

Local Solutions SRV Engagement

Community Engagement Strategy

2013
Program of Activities



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Introduction



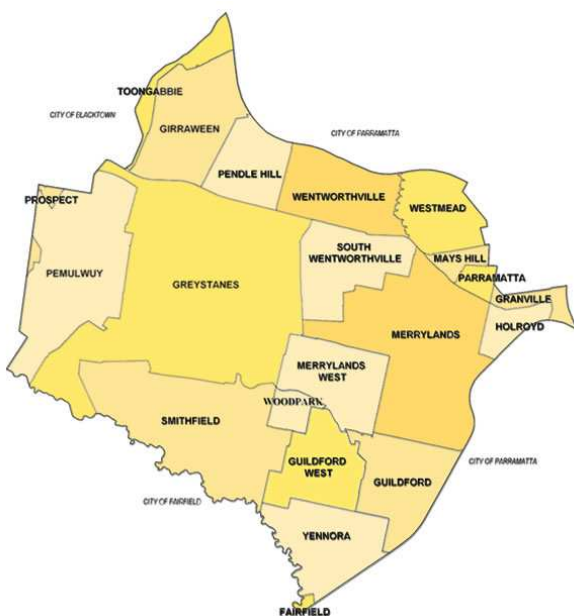
This update to Council's Community Engagement Strategy has been created to guide the Community through the development of a Special Rate Variation (SRV).

In 2013, Holroyd City Council completed a comprehensive review of its infrastructure assets including roads, buildings, stormwater, parks and recreation. Condition assessments were completed for all asset classes and independently assessed by Morrison Low Consultants.

Through this process the true value of the assets were established along with reviewed operational and maintenance costs and provided a more realistic backlog figure. Council has identified through this process, that the current funding levels are not sufficient and are seeking to work with the community to review funding options for the future – the SRV is just one option that is being considered.

Holroyd City Council is committed to ensuring that all groups in our Community have an equal opportunity to participate and be involved in decision making through the activities which form the Community Engagement Strategy.

This strategy is structured to employ a range of communication mediums, taking into account the demographics, cultural groups and social concerns of our population, while also focusing on the role of Councillors and staff, in identifying the most appropriate level of funding required to meet the expressed needs of the community as reflected during planning for our City.



Source: Profile ID

Legislative Background



Section 402(4) of the Local Government Amendment (Planning and Reporting) Act 2009 states that:

“the council must establish and implement a strategy (its community engagement strategy) for engagement with the local community in connection with the development of the community strategic plan.”

The stated community engagement strategy and community strategic plan form part of the requirements of the integrated planning and reporting structure for all councils in NSW.

Further to the above, engaging the community is a responsibility of all councils under Section 8 of the Local Government Act 1993, where as part of the specified Council Charter, all Councils are required:

“to facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government”; and

“to keep the local community and the State government (and through it, the wider community) informed about its activities”

This community engagement strategy has been developed to address these legislative obligations, as well as raise awareness of and establish a collaborative environment for the development of Council’s Living Holroyd Program.

Holroyd City at a Glance



Holroyd City is located in the west of Sydney, approximately 25 kilometres from the Sydney GPO. It is bounded by Parramatta City in the north and east, Fairfield City in the south and Blacktown City in the west.

The City is a mixed residential and industrial area, encompassing a total land area of 39.89 square kilometres, covering the suburbs of Girraween, Granville (part), Greystanes, Guildford (part), Guildford West, Harris Park (part), Holroyd, Mays Hill, Merrylands (part), Merrylands West, Parramatta (part), Pemulwuy, Pendle Hill (part), Smithfield (part), South Wentworthville, Toongabbie (part), Wentworthville (part), Westmead (part) and Yennora (part).

Incorporated on 5 July, 1872, Holroyd City was originally known as the Municipality of Prospect and Sherwood. The name was changed to Holroyd on 11 January, 1927 to perpetuate the name of the first Mayor of the Municipality, Arthur Todd Holroyd. The Municipality was proclaimed a City on New Years Day 1991.

Today, Holroyd is a growing City, home to 106,038 residents at 30 June 2013* and known for its strong cultural diversity and mix of family-friendly neighbourhoods and active industry.

Holroyd's population is growing rapidly. Over the last 10 years, the population has grown by 19% and is expected to grow another 38% in the next 10 years. This means that an additional estimated 40,000 people moving into the area which will impact on our current assets and infrastructure and will require additional infrastructure to support a growing community.

Holroyd Local Environmental Plan

Holroyd City's Local Environmental plan has responded to this proposed growth by reviewing the zones across the area to accommodate the targets set for the City. This includes accommodating 24,000 new residents, 10,000 new residential dwellings, 5,500 new jobs and 195,500m² of new commercial floor space over the next 20-25 years, as well as provide up to 20-storey building height for high-rise developments. Up to 7,500 hectares of new employment land is being developed near Holroyd and, with projections of another 280,000 jobs being created in the region over the growth period, the local area will remain a desirable address for residents and business owners long into the future. The LEP came into effect on the 5 August

Contributions Plans

The Contributions Plans levy for the provision of open space and recreation (including new playing fields), community facilities and traffic management measures. Holroyd City Council new S 94 Plan came into effect on the 5 August 2013.

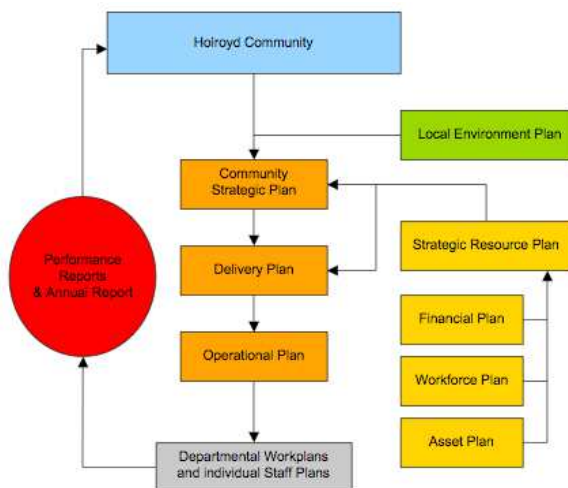
The Living Holroyd Program continues to foster the partnership between Council and the Holroyd community, through the identification of priorities, actions, strategies, outcomes and long-term vision and directions for our City.

This Engagement Strategy has been created to

- Access and establish the communities priorities and satisfaction in relating to Council activities, services and facilities;
- To collect additional information from the community in relation to their needs and expected levels of service; and
- To seek community acceptance and support for a special rate variation(SRV).

Council’s Integrated Planning Structure

The Living Holroyd Program continues to link community and Council objectives through an open and engaging integrated planning and reporting structure, meeting the legislative requirements of Council and providing a balanced and inclusive approach to planning the future of Holroyd.



At the core of the structure is a set of 3 Plans, which provide a 20-year vision for Holroyd and the structuring of Council services to meet community priorities.

The Community Vision and 5 key directions established through the Community Strategic Plan, represents the views and concerns of the Holroyd Community, underlined by the interaction of Council’s commitment to effective governance and the environmental, economic and social sustainability of the area.

The key outcomes and strategies established in the Community Strategic Plan have been implemented through Council’s Delivery Program (based on a 4 year Action Plan aligned to the 4 yearly election term); and Annual Operational Plans which identify which programs will be delivered to meet the expectations of the community.

Principles of Engagement



Council's role is to lead and shape community engagement through the process of developing an integrated planning structure to encompass:

- long-term community outcomes;
- identification of strategies to achieve these community outcomes; and
- a means of determining the level of service to be provided.

The International Association for Public Participation (IAP2) has devised a model to identify the core principles of community engagement. The model builds a scale of engagement objectives, which assist in determining activities and methods for inviting community participation and classifying outcomes based on the impact of the engagement on the decision making process.

In order to support Council's role and to ensure effective community engagement, this model has been adapted for use in developing the Living Holroyd Program, as shown:

Principle	Description	Index
Inform	Provide balanced and objective information to help understand a problem, alternatives, opportunities and/or solutions	■
Consult	Obtain feedback on alternatives and/or decisions	●
Involve	Work directly with stakeholders throughout the process, to ensure that concerns and aspirations are consistently understood and considered	▲
Collaborate	Partner with the community in each aspect of the decision, including development of alternatives and identification of the preferred solution	★

Each principle has been given a index coloured symbol, used to reference the engagement methods outlined in this strategy to the principle the activity is designed to embody.

Through the Living Holroyd Program, Council has established ongoing engagement with the community. This engagement strategy has been structured to include each of the principles of the model above, and allow opportunity for their development after the implementation of the program and conclusion of this strategy.

The methods to be employed by this strategy are detailed from page 11.



Holroyd Community

This engagement strategy targets a broad and valid sample of the Holroyd community.

For the purpose of this engagement strategy, the term ‘community’ is defined as any individual or group which:

- Residents
- Rate Payers
- Local Businesses
- Local Industry
- Community service providers
- utilising Council services;
- non residential regular visitors or higher

A Unique Holroyd

Holroyd Local Government area is home to over 106,000 people. Over 49.5% of our community were born overseas, with 57% coming from a non –English speaking background. The medium age for the population is just 34 years and the area is regarded as a family- friendly area with the number of children 0 – 14years (21.2% of the population) represented strongly. Twelve (12%) of our community is aged and over 5% identify themselves as requiring assistance in day to day tasks. Over 800 Indigenous community members live in Holroyd.

Target Groups and Social Justice Principles

In developing the activities and outcomes which form this engagement strategy, the community as defined above has been further categorised into the following groups:

1	Holroyd Community	a)	Cross-section of Demographic and Cultural Groups including youth, children, aged, disabled, CALD and ATSI
		c)	Council Service Users
		d)	Community Service Providers
		e)	Local Business
		f)	Local Industry
		g)	Non-resident Regular Visitors (facilities-based or social)
		2	Councillors
3	Council Staff	a)	General Manager and Directors
		b)	Management
		c)	Professional and Operational Staff
		d)	Centre-Based Staff
		e)	Registered Volunteers

These groups are referenced through the Structure and Outcomes section of this strategy, from page 11.

Structure and Outcomes



This strategy has been designed to build a collaborative environment, to aid and inform the SRV process, engaging the community to awareness, and final promotion of our assets and subsequent implementation.

The strategy moves through 4 stages, with defined objectives as follows:

1	Engage	
	<i>Initial research to assess and establish the communities priorities and satisfaction in relation to Council activities services and facilities and examine funding options for the future</i>	Research of messaging and understanding of representative sample of residents in relation to SRV and its implications Focus Group engagement Identifying with our local solution
2	Connect	
	<i>Seeking a local solution</i>	Engagement and feedback Social Engagement and Feedback Community Awareness through a series of organised activities Community Exhibition and Feedback
3	Review	
	<i>Ensuring the community has been represented</i>	Social Engagement and feedback Internal Exhibition and Feedback Media relations and Feedback
4	Live	
	<i>Moving beyond the SRV</i>	Community Promotion Annual Reporting

A complete outline of the content and structure of each component is provided from page 10. The proposed timing, content and engagement principles embodied by each component are detailed on the following pages. The information is provided as an overarching strategy, with additional reporting and structural elements to be built into the program where required by key activities.

1 Engage

Initial research to assess and establish the communities priorities and satisfaction in relation to Council activities services and facilities and examine funding options for the future

The first stage of the Community Engagement Strategy aims to assess and establish the community priorities and satisfaction in relation to Council activities through a number of targeted engagement activities

Objective	Scope	Activity	Target Group	Timeframe	Principle
Awareness of the Funding options for Council	Broad based campaign, designed to review a range of Council services based on satisfaction, importance and reviewing funding options.	Phone Survey Gauging the opinion of 400 residents regarding satisfaction and importance on a range of 36 Council activities and seek a general response to a proposed SRV	<ul style="list-style-type: none"> Holroyd Community 	July 2013	■
		Focus Groups Designed to qualify information from the survey and refine messaging components and discuss the SRV in more detail.	<ul style="list-style-type: none"> Holroyd Community S355 Committee Business Council committees 	September /October 2013	■
		Online Forums	<ul style="list-style-type: none"> Holroyd Community 	October	■

Objective	Scope	Activity	Target Group	Timeframe	Principle
Community Awareness of funding options	Broad campaign, working in with scheduled Council events and functions, to encourage participation.	Introductory Media Articles to encourage community members to engage in the conversation of a local solution	Holroyd Community- all	October 2013	■ ●
		Awareness and engagement To discuss options with community at 5 separate listing posts to encourage community members to take part in the conversation and raise awareness of projects and proposals	Holroyd Community - all	October 2013	■ ●

2 Connect

Seeking a local solution

Through targeted media releases and supporting activities, the Local Solutions campaign will aim to identify that a Special Rate Variation will be one of the local solutions for Council to achieve its overall objectives of sustaining its delivery of services and infrastructure for the benefit of the LGA.

Objective	Scope	Activity	Target Group	Timeframe	Principle
Identifying with Local Solutions	Create other opportunities for community to link in with the conversation	Council Website Updating the dedicated section on website, to reflect the SRV and the projects proposed including an opportunity to provide feedback and complete surveys	Holroyd Community - all	October November 2013	■
		Media Releases Provide media releases to Advertiser and Sun and other identified CALD publications	Holroyd Community - all	October November 2013	
		Engagement Points Utilising existing Council Assets to gain community input. Static displays featuring surveys and information to be provided at: <ul style="list-style-type: none"> ▪ Libraries ▪ Childcare Centres ▪ Community Centres and Facilities ▪ Youth Centres ▪ Council Customer Service Foyer 	Holroyd Community – all	October November 2013	● ▲

3 Review

Ensuring the community has been represented

The third stage of the strategy invites all to review the proposed SRV and Delivery Program and gain overall support

Objective	Scope	Activity	Target Group	Timeframe	Principle
Internal Exhibition and Feedback	Build feedback on proposed SRV, prior to formal adoption and application to IPART	Council Website Proposed SRV and Schedule of works be made available and publicised on Council's Intranet, with feedback options provided	Holroyd Community - All	November 2013	●
		Phone Survey Representative sample of 400 residents to be contacted seeking agreement for a SRV	Holroyd Community - All	December 2013	●
Community Exhibition and Feedback	Provide opportunity for feedback on Draft Delivery Program , prior to formal adoption and implementation	Engagement Points display of Draft Delivery Program at selected locations	Holroyd Community - All	November 2013	●
		Council Website Draft Delivery Program made available and publicised online, with web-based feedback options	Holroyd Community - all	November 2013	●

4 Live

Moving beyond the SRV

Final engagement stage establishes the SRV and reported in Council's Delivery Program and annually through the Annual Report

Objective	Scope	Activity	Target Group	Timeframe	Principle
Community Promotion SRV and projects	Provide ongoing reporting to community regarding projects under the SRV	Council Website Separate page highlighting projects and communicate through Holroyd Herald and social media programs	Holroyd Community - all	Ongoing for the period of SRV	■
Reporting	Provide Council reports and Annual Report on activities completed under SRV	Corporate Reporting to commence the development of the Delivery Program	Holroyd Community - all	Ongoing for the period of SRV	■

How Engagement will Inform the Program

At the conclusion of each activity, all information received will be recorded and reviewed.

Data will be assessed for validity, with ongoing review for balance between community target groups and their response rate to the program.

Maintaining Links through the Program

In engaging our community, priority has been placed on creating ongoing communication links for use through the entire Living Holroyd Program as support to the activities listed previously. This will be achieved through ongoing use of following tools:

- Email Database

Through all activities, participants will be provided opportunity to provide their email address for the purpose of being enlisted on the Living Holroyd email database, which will be used to distribute regular updates on the program, information on upcoming events and further opportunities to participate.

- Council's Website

A dedicated section of Council's website currently contains all information and documents that relate to the SRV and can be access through the front page of the Website

Community engagement activities will refer to the site as a source of further information and a contact point with Council.

- Media Relations

In addition to the activities presented from page 11 of this Strategy, a key component is the fostering of an active partnership between Council and the local media.

This will be achieved through leveraging the existing relationship between Council's Media Relations section and local media, to inform outlets of the Local Solutions Campaign and provide them with regular news items and the latest information concerning opportunities for participation. These activities will provide further opportunity for Council to demonstrate how community input is being used to inform the program.

Council's Corporate Strategy and Engagement Section will oversee the ongoing management of this Strategy, with regular reporting to Councillors, Senior management, Council and participants on progress.

Supporting Components



Accessibility and Communication

As we work through this Engagement Strategy and individual activities are developed, consideration will be given at the planning stage, to barriers to communicating with our community and accessibility concerns, on an individual activity-level.

a) Translation Services

The breadth of engagement planned under this Strategy will require translation and interpretation services of key documents and activities to suit the intended audience.

Staff internally designated as qualified community translators will be invited to participate in activities and in supporting the translation of documents.

The method to scope additional translation support for particular activities will be determined on an individual activity-basis.

b) Activity Accessibility

In planning the range of activities outlined in this strategy, commitment will be shown to Council's Accessibility Standards to ensure that all members of the community can participate in the engagement process.

Commitment to Risk Management and Occupational Health and Safety

Council's Risk Manager will be consulted during the planning of each engagement activity to ensure appropriate procedures and standards are identified in regard to Council's risk management and occupational health and safety responsibilities.

Regular Review and Communication of Outcomes

As this strategy is implemented, Corporate Strategy and Engagement will seek to regularly inform Councillors, Management and staff and advise community members of the outcomes achieved and inform them of the next steps in the program.

In managing the implementation, regular reports will be provided to Councillors and senior management, with additional briefings to staff and the community where required.

Further Information



For further information on this Engagement Strategy or the Living Holroyd Program, please contact:

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