



Community Engagement Strategy

November 2011

This strategy was developed by Council's Corporate Planning team. For questions please contact the Corporate Planning Coordinator on 9777 1021.

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1. Introduction and Background

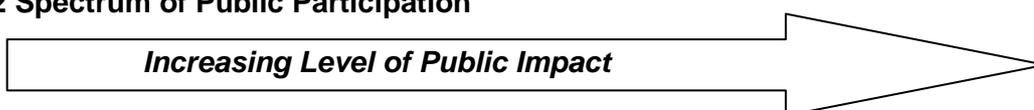
What do we mean by Community Engagement?

When we talk about “Community Engagement” in a local government context we are describing the activities that support the interactive relationship between Council and its stakeholders. Our stakeholders include our ratepayers, residents, service providers, business owners, workers and visitors. It refers to all the ways in which we inform, consult, involve, collaborate and empower the community. From simple information sharing and the promotion of activities and events to encouraging debate on local issues and planning for the future; it is the way in which we continually build upon and strengthen the ties between Council and the community in order to achieve positive outcomes for the City of Willoughby.

Community engagement supports local democratic processes by encouraging community interest in civic issues, promoting social justice and keeping people well informed of local and regional issues. Good engagement creates a supportive, informative, innovative and participatory environment within which people can safely and confidently share their views and aspirations.

The table below from International Association for Public Participation (IAP) is commonly used by Councils and government agencies when explaining what we mean by community engagement. It presents us with a straight forward summary of the levels and kinds of engagement activities we regularly undertake.

IAP2 Spectrum of Public Participation



	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 active 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 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, 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
Example techniques	Fact sheets Website Open Hours	Public comment Focus groups Surveys Public meetings	Workshops Deliberative polling	Citizen advisory committees Consensus building Participatory decision making	Citizen juries Ballots Delegated decision

Why develop a Strategy?

This strategy sets out what values or principles, as an organisation, we place on community engagement and how those values might translate into practical outcomes. The outcome should be improved communication between Council and ratepayers and residents; improved representation of the needs of the community; increased involvement of particularly hard to reach people; a trusting partnership between Council and its stakeholders, statistically valid representation of the wider community and more informed planning and decision making by Council.

This Strategy supports The *Willoughby City Council Communications Policy (2009)* which states that Council will:

- Actively create opportunities for the Willoughby community to be consulted
- Seek a range of views available on particular issues and if required, develop consultation plans that are tailored to the particular circumstance.
- Survey the needs and expectations of the community on Council's delivery of services
- Undertake consultation to generate public interest in specific projects and in relevant new policies
- Inform community groups of matters of interest and concern and invite these groups to contribute their opinions
- Ensure that consultation is timely and appropriate but not does not unduly delay the decision making process.

This Strategy does not prescribe any specific model for engagement. This is because our community engagement activities vary in urgency and priority, resource allocation and objectives. It also acknowledges that Council must adhere to certain legislative requirements and Acts of Parliament which stipulate how and when engagement should occur. At all times these requirements must be fulfilled first and foremost. *The emphasis of this Strategy however is not about detailing our legislative obligations but upon encouraging a culture of good engagement across the organisation.*

This Strategy will be used by the Council officers when determining specific engagement activities, planning for these activities and evaluating their effectiveness. It should therefore be sufficiently broad and encompassing to be applied across all of our engagement activities. In short, it should under-pin the broader ongoing "conversation" between Council and community on a regular basis.

This Strategy is also applicable to our Councillors who as elected representatives of the community play an important role in communicating community aspirations, maintaining the information flow on a range of diverse and complex issues.

2. Objectives of the Community Engagement Strategy

The objectives of the Community Engagement Strategy are:

- To provide Council with a set of Good Engagement Principles to guide community engagement across the organisation.
- To provide all community members and stakeholders an opportunity to have input into Council's decision making in an open and transparent process.
- To allow for feedback from a representative cross section of the community.
- To ensure that Council receives good quality, timely and relevant feedback.
- To promote an increased understanding to Council of the needs of the community.
- To ensure Council meets its legislative requirements in regards to community engagement.
- To provide Council officers with a guide to plan and implement effective community engagement.
- To ensure that all information sharing and communication with stakeholders and the community is consistent.
- To build strong relationships between Council and the Community.

3. When and how should the Community Engagement Strategy be applied?

Who Do We Engage?

When we refer to the “community” we are talking about a broad mix of individuals and groups with diverse and sometimes complex needs and wants. The core group in our community are the people who live here; the residents of Willoughby City. These residents have the opportunity to elect Councillors to be their voice and represent them. Council is responsible for providing many of the local services and resources to the residents which are relevant and appropriate to the population.

We also have a dynamic business district with a large working population that spend their working week in Willoughby City. Council has relationships both with businesses and employees in the area, and it is important that communication channels are in place to hear the views of this community. Council also has in place protocols for dealing ethically with business and industry in order to maintain open and honest decision making.

Willoughby is also home to many established community groups, made up of both residents and people who live outside of the area. These community groups represent a diverse collection of people, cultures and interests, and are an excellent point of contact when undertaking engagement.

Council also regularly engages with other local service providers representing sectors including health care, child care, transport and education. Council also engages with other Councils, agencies, local members of parliament and both our State and Federal Governments. On occasion Council will also deal directly with international delegations.

How to Reach All Stakeholders

Willoughby City Council communicates with a broad range of stakeholders. Council should always, at a minimum, identify the *key stakeholders and communities* who may be impacted by the issue in focus. Council will therefore endeavour to provide people with the most appropriate opportunities to obtain their information and to provide input into the decision making processes of Council.

For example, Council will consider the demographics, needs and circumstances of stakeholders when planning engagement activities. If the majority of participants are likely to be working during the day it would make sense to hold the meeting in the evening or on a weekend. However, if the majority of the attendees are mothers of young children it may be appropriate to hold the meeting during the day and to provide the option of child care. These are just examples, but in both cases other avenues of feedback should also be provided, such as an email address, a telephone number or an online forum. Staff should endeavour to understand the *circumstances* of the people they are engaging with and plan appropriately applying this understanding and common sense.

The Willoughby City Strategy consultation program is an example of an engagement program which included a broad mix of stakeholders and can be used as a guide for other large scale engagement activities. (*See the Community Engagement Toolkit for further information*). This program was the result of considered planning and staff resourcing. Some consultation programs do not have similar levels of resources available to them. When this occurs officers are encouraged to apply their innovation and focus the resources they have on the most relevant target groups. This means good planning, sharing knowledge across the organisation and learning from past experiences of engagement activities.

Issues for Engagement

What we engage on will vary depending on the urgency or priority of the issue and the resources available to us. Often the Council itself will formally determine the priority or urgency of a matter and the course of engagement that needs to be undertaken.

Some engagement activities, both formal and informal, occur on a regular basis, while others may occur once in a year or even once in a decade. For example Council engages on a daily basis with people seeking information and assistance via our Help and Service Centre; we produce media releases (information out to the community) on an almost weekly basis and at the other end of the engagement spectrum, our Community Strategic Plan is reviewed every four years.

Some of our engagement activities are subject to legislative requirements. These include, but are not limited to, changes in Plans of Management, some Development Applications, Delivery Program and Operational Plan and Budget changes, Local Environment Plans and Development Control Plans. Where a process does not require particular action because of legislation, Council may still choose to undertake engagement because we feel it is in the best interest of the community to do so or because the community requests it. Our decision to engage and the level to which we engage (i.e. to inform, consult, involve, collaborate, empower or pursue a combination of each) will be partly influenced by the nature of the issue or activity and the potential impact on the community.

Below is an example of typical community engagement activities we undertake:

Engagement Activity	Description	Cycle
Customer Services - Help and Service Desk activities	Face to face, phone and web based enquiries across all service areas	Daily
Development Application Process	Information out, liaison with applicants, discussing with neighbours and community groups, receipt of submissions, preparation of reports and consideration by Council officers and Council.	Daily
Media releases	Information out on events, services, local issues, decisions of Council, planning and promotions.	Weekly
Plans and Policies of Council	Examples of Plans and Policies that have involved community consultation include – the Sustainability Action Plan, Social Plans, Plans of Management, Terms of Reference for Global Friendship, applications for variations to rates, Local Environmental Plans, Reserve Action Plans	As Required
Council Meetings	Full Council meetings which are open to the public with agenda's and minutes communicated via the website	Twice monthly
Committees of Council	Corporate and Transport Committee Meetings and Cultural and Environmental Committee Meetings. Open to the public with agenda's and minutes communicated via the website	Monthly
Operational Plan and Budget	Annual planning documents that detail our operational activities by principle activity	Yearly
Delivery Program	Program of activities to achieve the Willoughby City Strategy outcomes	4 Years
Customer Satisfaction Survey	Looks at all areas of service delivery and community satisfaction on our performance	4 Years
Willoughby City Strategy	Our Community Strategic Plan which provides us with a long term vision for the City	4 Years

4. Our 10 Principles of Good Engagement

The following Principles will help shape the way Council engages with its community. These Principles have been formulated in consultation with community members, Councillors and Council staff. When applied the Principles should help to ensure that the views of the community are acknowledged, respected, and actioned.

The Principles of Good Engagement should also contribute to achieving tangible outcomes. They have been designed to apply to all levels of community engagement from daily interactions to undertaking broad community consultation projects.

Our Principles

Transparency & Openness	Council will communicate in an open manner. We will endeavour to always provide accurate, fact based information and be honest in our dealings. This will involve two way communications between Council and the community and a collaborative approach to decision making.
Inclusive Communication	Council's engagement process will aim to provide all of the community an opportunity to contribute their views. This will include the opportunity to meet with Council representatives in person as required, as well as other methods of communication. Council will seek the views of people from diverse backgrounds, cultures and ages. By having an inclusive engagement process Council seeks to gain perspectives that are representative of the community as a whole.
Active Listening	Council will proactively listen to groups and individuals in order to understand their position and concerns. Council will respect the views of community members and take outcome orientated actions as appropriate to the issue.
Access	When engagement opportunities such as public meetings occur, Council will endeavour to provide venues that are accessible, comfortable and in a convenient location. We will aim to provide opportunities for community to meet at times most convenient to them and their circumstance. Transport can be provided where appropriate and venues will be used which have good access to public transport and parking. Information will be made available through a variety of relevant formats and languages.
Interaction	Councillors and Council officers will be approachable, supportive and easy to contact. Interactions between Council and community members should leave both parties feeling listened to, respected and with a resolution achieved.
Genuine	Council will engage with the community in a genuine and sincere manner. The views of the community will be valued, respected and acknowledged. Council will facilitate and participate in engagement opportunities with enthusiasm and empathy. Council will provide the community an outlet to voice their views on local and regional civic issues of emotional significance, and will manage differing opinions in a fair and open manner.
Outcomes	Community engagement will achieve visible and tangible outcomes. These outcomes will be clear, informed and reported. Outcomes will be guided by input from the relevant stakeholders. While outcomes may not always please all parties, Council will clearly explain why decisions have been made and acknowledge the input of everyone who took part in the decision making process.

Process	Council will provide the relevant resources to enable good engagement. The process of community engagement shall be innovative, relevant and should be tailored to best suit the needs of participants. Council will use both traditional methods to communicate as well as contemporary methods to ensure we reach a broad section of the community. People will be given options as to how they engage with Council, and Council will recognise that there is a diverse mix of preferred methods of communication among its stakeholders. All community engagement and consultation will take place in a timely and efficient manner. Council will report back on decisions arising from community engagement and ensure every effort has been made to inform stakeholders of its decision.
Connectivity	Council will continue its role as a facilitator of community groups and networks. Council will also connect community groups and individuals with the relevant service providers, agencies and interest groups so that they might work collectively. Where appropriate Council will also advocate on behalf of the community. Council will acknowledge that many of our community based groups and networks make valuable contributions to the City and will create ongoing opportunities for them to voice their views.
Response	Council will acknowledge feedback from the community in a timely and efficient manner. Council will always aim to provide information which is factual and accurate. Council will provide confirmation of correspondence received and make a genuine effort to follow up on any issues raised. Community members will know their input has been duly considered and Council will provide genuine and clear explanations as to how outcomes have been determined.

5. Putting Community Engagement into Practice at Willoughby City Council

How does the strategy apply in a practical sense to our community engagement activities? Below is a list of actions we are aiming to undertake to support the principles and give them traction.

To help us achieve real outcomes we will regularly report back to Council and the community on the ongoing implementation of the strategy as based on the actions below.

	Actions	Description
1	Apply the Principles of Good Engagement	The principles found in the strategy are broad enough to apply to all that we do. The Principles need to be applied in good faith.
2	Establish a process for co-ordinating community consultation across Council	Create a space on the intranet for officers to post consultation outcomes and upcoming programs. Register any consultation activities with Corporate Planning. Allow for improved communication between the Council officers. Improve information share, use of resources and avoid over-consultation or repetitive consultation.
3	Build on our Online Community Panel	Actively recruit for and promote the existence of the new panel. The panel should be actively engaged throughout the year as new topics arise. Council officers will continue to recruit and advertise for participants.
4	Pursue targeted online forums	Create "Invite only" forums whereby people are specifically recruited to discuss certain issues. Council recently undertook to engage young people in a "safe", non-threatening on-line discussion forum. This was a trial exercise which saw some quality feedback achieved.
5	Provide incentives where appropriate	Incentives should not be of a direct monetary value. Incentives might include VIP invitations to Council events for example.
6	Take the issues to the community	Take messages to events, networks, places where your target market is most likely to be. Utilise existing community events and networks.
7	Identify the "hook"	What makes it interesting or meaningful to people? Why would they want to engage on this issue? Go in with a clear message that can be easily understood by your target group.
8	Use simple, straight forward language	Avoid jargon. Know your audience. Communicate with them in mind.
9	Adhere to graphic standards	The Corporate Graphics Standards provide Council with consistent, professional standards across the organisation. Refer to the Media and Marketing team for assistance on graphic design and ensure compliance with Council standards.
10	Engage consultants to help complete complex consultation activities	While the preference is to firstly work with our staff expertise there will be engagement exercises that require the assistance of an experienced, external facilitator.
11	Invest time in properly scoping and planning larger scale or priority engagement activities	Initial planning will ultimately save time and resources and enhance chances of success. Refer to the planning attachments included in the Strategy to assist with this exercise.
12	Talk to your colleagues	Council staff have a combined pool of knowledge that is highly valuable.

13	Spend time undertaking recruitment activities	Establish working parties and panels with relevant, experienced professionals, residents and other stakeholders to provide input into complex decision making. Where the budget allows you may engage a market research company to recruit for you. Recruiting also enables you to better achieve the cross-section of community members you might require.
14	Place an emphasis on community education	Access to relevant, accurate information allows people to make informed choices and builds their capacity and confidence in dealing with Council and speaking on local issues.
15	Ensure good cross section representation (unless the engagement is specifically targeted)	Different forum types will appeal to our different age groups while others will be preferred by young people or busy families. While developing this strategy several different methods of engagement were trailed to test their usefulness and popularity. Online forums are popular across our main target groups while the public workshops (both evening and day sessions) are more popular with older people. Where a good cross section is required a combination of methods should be used.
16	Establish clear protocols for dealing with Council	Continue to implement our Code of Conduct. Promote and implement the "Information for People Doing Business with Council" booklet which outlines clear principles to support ethical behaviour by Council officers and Councillors and promotes similar ethical standards be adopted by private business and industry and their representatives when dealing with Council.
17	Employ strategies to engage with the typically "hard to reach"	People living in gated communities, large apartment complexes, retirement homes and the like can sometimes be difficult to reach (Hard copy publications like the Willoughby City News for example, unless specifically addressed to a resident, are often not accommodated) . The <i>Apartment Living</i> Forums are an example of successful, specifically targeted engagement activities. These forums are encouraged.
18	Know your audience	Consider not only the <i>age profiles</i> of your market, but <i>where and how they live</i> and <i>what their interests and behaviours</i> are. Council's online id profile, atlas and forecast information can assist with this process.
19	Be a culturally aware organisation	Council will undertake cultural awareness training to support our communications with people from different cultures. This is to help ensure we show respect, are sensitive to their needs and minimise misunderstandings.
20	Use Social Media	Council is progressing its use of social media. As technology continues to make considerable advances so too does our capacity to engage. A <i>Social Media Policy</i> is required to guide appropriate use of these technologies while also minimising any potential risks.
21	Provide information in appropriate community languages	Willoughby's diverse ethnic profile requires that we consider the use of translation services. This is not always achievable due to budget restrictions and time constraints however it should always be considered and factored into consultation programs as required.
22	Ask - How well did we do?	Evaluate the activity. Did you meet your objectives? What was the feedback from participants? How would you do it differently?

6. Things to Consider

Achieving good community engagement is the responsibility of all participants. Community engagement is open to risk particularly when discussing highly contentious projects or political issues or where by decisions are being made that will have significant impact on the community. Some issues attract controversy and conflicting opinions. Managing a conversation around complex community issues is not an easy task. This is why it's important that Council gets the right message to the community, at the right time, to the right people, with all of the relevant facts available. This strategy is aimed to assist in this process.

This is a summary of the most frequently identified risks and challenges discussed during our consultation process.

	Challenge	Issue	Possible Solutions
1	Over consultation of some interest groups and individuals. (Consulting with the same people time and again)	Isn't necessarily providing us with a good representation of the interests of the broader community. Exhausts certain consultation avenues.	<ul style="list-style-type: none"> • Undertake targeted recruitment activities to attract new participants. Telephone surveying has worked well in the past when recruiting "new faces" for panels and working parties (e.g. Social Planning process 2006) • Engage market research companies to recruit where resources allow • Take the engagement to the community don't wait for the community to come to you
2	Under representation of certain target groups including young families, working families, youth.	Certain demographics/target groups not having their voice heard.	<ul style="list-style-type: none"> • Develop targeted consultation relevant to the needs of that target group (e.g. Closed online "safe" forums for young people to express their views) • Liaise with Council officers who regularly engage with these target groups to discuss the most appropriate methods • Work with organisations and groups who have regular access with these groups
3	Limited resources	Limits the nature and range of engagement that can be undertaken	<ul style="list-style-type: none"> • Look at best practise examples easily found online and talk to fellow Council officers for guidance on what works well when limited resources are available.
4	Information sharing across Council	Information can be lost is not shared. Risk of consulting on the same issues with the same people. Waste of resources.	<ul style="list-style-type: none"> • Intranet access point for community engagement. Summary posted for use of staff detailing recent engagement programs and results. • Large scale community consultation programs being co-ordinated by or registered with corporate planning.

5	Specific interest groups dominating engagement processes	Specific agenda's over-represented and not necessarily reflective of the broader community.	<ul style="list-style-type: none"> • Encouraging a mix of views and opinions in open forums. Good facilitation should promote equal opportunities for people to voice their opinions. • Undertake broader recruitment activities as identified above. • Seek feedback on recommendations that have been made following seemingly limited or restricted consultation to ensure they are supported by the wider community
6	Differing opinions and unpopular outcomes	Not everyone will be happy with the outcomes. Managing controversy.	<ul style="list-style-type: none"> • As stated in the principles, ensure that feedback is always provided to participants and that reasons for decisions are articulated clearly.
7	Lack of feedback from Council once the consultation is over	People don't know the outcomes. People are left dissatisfied with Council.	<ul style="list-style-type: none"> • The formal consultation "loop" needs to be fully completed with all outstanding issues resolved or communicated. Feedback should occur at the appropriate time with minimal delay.
8	Lack of education or knowledge on the issue at hand	Lack of information can lead to poor decision making or fear of the proposals put forward.	<ul style="list-style-type: none"> • Focus on Community Education. • Council should provide adequate information to participants so they understand what is expected of them; the issue being discussed; what the options are and what these options might result in.
9	Building a "safe" and welcoming engagement environment	Not everyone feels comfortable expressing an opinion in a public forum. Some people prefer one on one conversation; others on-line contributions or letters.	<p>Provide where possible and appropriate opportunities for;</p> <ul style="list-style-type: none"> • closed online forums (invites only) • one on one discussions • small group exercises • for written submissions • talking with people in their preferred environment (e.g. at their regular group meeting) • engage an experienced facilitator who can achieve equal opportunity for participants in public forums
10	Misinformation given to community, media and other stakeholder by staff or Councillors	People get the wrong message. Council's reputation is damaged. Communication campaigns have to be undertaken to "fix" the damage. Projects are placed at risk.	<ul style="list-style-type: none"> • Councillors and Council officers should always adhere to their Codes of Conduct • Staff and Councillors should always act in good faith when engaging with all stakeholders

11	Disinterest in civic issues by the broader community	People care about issues that directly impact upon them and their quality of life. It is important however that they have the opportunity to play an active role in the shaping of the future of the City.	<ul style="list-style-type: none"> • Continue to promote the work of Council and the role we serve • Take civic issues to the community to raise awareness • Continue to focus on Community Education
12	Limiting consultation to achieve a preconceived outcome	People may be lead to believe they have a say in the matter though the decision appears to have already been made.	<ul style="list-style-type: none"> • Always apply the good engagement principles • Be honest with stakeholders – where their input may not affect the outcome they need to be made aware of this e.g. legislation determines the outcome..
13	Consistency in engagement across Council	Varying levels of in house expertise and quality of activities undertaken. Varying degrees of success.	<ul style="list-style-type: none"> • Offer training for staff who regularly run engagement activities • Promote and adhere to the existing Communications Policy and Graphic Standards requirements • Use as a first preference our in-house skills in engagement to help build experience and confidence of the staff

7. Evaluating the Community Engagement Strategy

Council will use a variety of methods to evaluate our engagement activities. These include but are not limited to measuring and monitoring the:

- Participation levels in engagement activities
- Relevancy of engagement methods used (i.e. in attracting specific stakeholders)
- Community cross representation in engagement activities
- Numbers of “new” engagement participants (i.e. not previously known to us through formal community groups etc)
- Feedback from community and other external stakeholders on the effectiveness of community engagement activities
- Feedback from Councillors and Council officers on the effectiveness of community engagement activities and co-ordination
- Effectiveness of processes that help inform the development of plans, policies and other decision making
- Effectiveness of programs in achieving specific engagement objectives

Council officers are encouraged to complete a Community Engagement Evaluation Form (see *the Community Engagement Strategy – Toolkit, Checklists and Forms*) to assist them in this process.

Outcomes in the implementation of the strategy will be reported back to Council as part of our 6 monthly Delivery Program reporting and will also be summarised in the Annual Report. Individual community engagement exercises should be reported back to Council as part of specific planning and policy development reporting. It should be noted that Council already undertakes reporting in this area.

Appendix: Formulating the Community Engagement Strategy

Below is a summary of the consultation undertaken to help inform this Strategy.

Forum	Comments																																												
Internal staff planning meetings	Once a need for a Community Engagement Strategy had been established Council staff held planning meetings to determine the scope of the Strategy. It was important that the formulation of the strategy had input from all stakeholders. Below is an outline of the methods used to gain feedback from stakeholders, the community, Councillors and staff.																																												
Community engagement working group	A group of Council staff including the corporate planning team were responsible for overseeing the process of developing the Strategy. This included organising engagement activities, working with an external facilitator, designing the template for the strategy, compiling the strategy and making the strategy available to senior staff and Councillors for feedback.																																												
Talking Willoughby online community panel	<p>The Talking Willoughby forum was publicised widely throughout the local area. There was also a dedicated section on the main Council website where users could easily click and enter the Talking Willoughby site. The Talking Willoughby forum had 107 registered members and most of these (84%) were residents of the area.</p> <p>The demographic of participants who took part in the forum was skewed towards females (63%) while the main age group who registered were over 30 years of age (89%).</p> <p>These demographics indicate that a portion of community members aged 30 plus are comfortable engaging with Council online. A good spread across the Wards was also achieved.</p> <table border="1"> <caption>Age Distribution of Participants</caption> <thead> <tr> <th>Age Group</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>17</td> <td>1%</td> </tr> <tr> <td>21-30</td> <td>9%</td> </tr> <tr> <td>31-40</td> <td>21%</td> </tr> <tr> <td>41-50</td> <td>23%</td> </tr> <tr> <td>51-60</td> <td>20%</td> </tr> <tr> <td>61-70</td> <td>20%</td> </tr> <tr> <td>71 and over</td> <td>6%</td> </tr> <tr> <td>Prefer not to say</td> <td>1%</td> </tr> </tbody> </table> <table border="1"> <caption>Participant Characteristics</caption> <thead> <tr> <th>Characteristic</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A resident</td> <td>84%</td> </tr> <tr> <td>Use the facilities and services in this area</td> <td>70%</td> </tr> <tr> <td>A rate-payer</td> <td>59%</td> </tr> <tr> <td>Work in the area</td> <td>22%</td> </tr> <tr> <td>Own a business in the area</td> <td>7%</td> </tr> <tr> <td>Have a holiday house here</td> <td>1%</td> </tr> <tr> <td>Other</td> <td>3%</td> </tr> </tbody> </table> <table border="1"> <caption>Ward Distribution</caption> <thead> <tr> <th>Ward</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Middle Harbour</td> <td>28%</td> </tr> <tr> <td>Naremburn</td> <td>27%</td> </tr> <tr> <td>Sailors Bay</td> <td>24%</td> </tr> <tr> <td>West Ward</td> <td>21%</td> </tr> </tbody> </table>	Age Group	Percentage	17	1%	21-30	9%	31-40	21%	41-50	23%	51-60	20%	61-70	20%	71 and over	6%	Prefer not to say	1%	Characteristic	Percentage	A resident	84%	Use the facilities and services in this area	70%	A rate-payer	59%	Work in the area	22%	Own a business in the area	7%	Have a holiday house here	1%	Other	3%	Ward	Percentage	Middle Harbour	28%	Naremburn	27%	Sailors Bay	24%	West Ward	21%
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West Ward	21%																																												

Two community workshops	<p>Facilitated by Twyfords this session focused on what Council does well in the area of engagement and what principles or values we should be using to achieve good engagement.</p> <p>These people were invited having had previous involvement with Council in past consultation programs or as members of organisations with previous experience dealing with Council.</p> <p>85% of participants were of an older demographic</p> <p>42 participants in total</p>
Two staff workshops and intranet feedback opportunity	<p>Sessions looked at current engagement activities; what has worked well from previous experience and what hasn't worked well. The second session was run in a similar format to the community workshops with appreciative interviews to kick start the process followed by information share and discussion about principles of good engagement.</p> <p>Participants were selected from each Division of Council.</p> <p>24 staff participated with an additional 9 staff completing an online survey on the intranet.</p>
Online Youth Forum	<p>To ensure quality control of the data this was a closed forum, and only registered participants who gave their contact details to the Youth Services team could view or comment. Members of Council's Youth Action Group were invited to participate.</p> <p>Youth Services also asked young people questions on community engagement through their Facebook page. This is ongoing and results will be used, amongst other things, to help shape the engagement program for the Willoughby City Strategy review.</p> <p>13 participants (online closed targeted forum)</p>
Bang The Table	<p>Our Bang the Table online forum gave community members the opportunity to comment on the Principles which were formulated through the consultation process.</p>
Councillor feedback	<p>Councillors were invited to submit on the Draft Principles plus identify issues they wished to see the strategy consider. 2 submissions were received. The draft also took into consideration previous discussion notes on Community Engagement as taken from the Councillor weekend workshop held in 2009. It also took into consideration informal feedback received following previous reports to Council on the strategy development.</p>
Collating all feedback and drafting the strategy	<p>Council staff on the Community Engagement working group then collated all of the information gained through the consultation process to draft the Strategy.</p>