Engage Bayswater

COMMUNITY ENGAGEMENT STRATEGY
2021 – 2025

bayswater.wa.gov.au

CITY OF BAYSWATER
The Garden City - Quality Lifestyle

ACKNOWLEDGEMENT OF COUNTRY

Ngalla City of Bayswater kaatanginy baalapa Noongar Boodja baaranginy, Wadjuk moort Noongar moort, boordiar's koora koora, boordiar's ye yay ba boordiar's boordawyn wah.

The City of Bayswater acknowledges the Traditional Custodians of the land, the Whadjuk people of the Noongar Nation, and pays its respects to elders past, present and emerging.

Accessibility

This publication is available in alternative formats, including hard copy in large print or standard print, electronic format, audio, and Braille.

This publication can be found on the City's website and can be made available in languages other than English upon request.

可根据要求以其他格式和语言提供此信息。

Queste informazioni sono disponibili in altri formati e lingue su richiesta.

Chúng tôi có thể cung cấp thông tin này bằng những dạng và ngôn ngữ khác khi được yêu cầu.

A STRONG *LOCAL* IDENTITY

The City of Bayswater is home to a passionate community who truly care. With a strong local identity and a proud history, City residents are invested in the decisions that affect where and how they live.

They have chosen to make this City their home – embracing the benefits of our abundant natural areas and proximity to the Swan River, as well as the people who make our community so connected, inclusive and welcoming.

While our role as a local government is to make decisions that impact our residents, community groups, businesses and visitors, it is important we hear from our community, as it is this feedback that helps us make the best decisions for our City.

Our formal community engagement journey began in 2016, with the introduction of our first Community Engagement Policy and Strategy and the establishment of our Community Engagement

team. Since then, we have evolved our practice, responding to community feedback, technological advancement and our growing capability in this space.

The development of the Community Engagement Strategy 2021 – 2025 has been driven by factors including increasing community expectations for engagement, a commitment to continuous improvement by Council, legislative reform at the State level, and the need to ensure engagement is accurate, relevant and up to date.

Substantial community and stakeholder engagement informed this strategy, and we thank everyone who took the time to contribute.

WHAT *REALLY* MATTERS TO LOCALS

What is community engagement?

Community engagement enables the community to have a say on matters that may impact or interest them. It is planned, two-way information sharing with the purpose of working with the community and stakeholders to make better informed decisions. It does not replace the final decision-making power of Council; but is considered invaluable as it enhances Council's capacity to make well-informed, acceptable and sustainable decisions.

The City's community engagement practice is aligned with the International Association for Public Participation (IAP2) and provides a framework to enable planning, implementation, and evaluation of community engagement activities.

Why do we engage?

At the City of Bayswater, we are committed to gathering the community's views, alongside other information – including technical, financial, legislative – to help us to make better decisions. Our community and stakeholders live, work and choose to spend time in the local area; and have a wealth of knowledge to contribute. In return, we want to ensure the decisions we make provide the best outcome for them.

Community participation in decision-making:

- Improves communication and understanding of the process and the outcome
- Creates better relationships between the community and the City
- Enhances a sense of community pride and self-determination
- Builds community capacity to be involved in local government decision making.

Who do we engage with?

Issues or projects will affect different people or groups of people, whether they are residents, ratepayers, community and sporting groups, or businesses. When there is an opportunity for stakeholders to have meaningful input into the decision being made, we strive to involve the right people, at the right time, in the right way.

When we refer to our community, we mean those individuals or groups of people that live, work or spend their time in the City of Bayswater. When we talk about our stakeholders, we are referring to groups or individuals with a specific stake in the outcome of a decision, or impact of a project.

WE STRIVE TO INVOLVE THE RIGHT PEOPLE, AT THE RIGHT TIME, IN THE RIGHT WAY.
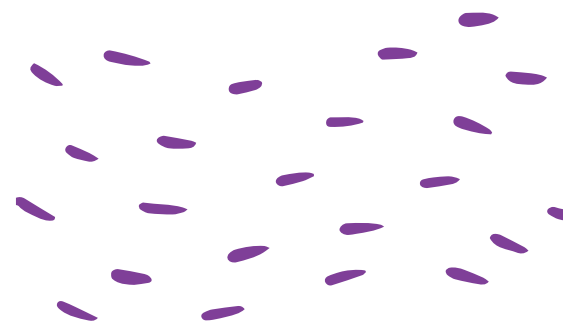
INFORMED
DECISIONS

Strategic alignment

As a local government, the City of Bayswater is guided by its *Strategic Community Plan (2021–2031)*, which reflects longer term community and local government aspirations and priorities.

Our Strategic Community Plan includes a commitment to undertaking meaningful community engagement, and to consider the community's views when making decisions. The Community Engagement Strategy supports this direction and strengthens the mutual understanding of why and how Council will engage.
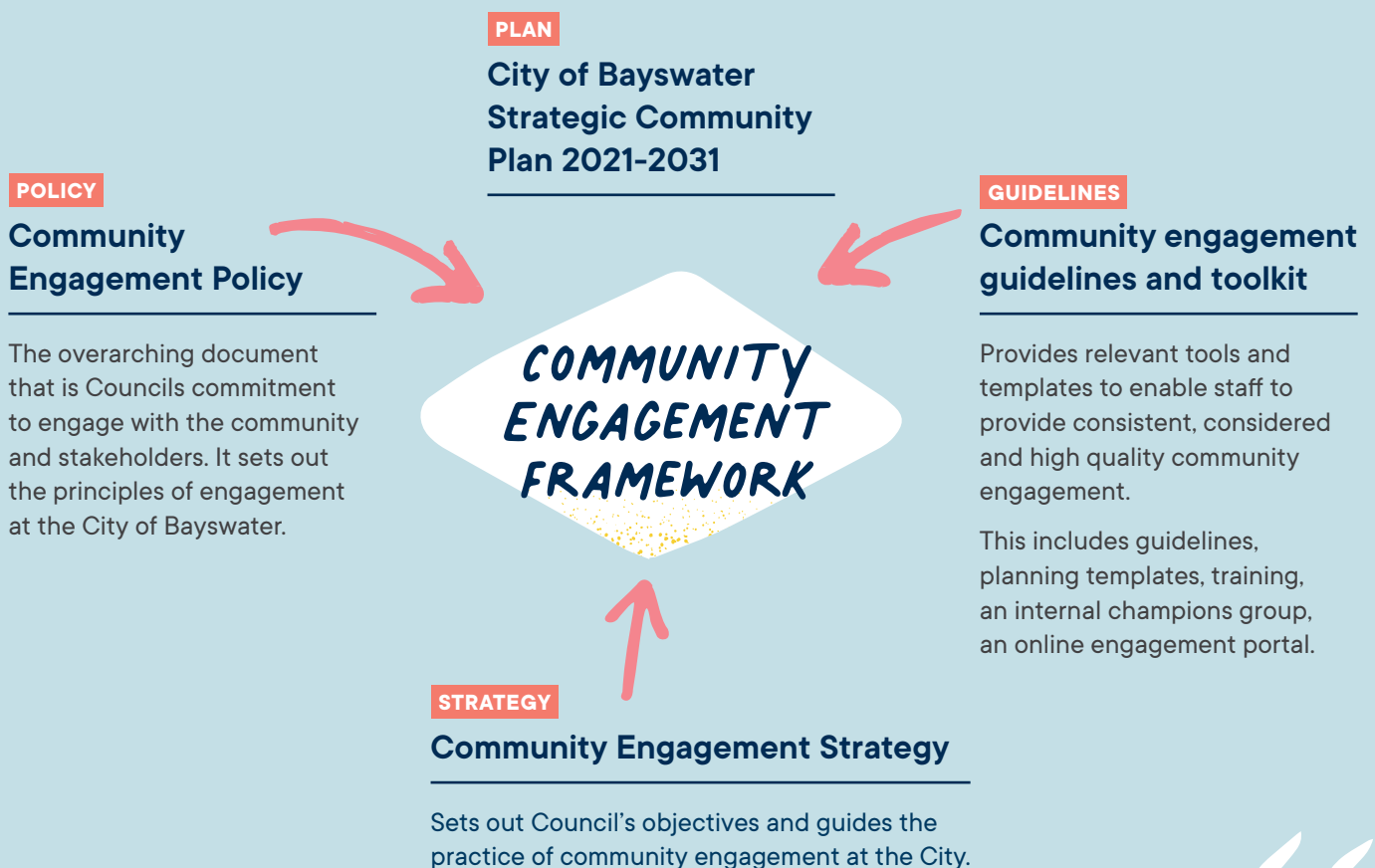
This strategy outlines a framework for our community engagement practice to provide a consistent approach to engaging with our community and stakeholders. The framework ensures our organisation is well equipped to deliver engagement initiatives that are appropriate, well planned and genuine. Community engagement is embedded in the City's Project Management Framework to ensure community and stakeholder engagement is considered early in the project lifecycle.
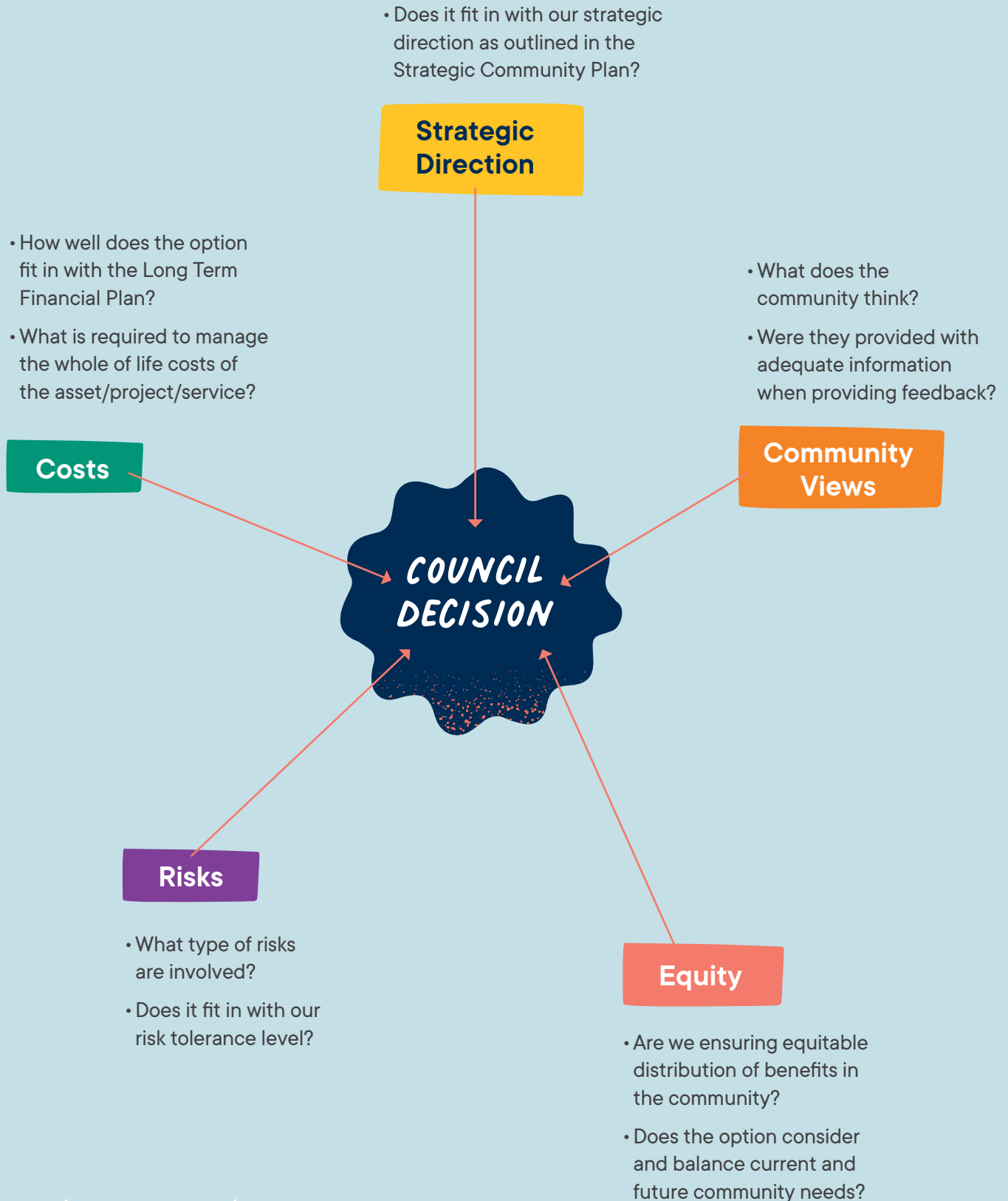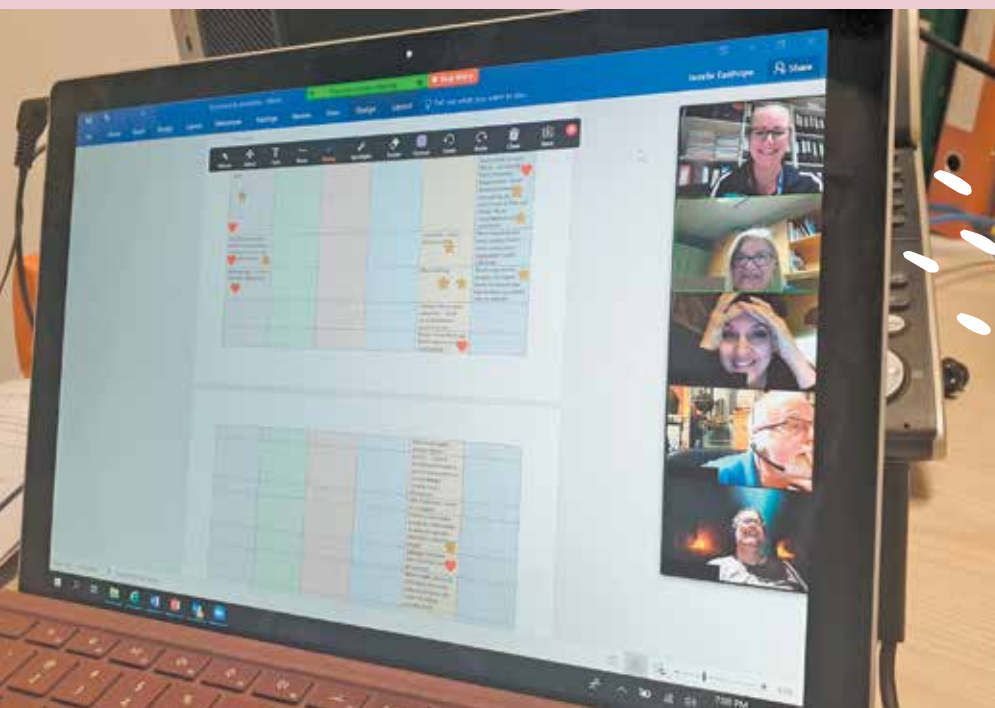
How decisions are made

The framework is designed to inform Council's decision-making and ensure the community's views are considered alongside other relevant information. City staff are responsible for providing information to Council so they have the facts they need to make effective, responsive, and sustainable decisions.

Council has an agreed set of criteria to guide how decisions are made, identifying the key matters for consideration. Community views is one of the five criteria.

PLAN

City of Bayswater Strategic Community Plan 2021-2031

POLICY

Community Engagement Policy

The overarching document that is Councils commitment to engage with the community and stakeholders. It sets out the principles of engagement at the City of Bayswater.

GUIDELINES

Community engagement guidelines and toolkit

Provides relevant tools and templates to enable staff to provide consistent, considered and high quality community engagement.

This includes guidelines, planning templates, training, an internal champions group, an online engagement portal.

COMMUNITY ENGAGEMENT FRAMEWORK

STRATEGY

Community Engagement Strategy

Sets out Council's objectives and guides the practice of community engagement at the City.

Council Decision Making Criteria

• Does it fit in with our strategic direction as outlined in the Strategic Community Plan?

Strategic Direction

• How well does the option fit in with the Long Term Financial Plan?

• What is required to manage the whole of life costs of the asset/project/service?

• What does the community think?

• Were they provided with adequate information when providing feedback?

Costs

Community Views

COUNCIL DECISION

Risks

Equity

• What type of risks are involved?

• Does it fit in with our risk tolerance level?

• Are we ensuring equitable distribution of benefits in the community?

• Does the option consider and balance current and future community needs?

Guiding principles for community engagement

Underpinning our community engagement practice are six principles. These principles were developed in response to feedback from our community, are aligned with the International Association of Public Participation (IAP2) core values, and are contained in the City's Community Engagement Policy. They will be used in all stages of the community engagement process, from planning to decision making and evaluation.

INTEGRITY
We will be transparent and open about the process and the decision to be made.

INCLUSIVITY
We will understand who the relevant stakeholders are and provide opportunities for a diverse range of perspectives to be heard.

INFORMED
We will provide adequate and timely information to enable informed participation.

ACCOUNTABILITY
We will consider feedback and tell you how it influenced the outcome.

EXCELLENCE
We will evaluate our practice and apply our learnings to drive continuous improvement.

INNOVATION
We will develop and apply new ideas that improve the way we engage.

How do we engage?

The City uses the Community Engagement Framework to guide a planned approach to its engagement activities. Every project or scenario is different and requires scoping and planning to reflect its unique context and constraints.

We use the IAP2 public participation spectrum to determine the most suitable level of participation for each project; considering who the stakeholders are, the expected level of interest in the project and the potential impact of the outcome.

While some circumstances will only require or allow engagement at an informing level, others will require a more in-depth level of engagement and a greater level of influence on the outcome. The communication and engagement methods are then designed to support the identified level of engagement and the identified stakeholders, guided by our staff guidelines and toolkit.

EVERY PROJECT OR SCENARIO IS DIFFERENT AND REQUIRES SCOPING AND PLANNING TO REFLECT ITS UNIQUE CONTEXT AND CONSTRAINTS
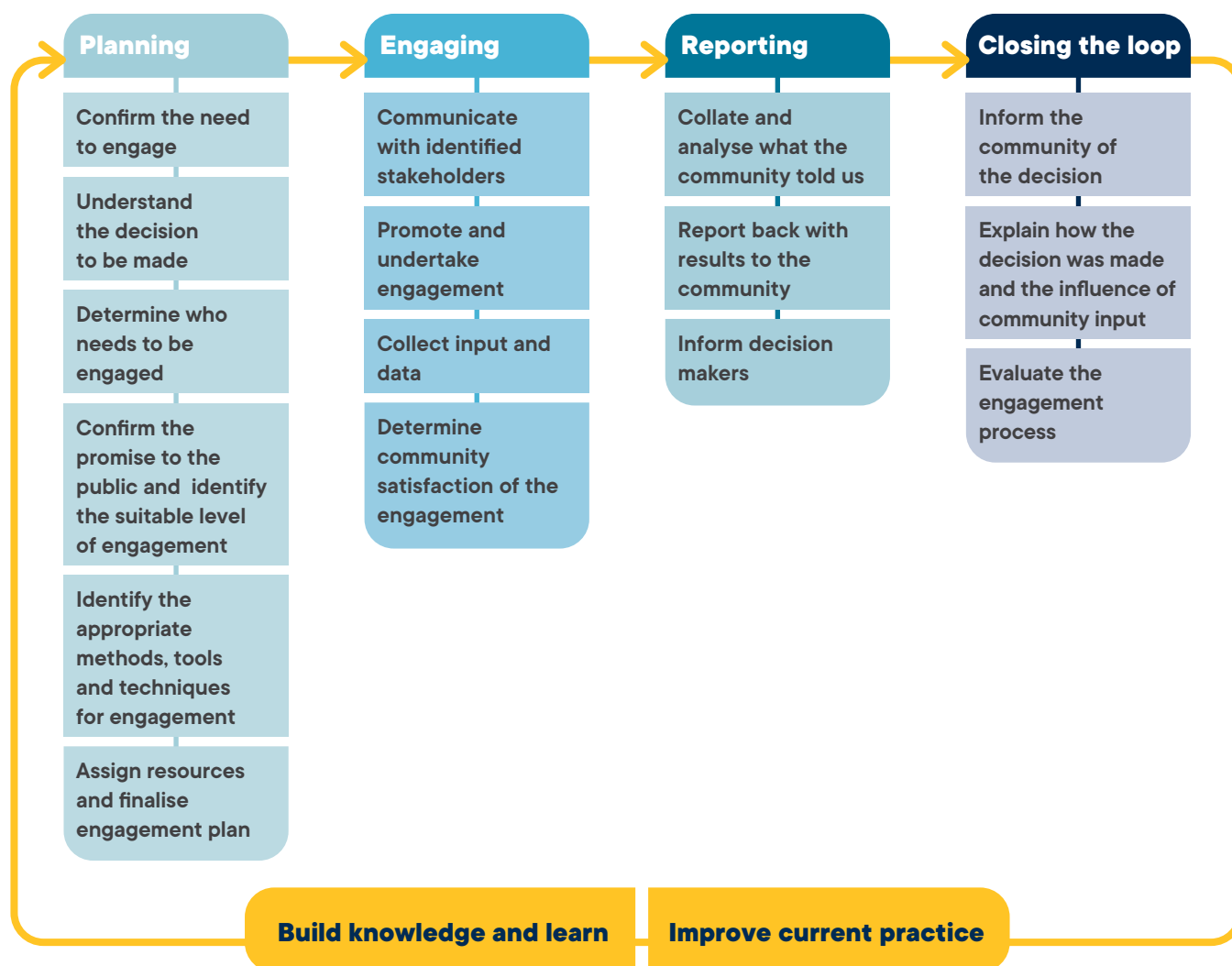
IAP2 Public Participation Spectrum (adapted)

	Inform	Consult	Involve	Collaborate	Empower
Goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
Promise to the public	We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decisions.	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.
Community role	Listen	Contribute	Participate	Partner	Lead

Level of engagement required based on community & stakeholder impact assessment					
High impact			Appropriate for some high impact projects	✅ Best practice engagement level	
Medium impact			✅ Best practice engagement level	Some collaboration may be appropriate	
Low impact	Appropriate for very minor projects	✅ Best practice engagement level			

City of Bayswater Community Engagement Process

The City follows the below process when implementing community and stakeholder engagement. This ensures a planned process that is consistent and aligned with our principles for community engagement.

Planning

- Confirm the need to engage
- Understand the decision to be made
- Determine who needs to be engaged
- Confirm the promise to the public and identify the suitable level of engagement
- Identify the appropriate methods, tools and techniques for engagement
- Assign resources and finalise engagement plan

Engaging

- Communicate with identified stakeholders
- Promote and undertake engagement
- Collect input and data
- Determine community satisfaction of the engagement

Reporting

- Collate and analyse what the community told us
- Report back with results to the community
- Inform decision makers

Closing the loop

- Inform the community of the decision
- Explain how the decision was made and the influence of community input
- Evaluate the engagement process

Build knowledge and learn — **Improve current practice**

High impact

There is a high level of impact or risk (perceived or real) on the City as a whole, or a section of the community. There is potential for any decision to create controversy and/or have varying levels of acceptance within the community.

Medium impact

There is a medium level of impact or risk (perceived or real) on the City as a whole or a section of the community. It is likely that the decision will be accepted by the majority of the community impacted; however the decision may be an inconvenience for some sections of the community.

Low impact

There is a low level of impact or risk (perceived or real) on the City as a whole or a section of the community. It is likely that the decision will be widely accepted by the community and seen as having positive outcomes or being required.

What are the roles and responsibilities of the City, Council and the community?

In order to ensure the integrity of the Community Engagement Framework, everyone involved has a role to play, including our Councillors, staff and community. Our staff and Councillors have a responsibility to ensure our community engagement practice is planned and delivered in line with this strategy. External stakeholders have a role to play in supporting its implementation.

The following table summarises the role of stakeholders involved in the City's community engagement activities.

Stakeholder	Responsibility
Council	• Responsible for decision making in accordance with relevant legislation • Responsible for endorsing the City's strategic approach to community engagement • Supporting the City's commitment to planning and delivering community engagement by approving adequate resources • Promoting community engagement opportunities and encouraging participation of the community • Ensuring that community and stakeholder views are given due consideration, when making decisions • Articulating how the community's views have been considered in the decision made • Councillors to undertake their own consultation, receiving feedback and lobbying messages from the community and stakeholders.
City staff	• Ensuring the Community Engagement Framework is consistently implemented and applied across the organisation • Ensuring the community engagement needs across all projects, issues and initiatives are effectively considered and resourced • Analysing feedback received during community engagement activities and using this information to make recommendations and/or inform a course of action • Communicating the outcome and what decision was made and how the community's views have been considered in the decision • Evaluating community engagement activities • Ensuring adequate feedback is provided to all participants and where necessary, the whole City of Bayswater community.
Community Engagement team	• Provide ongoing guidance and support to staff and contractors in planning and delivering community engagement activities • Coordinating the management of community engagement resources, including documents, templates and Engage Bayswater website • Identifying and responding to the training and development needs of staff in relation to community engagement practice • Measuring and reporting on the effectiveness of the City's Community Engagement Framework.
Community and Stakeholders	• Openly receive and consider information provided in relation to community engagement projects • Actively participate in community engagement activities by providing considered, constructive input • Promote engagement opportunities and encourage participation among relevant networks • Communicate with Councillors and City staff to discuss issues, needs or opportunities to enhance community engagement activities, including participating in relevant evaluation processes.

What will we do to enhance our practice?

In order to deliver this strategy, we will develop an implementation plan that will outline practical actions over the next four years. The plan will be regularly reviewed to ensure we are on track, and adapt where necessary to respond to changing circumstances. The plan will contain performance criteria to measure the success of the Community Engagement Strategy 2021 – 2025.

The implementation plan will be available online and we will report back to Council and the community annually.

THE PLAN WILL BE REGULARLY REVIEWED TO ENSURE WE ARE ON TRACK, AND ADAPT WHERE NECESSARY TO RESPOND TO CHANGING CIRCUMSTANCES

GLOSSARY

Accountability

Accountability is an important element of good government. It is about the relationship with the citizens, and the extent to which government is answerable for its actions. Concepts important to accountability include transparency, fairness, integrity, and trust.

Community

Community is used to define groups of connected people. We use it to describe people of the City of Bayswater local government area generally, including individuals or groups who live, work, play, study, visit, or invest in the area. It can refer to everyone connected with the City, or smaller groups defined by interest, identity or location.

Community groups can be:

- A group of people who live, work or gather in the same area - as large as the whole city and as small as a community garden or street (locational).

- A group of people who have a shared interest, including artistic or cultural interest, ethnic origin, business and recreational interest (interest).

- People who share the same self-identified qualities. Examples are age/life stage, faith, gender/sexual orientation, vulnerability, skill or aspiration (identity).

- A group of people who are members of a group or club (affiliation).

IAP2

The International Association for Public Participation (IAP2) is an international organisation advancing the practice of public participation. IAP2 supports people who implement or participate in public decision-making processes.

Policy

Sets out Council's views with respect to a particular matter. It includes a set of principles that provide a direction for the organisation.

Public participation

Is often used in place of the term community engagement. The terms are interchangeable.

Stakeholder

An individual or group with a strong interest in the decisions of Council or are directly impacted by their outcomes. Community becomes stakeholders when a project directly affects them.

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