



MINUTES

PARTNERSHIP & PARTICIPATION STRATEGIC REFERENCE GROUP

held in the Council Chambers, Dee Why on

WEDNESDAY 6 JUNE 2018

**Minutes of the Partnership & Participation
Strategic Reference Group
held on Wednesday 6 June 2018
in the Council Chambers, Dee Why
Commencing at 6:01pm**

ATTENDANCE:

Committee Members

Cr Sue Heins (Chair)	
Mayor Michael Regan	
Cr Roslyn Harrison	
Steve McInnes	Surf Life Saving Sydney Northern Beaches Inc
Ina Vukic	Northside Enterprise
Antony Biasi	
John Buggy	Belrose Open Space Corridor Association
Denice Smith	
Craig Susans	
Caroline Glass-Pattison	First Nations

Council Officer Contacts

Melanie Gurney	Executive Manager Library Services
Kath McKenzie	Executive Manager Community Engagement & Communications
Andrew Grocott	Manager Community Engagement
Michael McDermid	Manager Corporate Strategy
Olivia Greentree	Manager Communications
Jasmine Evans	Governance Officer

1.0 APOLOGIES

Apologies were received from Cr Penny Philpott, Tammy Cook, David Murray, Stacey Mitchell and Meegan Clancy.

2.0 WELCOME AND INTRODUCTIONS

Cr Sue Heins acknowledged the traditional owners of the land and paid respect to elders past and present. She also introduced and welcomed Steve McInnes and Caroline Glass-Pattison to their first meeting and advised that Vanessa Tiernan has resigned from the group.

3.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

There were no declarations of pecuniary or non-pecuniary conflicts of interest.

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

4.1 MINUTES OF PARTNERSHIP & PARTICIPATION STRATEGIC REFERENCE GROUP MEETING HELD 28 MARCH 2018

The Minutes of the Partnership & Participation Strategic Reference Group meeting held 28 March 2018 were confirmed as a true and correct record of the proceedings of that meeting.

D Smith / Cr Heins

5.0 AGENDA ITEMS

5.1 SRG COMMUNITY STRATEGIC PLAN GOALS – MANAGER CORPORATE STRATEGY, MICHAEL MCDERMID

Note: Mayor Regan joined the meeting at 6:12pm.

Michael McDermid provided a presentation on the Goals of the Partnership and Participation Strategic Reference Group (Attachment 1).

To put the role of the group into context, Michael spoke about the development and purpose of the Community Strategic Plan (CSP) paying particular attention to the Goals and Strategies the Strategic Reference Group is focusing on:

Goal 12 – Our community is friendly and supportive

Goal 21 – Our community is actively engaged in decision making process

Goal 22 – Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community

Throughout the development of the CSP, Council has sought feedback and comments from the community. A flavour of the comments received that are relevant to Partnership and Participation were also shared:

- Individual villages need to have their own input into the governance of their area
- Council needs to listen to what the community wants, not tell the community what it wants
- The small but vocal minority shouldn't get their way
- Council needs stronger working relationships with State Government

Following the presentation the group discussed their purpose and agreed that their role is ensuring the community is heard and that Council is working with the community so everyone can contribute.

They also discussed the Partnership and Participation measures from the CSP:

1. Delivery of key community projects with relevant government agencies:
 - Frenchs Forest Hospital precinct and roads upgrade
 - Ingleside Land Release
 - Beaches Link Tunnel
 - Projects funded from the Stronger Communities Fund.
2. Volunteering – I make a contribution to the community I live in
3. Satisfaction with:
 - Council lobbying on behalf of the community
 - Consultation with the community by Council.

The group questioned how Council could demonstrate and report on the above deliverables. Michael McDermid advised that a broad base of performance measures have been identified to evaluate progress towards the community's vision and assess whether objectives are being achieved. In relation to volunteering, lobbying and consultation with the community, this information is collected annually by Council through a satisfaction survey of 750 residents. The strength of partnerships will be measured through the effectiveness of delivery of joint projects (see above) and will be reported using a narrative style. The report can include other joint undertakings between Council and the State government not referred to in the list above.

4.2 COUNCIL COMMUNICATIONS – MANAGER COMMUNICATIONS, OLIVIA GREENTREE

Olivia Greentree provided a presentation on Council Communications and the Communications team (Attachment 2).

The presentation provided an overview of Council's:

- Communications team
- Website & social media accounts
- Earned Media

- Visual Communications
- Advertising
- Marketing Goals and Strategy.

Feedback provided by the group included:

- Council could increase engagement by including an amazing fact about the Northern Beaches in its newsletters and publications.
- Council has a number of great newsletters that members don't see advertised or promoted anywhere. Could Council link its newsletters or promote them together?
- The way Council's page in the Manly Daily is designed/formatted is very difficult to read due to the coloured background.
- Council needs to work towards providing more online services and responding to online enquiries. The group noted people are using social media pages and websites to contact organisations more and calling less.
- The group doesn't hear enough good news stories from Council and it should increase promotion of its events, wins and achievements.
- The budget for Council advertising and promotions could be more given the need for an increase in communications and promotions.

Note: Mayor Regan left the meeting at 7:15pm.

4.3 COMMUNITY ENGAGEMENT – MANAGER COMMUNITY ENGAGEMENT, ANDREW GROCOTT

Andrew Grocott provided a presentation on community engagement (Attachment 3), and distributed a copy of Council's [Community Engagement Policy](#) and [Community Engagement Matrix](#).

During the presentation Andrew briefed the group on Council's Community Engagement Strategy and team, and spoke about the different engagement projects they have run since amalgamation. Council is currently dealing with three different communities that are used to three previous methods of engagement and the team is working on developing a new community engagement framework to address this.

There was discussion about how this group can best contribute and the consensus from members was they would like Council to bring current projects to the SRG to workshop activities and approaches to be used as part of the engagement strategy, and provide feedback from their networks and communities.

Andrew noted he had planned some case studies and a workshop for this meeting however due to time constraints these would be deferred to the next meeting.

Action: Andrew Grocott to provide the group with information about "aware visitors" and information about the Council's coloured branding.

Note: Melanie Gurney left the meeting at 7:50pm

SUMMARY OF ACTIONS

ITEM NO.	ACTION	RESPONSIBLE OFFICER	DUE DATE
4.3	Andrew Grocott to provide the group with information about “aware visitors” and information about the Council’s coloured branding	Andrew Grocott	12 Sept 2018

The meeting concluded at 8:05pm

This is the final page of the Minutes comprising 6 pages numbered 1 to 6 of the Participation & Partnerships Strategic Reference Group meeting held on Wednesday 6 June 2018 and confirmed on Wednesday 12 September 2018

Participation and Partnership

Goals



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Participation and Partnership Goals

Goal 21

Our community is actively engaged in decision making processes

Strategies

- a. Establish a fair and representative engagement structure that enables a diverse community to engage in local neighbourhood matters
- b. Enable community members to participate in decision-making by providing a broad range of engagement opportunities
- c. Undertake innovative and adaptive community engagement
- d. Improve community understanding of how decisions are made for the local area

Goal 22

Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community

Strategies

- a. Develop partnerships to deliver facilities and targeted services and programs to meet community needs
- b. Facilitate collaboration between community groups, businesses, government and non-government organisations on projects and programs
- c. Advocate regionally and at NSW and Federal Government levels on behalf of the community

Goal 12

Our community is friendly and supportive

Strategies

- a. Support community groups and facilitate volunteer opportunities



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CSP Development



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3

Themes – Community Feedback

Goal 21

- Listen to the community
- Ability to have a say about what is happening locally
- Focus on community Engagement
- Increase involvement in decision making

Goal 22

- Advocate on behalf of the community
- Working effectively with the State government and other stakeholders
- Programs would be more effective if stakeholder engagement was more effective

P&P ...the glue in the strategy that binds that binds all the areas



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Our Objectives

- Communicate Council decisions, news and events in a timely, accurate and proactive manner
- Build an engaged and highly satisfied community
- Promote community engagement and connection
- Foster positive dialogue with the community.



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Website

Average monthly page views:

723,652

Most viewed pages:

1. Home page
2. Library home page
3. Planning and development
4. Contact us
5. Building and renovations
6. Application search (planning & dev)
7. Parking permits
8. Bulky goods clean
9. Rubbish and recycling
10. Forms.



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Social media

Total reach last 30 days: 895,612



Followers: 46,017

Reach: 788,707



Followers: 10,511

Reach: 72,259



Followers: 6,772

Reach: 32,375



Followers: 1,174

Reach: 2271



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Electronic Direct Mail

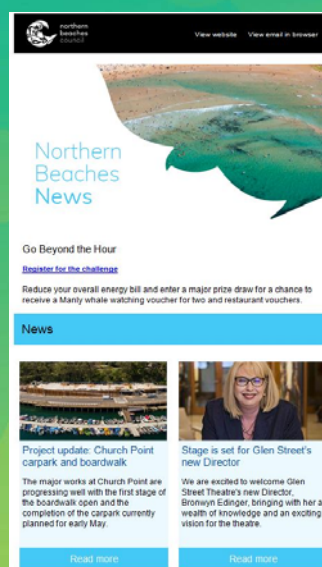
E-news – monthly to 56,437

What's On – monthly to 56,564

Library News – monthly to 73,113

Glen St News – monthly to 36,705

Other: topic specific



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Earned Media

- Proactive - media releases, photo opps, Q&As
- Reactive – 10 media enquires week.




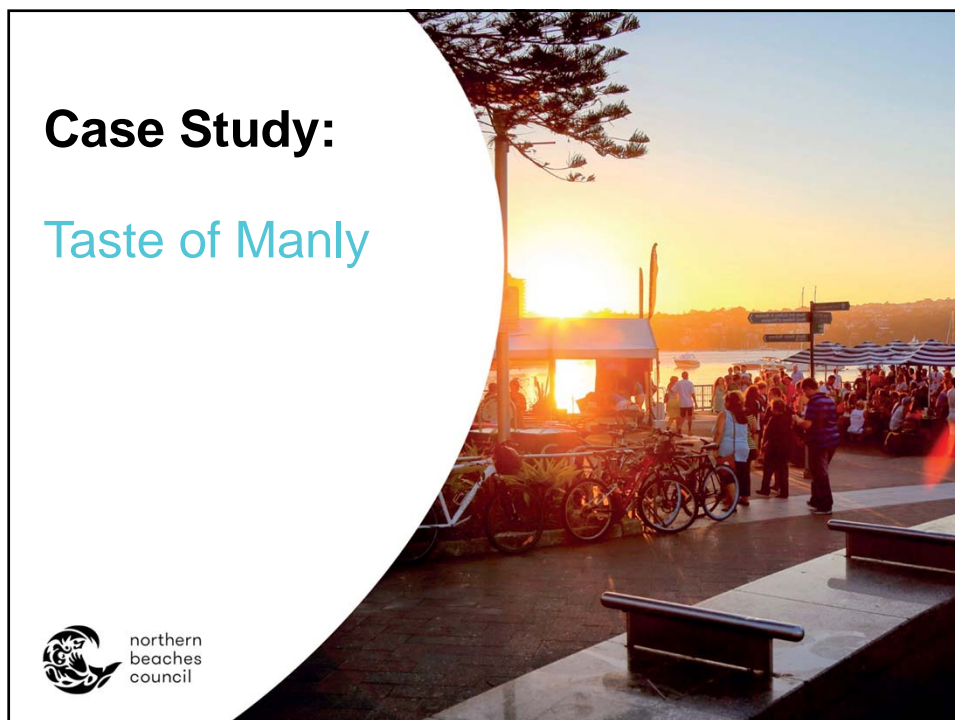
Visual Communications



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Case Study:

Taste of Manly



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Marketing Goals

- Increase attendance/visitation 65K to 100K, with more non-local visitation
- Achieve ROI for Council and sponsors
- Raise profile of the Northern Beaches as 'foodie destination'.

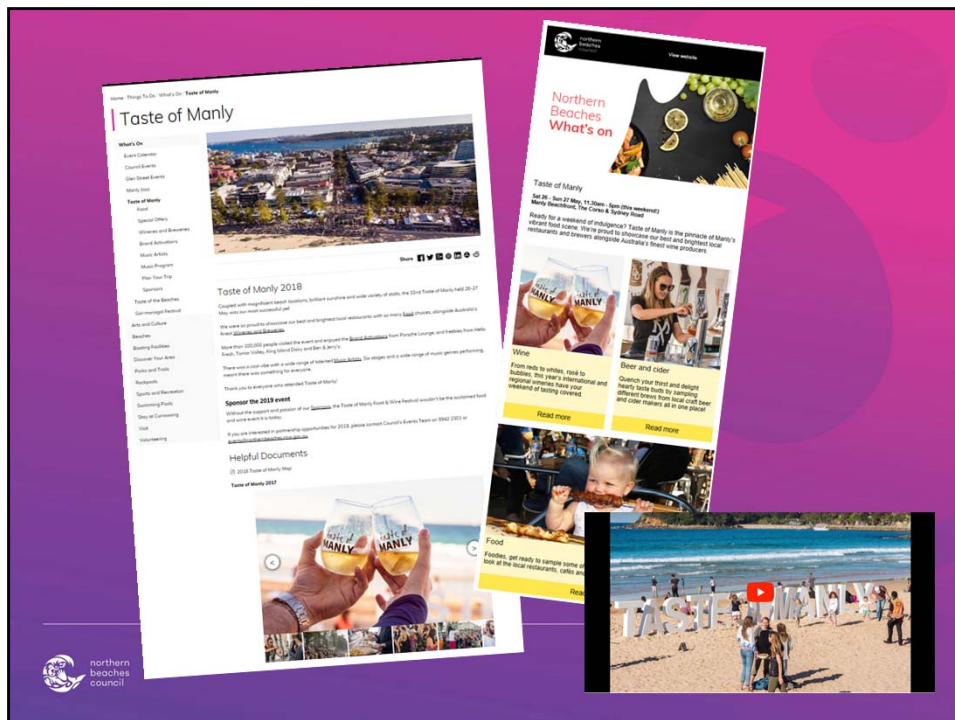
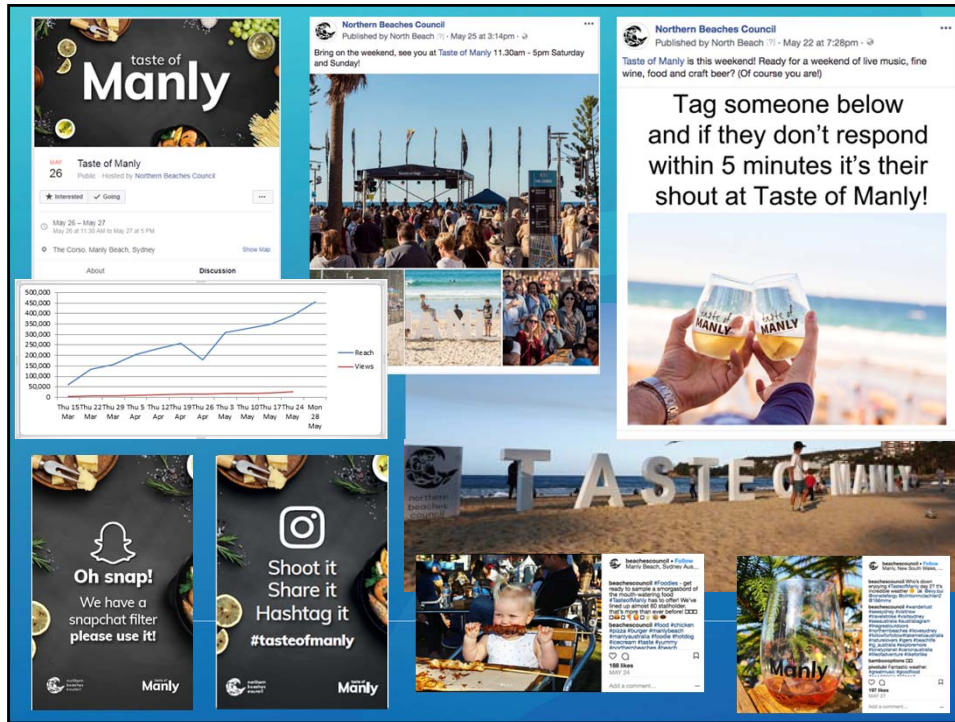


Strategy

- Mix of paid advertising and earned media – across print, digital/social and radio
- Strong digital presence – Council website, EDM, online listings and social channels
- Suite of marketing collateral, bus backs, signage and banners
- Strong imagery, photography and video content .









Marketing Results

Facebook:

- Total reach posts 622,121
- Event page 457,000 after 12 weeks

Instagram:

- 1185 photos added to # tasteofmanly, 1314 likes

Snap Chat:

- 18,200 views and 2,500 usage

Website:

- Total page views - 45,770

Visitors to Manly
over 130K

Comprehensive earned media coverage.



Plan for 2018/19



The Community Engagement Framework

The Community Engagement Framework reflects Northern Beaches Council's ongoing commitment to engaging our community.

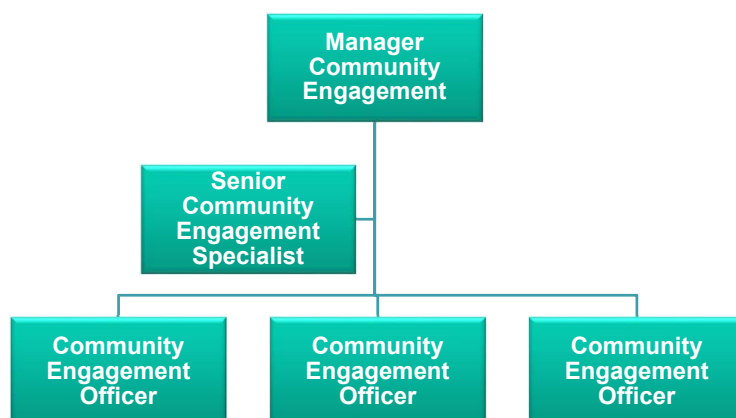
- The CE Policy outlines the approach to CE as part of Council's decision making processes.
- The Matrix is an implementation tool of the Community Engagement Framework.

Principles Underpinning Council's Approach to Community Engagement

1. Committed
2. Planned
3. Inclusive
4. Respect
5. Timely
6. Transparent
7. Engaging
8. Consideration



Our team



Our objectives

Well planned and inclusive engagement process that leads to:

- better project outcomes for the community and council
- increased awareness of community views and issues that should be considered as part of the decision-making process
- increased satisfaction with council and strengthening of trust between Council and community
- potential time, resource and cost savings
- increased transparency and accountability.



What we have done

Since amalgamation:

- 150+ engagement projects.
- 250+ meetings with over 4000 people.
- 200+ drop in sessions/workshops with around 5000 attendees.
- 2000+ phone surveys completed.
- Around 10,000 online surveys/submission forms.



Our current reach

- 20,000+ signed up to bulk email and project updates
- Avg: 42%+ open rate on our bulk email (eDM)
- Approx. 1000 'link clicks' per eDM (13%)



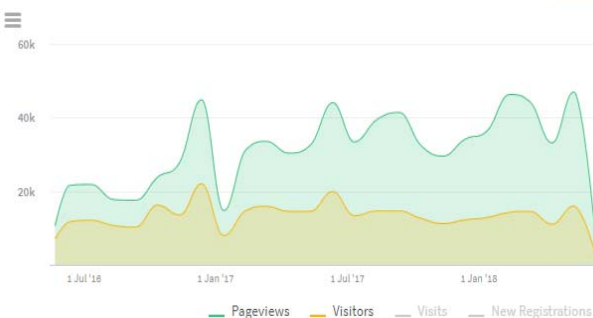
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Your Say visitors (since amalgamation)

Visitors Summary

Your Say Northern Beaches from 12 May '16 to 02 Jun '18

DAILY MONTHLY



Highlights

TOTAL VISITS	MAX VISITORS PER DAY	NEW REGISTRATIONS
386.6 k	3 k	236
ENGAGED VISITORS	INFORMED VISITORS	AWARE VISITORS
9.8 k	134.9 k	243.9 k



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As of today


- 64 projects currently 'published' on Your Say
- Around 20 projects currently open or recently closed
- Approx. 20 ongoing projects



Developing Community Engagement Plans



IAP2 Public Participation Spectrum

INCREASING IMPACT ON THE DECISION 					
	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/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 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.



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Steps to engagement

- Step 1- Know your project
- Step 2 - Determine your level of impact
- Step 3 - Level of community participation
- Step 4 - Stakeholders
- Step 5 - Select engagement approaches
- Step 6 - Timeframes & resources
- Step 7 - Feedback, Reporting and Evaluation



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Step 1: Know your project

- Detail the background to the project or issue
- Purpose and scope of the engagement
- Set clear engagement objectives
- Identify any key issues
- Consider any legal or statutory requirements



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Step 2: Determine your level of impact

Level of Impact	Criteria (one or more of the following)	Examples			
Level 1 High Impact – Whole or large part of LGA	<ul style="list-style-type: none"> • High level of real or perceived impact, interest or risk across whole or large part of LGA. • Significant impact on attributes that are considered to be of high value to the whole or large part of LGA, such as the natural environment or heritage. • Significant impact on the health and safety of the whole or large part of LGA community. • Potential high degree of controversy or conflict. • Potential high impact on State or regional strategies or directions. 	<ul style="list-style-type: none"> • Council's Community Strategic Plan • Local Environmental Plan • Plans of Management (district or regional) • A change to land categorisation, ie. community to operational land • Strategic Plan eg. Youth, Disability • Removal or major change of a facility or service across whole or large part of LGA, eg library services, waste management, beach services • Provision of a district or regional facility, eg. skate park, indoor sports centre • Changes to or impact on natural bush land or waterway (where the natural values could be affected) 	Level 3 Lower Impact – whole or large part of LGA	<ul style="list-style-type: none"> • Lower, although still some real or perceived impact or risk across whole or large part of LGA. • Potential for some controversy or conflict. • Potential for some although not significant impact on State or regional strategies or directions. 	<ul style="list-style-type: none"> • Improvements to a whole or large part of LGA wide service, eg. Emergency Services • Minor change to a district or regional facility, eg. Aquatic Centres, Theatre • Minor changes to Customer Service processes, eg. payment of rates • Most changes to fees and charges (unless contentious) • Provision of a community wide event • Study or Review of community needs, eg. Annual Survey, recreation needs assessment
Level 2 High Impact – Local	<ul style="list-style-type: none"> • High level of real or perceived impact or risk on a local area, small community or user groups of a specific facility or service. • The loss of or significant change to any facility or service to a local community. • Potential high degree of controversy or conflict at the local level. 	<ul style="list-style-type: none"> • Local Environmental Plan (localised change) • Removal or relocation of a local playground • Change to or loss of valued activity or program, e.g. local youth activity • Re-development of a sports ground • Proposed removal or development of small pocket park • Local street road closure • Increase or removal of car parking 	Level 4 Lower Impact – Local	<ul style="list-style-type: none"> • Lower level of real or perceived impact or risk on a local area, small community or user groups of a specific facility or service. • Only a small change or improvement to a facility or service at the local level. • Low or no risk of controversy or conflict at the local level. 	<ul style="list-style-type: none"> • Upgrade of a local playground • Local street or streetscape upgrade • Changes to a local activity program, eg. timing or venue/ location



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Step 3: Level of Community Participation

Level of Participation	Definition	Promise to the Community
Inform	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	We will keep you informed.
Consult	To obtain feedback public on analysis, alternatives and/or decisions.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.
Involve	To work directly with the community throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how the public influenced the decision.
Collaborate	To partner with the community in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.
Empower	To place final decision making in the hands of the community.	We will implement what you decide.



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Step 4: Stakeholders

- Develop a comprehensive list of stakeholders.
- Internal Stakeholders
- Encouraging participation
- Matching Stakeholders and Issues



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Step 5: Selecting Engagement Approaches

- Northern Beaches 'Your Say' website
- Surveys
- Comment/submission forms
- Discussion/options papers
- Workshops/Forums
- Social Pinpoint (online issues mapping tool)
- Focus groups
- Online discussion forums
- Working/Advisory Groups



Beyond traditional engagement

- Values identification and testing (Place Score)
- Representative sample (surveying and workshopping)
- Capacity building (advance focus groups)
- Narrative building and SenseMaking
- Future visioning
- Partnering (partnership brokering)
- Behavioural insights
- Place Making
- Outrage management
- Delib democracy e.g. Citizens' Jury



How we communicate engagements

- Written Correspondence
- Notice/ Advert
- Social Media
- Project updates
- eDM - Bulk email, Northern Beaches news
- Web Site (Your Say Page)
- On Site Sign / Display
- Banners / Posters
- Fact sheets, brochures, flyers
- Media Release
- Mail and letterbox drops
- Door knocking



Step 6: Timeframes and Resources

- Develop a timeline of the key engagement activities
- Include other factors in project and engagement plan ties during the project.



Step 7: Feedback, Reporting and Evaluation

- Feedback and Closing the Loop
- Consider outcomes and reporting
- Evaluation

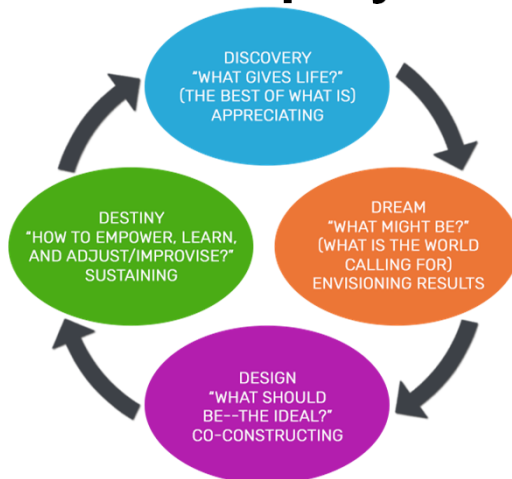


Key challenges in engagement

- Knowing our community
- Engaging the disengaged and hard to reach
- Hearing through the louder voices
- Over consulting/ message saturation – cutting through the noise



Appreciative Inquiry



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The future's bright

- Striving for greater **inclusion** and **accessibility**
- Collecting, managing and storing data
- How to better evaluate CE (putting metrics on effectiveness and value)



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