation involving Elders, community and City staff. They discussed connection to country, the invasion and taking of Aboriginal land and the use of Aboriginal languages.

The advisory panel suggested the words 'You are on Gadigal country' should be prominently displayed on the signs. They also wanted to feature Gadigal words meaning 'hello' or 'welcome.'

Professor Jakelin Troy, Aboriginal linguist and Director of Aboriginal and Torres Strait Islander Research at the University of Sydney also provided expert advice.

The new signage with the acknowledgement of country and the words, 'bujari gamarruwa' (good day), was unveiled in March 2016 at Reconciliation Park in Redfern. The event featured a moving moment when students, parents, teachers, Elders and the local community were taught to say 'bujari gamarruwa' (good day) in the Gadigal language.

"Hearing the language come alive in those young people's mouths was transformative," says David Beaumont, Community Engagement Coordinator for the City and proud Wiradjuri man. "Language was the first thing that was taken from us. Now it's one of the first things we're bringing back. This project demonstrates that we can write a new narrative together."

Homelessness unit

In 2014 the City engaged the sector to determine the short term focus of the homelessness unit. Throughout 2015, four sector workshops were held to explore opportunities and challenges, identify longer term themes and refine priority areas.

During 2016 a group of people with lived experience of homelessness, including those currently sleeping rough, were engaged as advisors to look at findings from the registry week survey and the themes from the sector workshops. These advisors worked with the City to identify priority directions for the homelessness unit for the next 10 years.

A sector workshop was held to test the priority directions and identify key actions. The homelessness unit continues to work with the advisors to prioritise actions. The result of this ongoing engagement will be documented in the City's Homelessness Action Plan.

Engagement has built trust between the City and this community. Six people who are now housed and have agreed to be photographed and shared their stories to support the City's work.



Strategic Direction 9

Sustainable development, renewal and design



Residents explore the Green Square model 2014 at the Tote.

Green Square: a coordinated partnership approach

Green Square is one of Australia's fastest growing neighbourhoods with over 30,000 new dwellings and 60,000 residents expected by 2030. The area's revitalisation is an exciting opportunity for community building and place-making with a new town centre, library, parks and community facilities.

It is the most complex project we have ever managed. It involves many partners, agencies and contractors. And it presents challenges for the community as they live through significant construction and change.

The City works to ensure the community is supported during the renewal program, from providing timelines for community facilities and private development, to community participation in the design processes for projects.

We hold regular events to ensure we hear from the local community and respond to local needs. We have artist impressions, information boards, a fly-through video and models. Our kids activities encourage families to get involved.

We work closely with developers and government agencies on a community relations program to support people impacted by construction.

We negotiated with private developers to create a single point of contact for complaints. This minimises confusion and gives residents confidence their concerns are being heard. Residents can also participate in a construction liaison group.

On advice from residents, we negotiated with developers to agree on coordinated respite nights. We also look at opportunities to change our construction methods to reduce local impacts. Private developers are now collaborating with us to strive for green star accreditation.

Our engagement program has been so successful, we are replicating it across other urban renewal areas in the city.

Strategic Direction 10

Implementation through effective governance and partnerships



Resilient Sydney Community Meeting, Central District, Parramatta. Photograph by Katherine Griffiths

Resilient Sydney

In 2015 Sydney was chosen to join the 100 Resilient Cities initiative pioneered by the Rockefeller Foundation. The initiative develops strategies to help cities survive, adapt and thrive as we face the challenges of the 21st century.

The Resilient Sydney office is hosted by the City of Sydney. Sydney receives technical support and resources from 100 Resilient Cities to develop and implement a resilience strategy for the metropolitan area.

CEOs from councils in the six districts of Sydney sit on our steering committee. We also convene representatives from councils in our resilience ambassadors group, working with them to identify the risks and find solutions.

We have formed a local government engagement group. This means drawing on the deep knowledge and expertise of practitioners in local government to ensure our processes are robust, inclusive and reflect the spectrum of views in our communities.

We are working with all the councils of metropolitan Sydney to catalyse action to address key challenges such as extreme weather, increasing demand on health services and decreasing social cohesion.

