



Sydney2030/Green/Global/Connected



Community Engagement Strategy Community Strategic Plan 2013

city of villages



01/	Introduction	3
02/	Background	3
03/	Our Community	4
04/	Community Engagement Framework	6
05/	Objectives	8
06/	Community Engagement Techniques	9
07/	Key Consultation Projects & Outcomes	10
08/	Monitoring & Evaluation	16
09/	Conclusion	17

The Community Strategic Plan and Community Engagement Strategy can be accessed on the City of Sydney website at www.cityofsydney.nsw.gov.au

Requests for information or feedback on the Community Engagement Strategy can be made via email to sydneyyoursay@cityofsydney.nsw.gov.au

Information or feedback on the Plan can be made via email to corporateplan@cityofsydney.nsw.gov.au

Alternatively, comments can be made in writing to:

Feedback on Integrated Plans
City of Sydney
GPO Box 1591
Sydney NSW 2000

The Community Strategic Plan, Community Engagement Strategy and all information, text, graphics and photographs are copyright of City of Sydney. The content is protected by Australian and International Copyright and trademark laws.



01 Introduction

As part of the delivery of the *Sustainable Sydney 2030* Community Strategic Plan, the City of Sydney has undertaken extensive community and stakeholder engagement to inform the planning and implementation of strategies and projects to deliver the plan's 10 strategic directions and the City's vision to be **Green, Global, Connected**. The Community Engagement Strategy has been implemented over the past two years and outcomes from these activities have informed the review of the Community Strategic Plan in 2013. This strategy outlines the City of Sydney's community engagement framework, consultation activities and outcomes.

02 Background

The Community Strategic Plan 2013 represents the City of Sydney's community vision for *Sustainable Sydney 2030*. To arrive at this vision, the City conducted the most extensive consultation process in its history.

More than 12,000 people were consulted during the process which began in June 2007 and continued throughout 2008 and involved thirty community forums; eleven stakeholder briefings and nine round tables stakeholder discussions; City Talks; a 'future phone' at public events; an exhibition at Customs House attended by 157,000 visitors; eight primary school workshops; six forums with the Aboriginal and Torres Strait Islanders community; and a dedicated 2030 website.

Since the adoption of *Sustainable Sydney 2030*, the City's commitment to consultation has continued. Our community engagement activities have progressed from the visioning phase to focusing on the development and implementation of plans, strategies and projects to achieve the ten strategic directions that support our **Green Global** and **Connected** vision.

03 Our Community



As a global city, the City of Sydney services the needs of more than one million people every day. We play an important role in the lives of those who live, work and visit the city, as a service provider, regulator, custodian of public facilities and leader and implementer of cultural, social, economic and environmental initiatives.

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

The City of Sydney consistently works towards new communication techniques and channels in a bid to make sure all voices are heard in the planning and development of all City projects, and that these voices represent our community's values and needs.

Snapshot of Sydney in 2012

- The City of Sydney is home to 186,750 residents and provides 410,000 jobs, and on an average day, including visitors and students, it is estimated that there are more than one million people in the City.
- Over the last decade, the City of Sydney has been both the largest and fastest growing Local government Area in NSW, in terms of residential population.
- During 2011-12 the estimated value of economic activity in the city centre surpassed \$100 billion, representing 7.5% of Australia's GDP. On the latest available data, Sydney has been ranked 9th as a global finance centre and 10th in the Mercer Quality of Living Index.
- Sydney is head office to almost half the top 500 companies of Australian and New Zealand, and 60 out of the top 100 largest corporations in Australia are located here.
- Just below 20 per cent of Australia's advanced business sector including banking, investment and IT, are located in Sydney. It is also home to 14 per cent of national employment in creative and performing arts activity.

Demographic Profile

- The City of Sydney community of residents is relatively young, with a median age of 32 years – some 4 years younger than the Sydney metropolitan average.
- The 2011 Census indicated that almost half of city residents are aged between 18 and 34, compared to less than a quarter in the rest of Sydney.
- Over 20 per cent of city residents live alone in one-person households. This compares to less than 10 per cent Sydney-wide. However, the majority (55 per cent) of city residents live in family households with a partner and/or children or other relatives.
- One-quarter of City residents are currently attending an educational institution, including more than one in five of those aged 15 and over undertaking a post-school course.
- Some 48 per cent of residents have a bachelor degree or higher and 40 per cent of the City resident workforce work in a professional occupation.

Cultural Diversity

- Half of our residents were born overseas. Residents born in Asia now comprise 22 per cent of the population of the City.
- One-third of the resident population speaks a language other than English. Apart from English, the most common languages spoken at home are Chinese, Thai, Indonesian, Korean and Spanish. The City is home to one of Sydney's largest communities of Aboriginal and Torres Strait Island people.
- This cultural pattern is also illustrated in the City workforce. Nearly 45% of the City workforce was born overseas, with 40% of these overseas born workers coming from Asia, and 13.5% from China alone.

Resident, workers and transport

- 60 per cent of residents who work do so at a location within the City of Sydney. This has increased considerably over the last five years.
- 60% of households in the City of Sydney own a car, compared to more than 87% for the Sydney metropolitan area.
- In the five years between 2006 and 2011, the number of walk-to-workers increased by almost a third (31%) and those bicycling, more than doubled (115%).

Housing

- At the 2011 Census, 38% of the City resident households either own or are paying off their dwelling. Of the remainder who rent, the vast majority rent from the private sector. However, a significant further 10% are public and community housing tenants.

04

Community Engagement Framework

What is community engagement?

Community engagement 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 of the decision-making process.

Importantly for the City of Sydney, effective community engagement invests in our capacity to achieve *Sustainable Sydney 2030* through addressing the need for sustained collaboration, partnerships and new ways of involving and empowering our community.

The spectrum 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**.

Informing

low engagement

Consulting

Active Participation

high engagement





Guiding Principles of Community Engagement

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

- 1. Integrity:** engagement should be transparent – clear in scope and purpose.
- 2. Inclusiveness:** engagement should be accessible and balanced – capturing a full range of values and perspectives.
- 3. 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.
- 4. 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:

1. Ensure that engagement is timely, accessible, planned and meaningful.
2. Undertake engagement activities that overcome barriers to public participation and build the capacity of the community to participate in decision-making.
3. Provide feedback to participants on the results of their contribution.
4. Review and evaluate with the community the effectiveness of our engagement strategies.

These principles are informed by the International Association of Public Participation core values and reflect the City of Sydney's organisational values of Collaboration, Integrity, Courage, Quality, Innovation, Respect.

Inclusion and accessibility

Central to the City's commitment to engage with our diverse community is our obligations to ensure engagement opportunities are inclusive and accessible. The mechanisms and frameworks which support an accessible and inclusive program of engagement include:

- Aboriginal and Torres Strait Islander Advisory Panel.
- Inclusion (Disability) Advisory Panel.
- Cultural Diversity Strategy.
- Homelessness Strategy and interagency forums.
- Program of regular meetings with tenants of social housing.
- A range of community services programs which provide an avenue for seeking feedback on new policies and projects.
- Workshops with local schools.
- A network of neighbourhood service centres and community centres where information on current consultations is available.
- Extensive opportunities to engage online, including sydneyyoursay.com.au.

Statutory consultation

Some elements of community engagement are directed by statutory requirements of the Environment and Planning Act, the Local Government Act and other legislation and instruments, such as the City of Sydney Notification of Planning and Development Applications Development Control Plan 2005.

05 Objectives



The City of Sydney's objectives for community engagement are designed to involve the community in the full range of *Sustainable Sydney 2030* projects, from large projects that will redefine the City such as transforming central Sydney with light rail or the \$8 billion redevelopment of the Green Square area, to local projects such as upgrades to our community facilities, parks and playgrounds.

Through our engagement, the City of Sydney aims to capture and consider the diverse interests and views of our residents, workers, visitors and businesses.

The City's engagement objectives are:

- 1** To provide opportunities for our community to participate in the City of Sydney's decision-making process ensuring outcomes that benefit our community
- 2** To provide a strong foundation for understanding and working with our community – promoting a shared responsibility for decisions and trust in the decision-making process
- 3** To develop sustained collaboration, partnerships and new ways to involve and empower the community to achieve *Sustainable Sydney 2030*

06

Community Engagement Techniques



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.

Engagement activities include:

Workshops, community meetings and local events.

Stakeholder meetings and roundtables.

Public seminars - City Talks and Conversations.

Public exhibitions and submissions.

Information on the City of Sydney websites and disseminated through traditional and social media channels.

A dedicated online consultation portal - sydneyyoursay.com.au.

Community and stakeholder reference groups.

Advisory panels and groups including the Aboriginal and Torres Strait Islander Advisory Panel; Inclusion (Disability) Advisory Panel; Public Art Advisory Panel; Design Advisory Panel; Retail Advisory Panel; Better Buildings Partnership; City Farm Advisory Group.

Drop-in sessions.

School workshops.

101 workshops and business forums.

Surveys, including a community satisfaction survey.

Door-knocking, signage and notification.

Customer service, neighbourhood service centres and community centres.

07

Key Consultation Projects & Outcomes

State of the City Report

In July 2010, the City reported back to the community on what it had achieved in the first 15 months work on *Sustainable Sydney 2030*. The purpose of the report back was to keep the community informed and involved in our work towards achieving the *Sustainable Sydney 2030* targets and objectives.

The 2011 report back included a stakeholder workshop attended by 265 stakeholders to review the key achievements of *Sustainable Sydney 2030* and explore the barriers and solutions to four key elements of the Strategic Plan:

- Transforming Sydney (directions 3 & 5).
- A creative and innovative city (directions 1 and 7).
- Sustainable and appropriate growth and development (direction 9).
- Green infrastructure (direction 2).

The report of the workshop is available at sydney2030.com.au. An open community meeting attended by 150 people was also held to present and hear feedback on the 2011 State of the City report.

2030 In Your Village

In 2012, the City of Sydney ran a consultation program aimed at capturing priorities for implementing the **Green, Global and Connected** vision at a local level with a particular focus on working in partnership with communities across the City of Sydney.

The consultation involved a community workshop in each of the 10 villages across the City; meetings with resident groups and business chambers; surveys at community events and on the 2030 website; discussions at interagency and advisory panel meetings and through community programs such as seniors, youth, and homelessness programs, and children services such as Out of School Hours care.

During the consultation process, we asked people how they envisioned their neighbourhood in 2030 and how the City of Sydney could work with residents to improve villages over coming decades. In total, 4,700 ideas were collected from 1,400 submissions and surveys and over 700 workshop participants. The outcomes of the 2030 In Your Village consultation are being incorporated in the new Village Plans which align with the Community Strategy Plan 2013.

Community engagement on key strategies and programs

To provide a sense of the extent and diversity of community engagement undertaken in planning for and implementing *Sustainable Sydney 2030*, an example of engagement undertaken within the past two years relevant to each of the Strategic Directions in the Community Strategic Plan 2013, follows.

Strategic direction 01

A globally competitive and innovative city

OPEN Sydney – Strategy and Action Plan

The development of our night time economy policy was the first time the City has used online forums and social media for consultation. There were over 15,000 unique visitors to the Sydney Your Say forum pages throughout the consultation process.

The engagement followed a deliberative structure over three phases – an open ideas phase, a discussion paper organising these ideas and seeking a response, and the exhibition of the final policy document.



As well as digital channels, extensive face-to-face engagement took place including five community meetings in late night venues, 333 street outreach interviews, a key stakeholders workshop, three sector round tables, three focus groups, stakeholder briefings, and the public exhibition of the Strategy.

Of the visitors to the online forum, 96.4% told the City they were “very satisfied” or “satisfied” with the opportunities to have their say. Ideas from the consultation including 101 workshops and food trucks have already been implemented.

Strategic direction 02

A leading environmental performer

To facilitate engagement on green infrastructure and implementation of sustainable solutions, the City of Sydney initiated the Better Buildings Partnership, a group of Sydney’s leading public, private and institutional landlords who work together to make the city’s buildings more sustainable.

Other community engagement activities to inform green infrastructure include a community information day at Green Square, a series of focus groups, a dedicated green infrastructure website, and the Smart Green Apartments, City Switch, Green Villages and Green Champions sustainability initiatives.



Both a community reference group and a stakeholder reference group were used to guide the development of the Decentralised Water Master Plan. This engagement approach is now being implemented in the development of other green infrastructure master plans.

Strategic direction 03

Integrated transport for a connected City

Connecting Our City

Connecting Our City consolidated into key actions the community aspirations expressed during the *Sustainable Sydney 2030* consultation for improving transport options in Sydney, including public transport, walking and cycling. The document provides an important community reference point for understanding project and policy development and implementation in this complex area.



Extensive stakeholder and community engagement was undertaken in the development of the Connecting Our City plan commencing with a City Talk in 2009 and culminating in three workshops to support the public exhibition of the plan in 2012 with local Government networks, community and business representatives and Government agencies.

Strategic direction 04

A City for pedestrians and cyclists

Liveable Green Network – Cycling

As part of the implementation of the City's cycling network multiple levels of consultation are undertaken. Residents and businesses directly affected by new projects are consulted through door knocking, letterbox drops, a dedicated Sydney Your Say page as well as community drop-in sessions.

In 2012, three major cycling projects were presented to the community resulting in close to 1,000 submissions. Over 100 residents were also consulted directly via door knocking and eight targeted community information sessions were held with key communities such as Housing NSW tenants.



Engagement with the community is also undertaken through the Share the Path program which involves onsite engagement, cycling training courses, social media updates and advertising to inform the community of cycling activities, behavioural change initiatives and general cycling awareness.

Strategic direction 05

A lively, engaging city centre

Next Stop: 21st Century George Street

Extensive face-to-face consultation with businesses and property owners has taken place over the past two years in preparation for the State Government's announcement of light rail down George Street. During 2012, two City Conversations took place leading community debate on how to transform central Sydney and address the City's transport challenges, prioritised in Connecting Our City.

The George Street project has been supported by extensive multimedia – an animated fly-through of the route, artist impressions showing elements of the design, even historic films of trams on George Street over 100 years ago.



This suite of material is designed to help the community visualise our main street of the future. It has been shared extensively online including through our consultation hub - Transforming George Street page and guest book - which has received over 8,500 visitors so far.

The George Street Urban Design Plan went on public exhibition in December 2012, supported by a visual display at Customs House in April 2013. The Inclusion Advisory Panel, Design Advisory Panel, Public Art Advisory Panel and Retail Advisory Panel have all been engaged through the consultation process.

Strategic direction 06

Vibrant local communities and economies

Understanding the needs and aspirations of park users is particularly important in the City's program to invest in quality green space. Consultation on the upgrade of our local parks and playgrounds takes place at a local level with residents given the opportunity to drop-in onsite to talk about how they use the park and comment on proposals or designs.

In the past year, the City has consulted local school children on the design of Fitzroy Gardens Playground, Kings Cross; Reconciliation Park, Redfern; St James Park, Glebe; Chelsea Street Playground; Redfern and Albert Sloss Reserve; Darlinghurst.

The City believes that the involvement of children in the design will help create inspiring and high quality play environments that children themselves endorse.



Just as importantly, engaging school children in our decision-making process is investing in the growth of the active citizens of 2030.

This close working relationship with the community is also demonstrated through City Farm, an example of collaborative engagement. In response to a community proposal for a Sydney city farm, the City Farm Advisory Group was formed with community representatives joining representatives from the partner organisations – the Powerhouse Museum and the City of Sydney.

This group will guide the project through the development of a business model and towards a financially sustainable independent operation. Community engagement activities to date include a community information day, a community planning workshop, and the Summer Garden which involved 60 volunteers and hundreds of participants at weekend programs.

Strategic direction 07

A cultural and creative city

The Eora Journey

Community input captured during the initial *Sustainable Sydney 2030* consultation called for better recognition of Aboriginal and Torres Strait Islander culture and heritage. The result is the Eora Journey, a visionary project that celebrates the living culture of the Aboriginal and Torres Strait Islander community in Sydney. Eora means 'the people' in the Gadigal language, so the Eora Journey is 'the people's journey'.



The project is guided by the City of Sydney's Aboriginal and Torres Strait Islander Advisory Panel, made up of Aboriginal and Torres Strait Islander community members connected to the local area, including industry professionals, young people and Elders.

Further engagement with the community to define and implement elements of the Eora Journey has already commenced on public art projects (Recognition in the Public Domain) and will expand to include work on an Eora Journey Economic Development Plan throughout 2013.

Strategic direction 08

Housing for a diverse population

As part of our target for social and affordable housing delivery, the City is engaging with a range of stakeholders, including developers, community housing providers (CHPs), and government agencies including Housing NSW, NSW Land and Housing Corporation and NSW Department of Planning & Infrastructure.

The City will also engage with a range of other organisations, such as not-for-profit organisations providing housing for people who are homeless or at risk of homelessness, along with sectoral peak bodies and the wider community, as part of its strategic social and economic development activities and through the Affordable Rental Housing Strategy review.



In 2012, The City commenced a series of '101 workshops' for people living in strata, recognising that as decisions are made to increase the amount of strata housing, part of our responsibility is to play a role in enabling the community to build resilience and capacity to live in this changing environment.

Strategic direction 09

Sustainable development, renewal and design

Harbour Village North Public Domain Study and Green Square Library

The consultation for the Harbour Village North Public Domain Study engaged the community in preparing for change. The Study identified opportunities to improve the public areas within this precinct to accommodate increased use and improve connections between Barangaroo and other parts of the city. It was important to residents that the unique character and history of the local area was respected. The three-phased process involved workshops and ongoing face-to-face discussions to test guiding principles and strategies, identify key priority areas and decide on the three priority projects.



The Green Square Library and Plaza design competition captured the imagination of local community members as well as the design industry world-wide. As with the development of all new facilities, community workshops were undertaken to inform the brief for the design competition. All 167 entries were exhibited online and at the Tote at Green Square for public comment. These documents were downloaded 39,500 times.

Strategic direction 10

Implementation through effective governance and partnerships

Partnerships

The Memorandum of Understanding between the City and the NSW Government to deliver light rail and a pedestrianised George Street shows how working together in collaborative and innovative ways is critical to achieving *Sustainable Sydney 2030*. Other examples of formal partnerships include those with the higher education sector.

The City has signed Memorandums of Understanding with the University of New South Wales (Faculty of Built Environment), University of Sydney and University of Technology, Sydney. These relationships are designed for our organisations to work together on projects of mutual benefit. Through building relationships with key partners and sharing ideas and networks, the City's engagement has a greater reach and impact.

08

Monitoring & Evaluation



Community engagement activities are monitored for effectiveness through both qualitative and quantitative measures including:

- Number of consultation events held.
- Participation numbers in consultation.
- Informal and formal feedback capture from participants.
- Online engagement activity, including number of visitors, demographic information of visitors, document downloads, video views and comments.
- Social media statistics.
- Customer service enquiries and correspondence.
- Ability of consultation processes and outcomes to influence *Sustainable Sydney 2030* projects.

09

Conclusion



The City of Sydney will continue its program of strategic community consultation and stakeholder engagement to support the implementation of *Sustainable Sydney 2030* and its Community Strategic Plan. A continued focus on embedding a culture of community engagement and customer service across the organisation, combined with expertise of the City's dedicated community and stakeholder engagement practitioners, will continue to improve the City's capacity for ongoing engagement and partnerships with key stakeholders in the global community of Sydney.

For more information visit sydneyyoursay.com.au or email sydneyyoursay@cityofsydney.nsw.gov.au.

