

Penrith

Regional City

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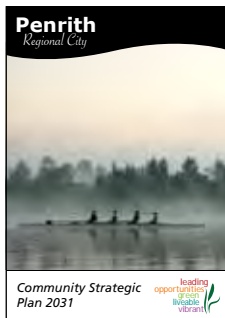


Community Engagement Strategy 2011

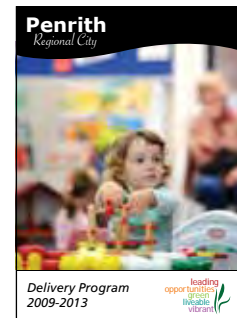
leading
opportunities
green
liveable
vibrant



Strategic Planning Framework



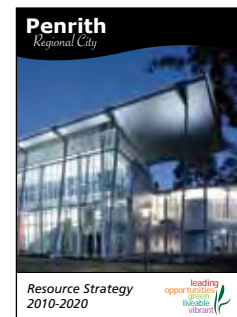
The **Community Strategic Plan** identifies the long term aspirations our communities want to see delivered in the City. The Strategic Plan stretches beyond the next ten years, identifying the outcomes and long term strategic responses needed to achieve the agreed directions. It demands strong leadership from Council in working with others to grow our Regional City into the future.



The 4 Year **Delivery Program** links the 'planning' in the long term Strategic Plan with the 'implementing' in the annual Operational Plan. It is the strategic document that guides the organisation's work program over the Councillors' four year term. The Delivery Program sets out clear priorities, ongoing activities and specific actions Council will undertake, within its responsibilities and capacity, towards achieving the communities' outcomes.



The annual **Operational Plan** is the 'implementing' part of Council's key strategic documents, and outlines all of Council's services. All services deliver a range of ongoing service activities, and may also identify specific tasks to be undertaken in the year ahead. Both ongoing activities and specific tasks contribute to the implementation of Council's Delivery Program.



The **Resource Strategy** outlines Council's capacity to manage assets and deliver services over the next ten years. The Resource Strategy includes three key elements - a Workforce Plan, an Asset Management Plan, and a Long Term Financial Plan. To prepare the Resource Strategy, Council determines its capacity and how to effectively manage its finances, the sustainability of its workforce, and the overall cost of its community assets.



The **Community Engagement Strategy** outlines how Council will engage with its communities and relevant stakeholders in developing and finalising the Community Strategic Plan. Over time it will be reviewed to outline how Council will ensure regular engagement and discussion with our communities about their needs and aspirations for the City.

Welcome

This Community Engagement Strategy has been developed to ensure a regular and continuing program of engagement with all of our communities about planning for our City's future. It details how Council will consult and engage with you and outlines our aspirations for improving and building on our existing engagement processes.

To identify what you felt were the most important things to focus on in planning for our City there have already been a range of engagement activities, which are also outlined in this Community Engagement Strategy. Your ideas and aspirations, collected through those various sessions, have created the messages in the new Community Strategic Plan.

The Community Strategic Plan is your plan, which outlines what you, our communities, have told us you want to see in the City as it grows over the next twenty or so years. As the 'big picture' plan for the City, the Community Strategic Plan identifies some outcomes that are beyond Council's responsibilities. It recognises that others, such as State and Federal governments, can also contribute to achieving future outcomes for our City.

We recognise that planning for our City is an ongoing process and over the next year you will be invited to continue to work with Council by providing us with feedback about how you prefer to receive information, and the most useful and effective ways that you can be engaged.



Introduction

Council has developed a new strategic planning framework that reinforces our commitment to a sustainable future for our City and its communities. The process has delivered an integrated suite of documents that outline the actions that the Council and our communities will need to take over time. These documents are the result of extensive community consultation, which will secure our shared vision for the future of the City.

The strategic planning framework also responds to new Integrated Planning and Reporting legislation, introduced by the NSW Government. The legislation is based on the principle that all members of a community have a right, and a responsibility, to contribute to their City's future.

It requires every council to develop a Community Strategic Plan that identifies the main priorities and aspirations of their local communities. The development of a Community Engagement Strategy is an integral part of this process. The Community Engagement Strategy outlines how Council has, and will, engage with our communities and relevant stakeholders in developing and reviewing the Community Strategic Plan.



What guides Community Engagement at Penrith?

Council has a *Community Participation Manual* which was adopted in August 2003. The Manual has a set of Guidelines for Community Engagement which is a tool used by council staff when preparing to engage our communities. Over the next year Council will be reviewing the Guidelines for Community Engagement within the Manual.

What is Community Engagement?

Community engagement, or public participation, is defined by the International Association of Public Participation (IAP2) *as any process that involves the public in problem solving, decision making and uses public input to make decisions*. This includes decisions that directly impact upon living, working, playing, studying, using services and doing business in the City. Community engagement is a dynamic process that covers a wide range of activities including consultation, education, communication and relationship building.

Why engage with our communities?

Council has always been committed to extensive engagement about our City, and values the diversity of skills, views and expertise in our communities. Engagement is an opportunity to gather different and diverse perspectives to more fully inform Council, and other levels of government, particularly as Council makes decisions about policy directions and service delivery that directly affects our communities.

Broad community engagement informs, and therefore improves, Council's decision making. A robust, transparent and comprehensive community engagement framework helps ensure that Council, in developing and reviewing its *Community Strategic Plan* and planning strategies for the City, continues to encourage and support the right of our communities to be involved and influence the City's future directions. Effective community engagement is good democracy, good business and good management.

Successful community engagement provides many benefits to both Council and its communities. Some benefits include:

- increased community awareness about Council's services, planning and program delivery
- increased awareness of needs, priorities and diversity of our local communities, which in turn ensures that Council's service provision and planning functions are aligned appropriately
- Council and our communities working together to address local issues increases the level of ownership and acceptance of decisions impacting the local area
- exploration of a wider range of solutions and possibilities
- supports effective communication and builds positive relationships
- provides early warning of emerging issues, allowing them to be dealt with proactively
- reduces costs and timelines by identifying and resolving issues early



Who are our communities?

Council defines our communities as any individual or group of individuals, organisation or political entity with an interest in the outcome of a decision.

There are communities that are connected to places, people who all live within a defined geographical area or there are communities of interest, where people share a particular experience, interest, or characteristic. Some examples of communities of interest include young people, business and industry groups, gender, faith groups, sports groups, older people, people with disability, Aboriginal and Torres Strait Islander people, cultural and linguistically diverse groups or residents and environmental groups.

All of these communities are referred to as stakeholders. They may be, or perceive that they may be, affected directly or indirectly by the outcome of a decision. Internal stakeholders (individuals who work for or with the decision making organisation) are also part of our communities.

Every engagement process is different and each one will engage our communities in the most appropriate ways. Each significant Council project that involves the participation of our communities will therefore detail the relevant stakeholders and the methods of engagement in the project proposal.

Our Community Engagement Principles

The following principles underpin the Council's Community Engagement Strategy and guide our approach:

- **Inclusive participation**

Council will provide opportunities for all people who are potentially affected by, or interested in, projects or activities to participate.

- **Commitment**

Council will identify, understand and work to engage relevant communities.

- **Build relationships**

Council will build trust through personal contact and keeping promises. Effective relationships between Council and its communities will be maintained by using a variety of communication channels, as well as respecting stakeholder values and interests and exploring them to find common ground.

- **Transparency**

Council's community engagement processes will be undertaken in a clear and transparent manner so that our communities understand at the outset what they have the opportunity to influence, and to what degree.

- **Partnership approach**

Council and our communities' needs and priorities will be respected in the design and implementation of any community engagement processes.

- **Feedback**

Council will inform participants how their input contributed to the decision making process.



What level of engagement will occur?

The level of engagement that will take place on any given issue will depend on the specific objectives of the project. In some circumstances the time and resources that are available may also play a part in determining the level of engagement.

There will be other matters where it is important for our communities to be consulted or involved and provided with an opportunity to give feedback so that Council can make a more informed decision. In other situations it may be essential that the community is a part of the solution and so the engagement will be collaborative, with Council and the community partnering on an issue.

Different levels of engagement are appropriate for different activities and issues. For example, there are some issues where Council and our communities have no influence and so the appropriate engagement in this case would be for Council to inform our communities. This might occur where there have been changes to legislation and Council is simply reporting this information.

It is important to note that while Council seeks to engage with its communities, it operates under the Local Government Act with a number of regulatory responsibilities and cannot delegate its powers,. This means that there is little scope to achieve the highest level of engagement (empower). Council can establish committees within its decision making framework that include members of our communities and elected Councillors, and these Committees can make recommendations to Council.

The following table outlines the five levels of community engagement

Level	Aim
INFORM	To provide our communities with balanced, objective information to assist them to understand Council issues, alternatives and decisions
CONSULT	To obtain our communities' feedback on issues, analysis, alternatives and decisions being considered by Council
INVOLVE	To work directly with our communities throughout the process to ensure that community aspirations, concerns and issues are consistently understood and considered
COLLABORATE	To partner with our communities in each aspect of the decision including the development of alternatives and the identification of a preferred solution.
EMPOWER	To place final decision making in the hands of our communities.

(Source: IAP2 Public Participation Spectrum)

Engagement opportunities

Over the past ten years, Council has engaged extensively with the City's communities, discussing the changing characteristics and predicted future growth of our population, and determining what our communities need now and into the future. Discussions over this period have focused on the recreational and cultural needs of residents, as well as health, ageing, youth, transport, employment growth and economic development opportunities in the City.

There has been detailed consideration of the City's assets and opportunities, how our communities are likely to change over time, and what facilities, infrastructure and services are needed in the next 20-25 years. The following table outlines some of the significant community consultations that have occurred and those that are planned for the near future.

These processes all contribute to our knowledge and understanding, and ultimately the development of Council's strategic planning documents, including the Community Strategic Plan 2031.

Strategy	Adopted	Inform	Consult	Involve	Collaborate	Empower
Managing Existing and Future Urban Growth in Penrith	2003-2005	✓				
PLANS (People's Lifestyle Aspirations and Needs Study)	2003	✓	✓	✓		
Recreation and Cultural Facilities Strategy	2004	✓	✓			
Established Areas Infrastructure, Facilities and Services Strategy	2004	✓	✓			
Penrith City Centre Strategy	2006	✓	✓	✓		
St Marys Town Centre Strategy	2006	✓	✓	✓		
Dwelling Opportunities Analysis	2007	✓				
Employment Planning Study & Strategy	2006, 2007	✓	✓			
Open Space Action Plan	2007	✓	✓			
Penrith Integrated Transport and Land Use Strategy (PITLUS)	2008	✓	✓	✓		
Cultural Development Framework and Action Plan	2008	✓	✓	✓	✓	
Transport Summit	2009	✓	✓	✓		
Women's Services Sector Advocacy Strategy	2009	✓	✓	✓	✓	
Penrith Inclusion Plan – People with a Disability	2009	✓	✓	✓		
Planning for an Ageing Community Strategy	2010	✓	✓	✓	✓	
Youth Action Plan	2010	✓	✓	✓	✓	
Health Strategy	2010	✓	✓	✓		
Neighbourhood Action Plans (2 each year)	2008, 2009, 2010	✓	✓	✓	✓	
Services for Men Action Plan	2010	✓	✓	✓		
Children's Strategy	draft	✓	✓	✓		
Urban Strategy	draft	✓	✓			
Community Strategic Plan 2031	2010	✓	✓	✓	✓	
Special Rate Variation 2011	2010-2012	✓	✓	✓		

What our communities have told us

Messages from our communities about what is important in our City are reflected in the Community Strategic Plan. Key themes are local jobs, training, better public transport, safe roads and pathways, a choice of quality housing, protection of the environment and making sure our City's river and creeks are healthy. People want to feel safe and proud of their neighbourhoods.

Council responds to the current and future needs of the City through its services. There are currently 45 Council services that are grouped into 21 programs. Council conducts a Community Survey every two years to determine if resources are appropriately directed into the services that are important to our communities.

These City-wide surveys commenced in 2003, and were carried out in 2005, 2007 and 2009. Each survey involves contacting over 600 households, and seeking their views on Council's performance. This information measures how well we are performing, and also identifies which services and facilities our communities believe are the most important. In terms of overall satisfaction, the 2009 survey results show that 72.7% of residents rated their satisfaction with Council's overall performance as 'high'. Council's overall performance score of 7.2 (mean satisfaction) shows that we are performing well when compared with other councils that undertake the same survey process.

Information on how important services and facilities are and how well our communities feel they are being delivered is critical in helping Council allocate its resources. Clearly, the services that our communities consider are very important, but which they consider Council could improve, indicate a priority focus for Council. The 2009 survey results ranked the following areas of higher importance, but lower satisfaction:

- litter control
- provision and maintenance of footpaths
- maintenance of public drains
- encouraging local industry and jobs
- provision of service and facilities for older people
- lighting of public places
- clean creeks and waterways
- provision of services and facilities for youth
- graffiti removal
- provision of parking for shoppers
- regulation of traffic flows
- maintenance of local roads
- condition of public toilets.

Council will work with our communities to establish agreed priorities, including service improvements. This may mean directing resources away from services considered to be of low importance towards those areas our communities would like to see enhanced. Regular community engagement and surveys will ensure that Council maintains its focus on agreed service priorities and improvements.



How will we measure our success?

Council adopted Penrith's Principles for a Sustainable City (below) to help guide our thinking, decision making, systems and processes as we work towards the long term sustainability of the City. Council developed Objectives for each of the principles, and a comprehensive set of Sustainability Indicators that provides a transparent approach to reporting, and establishes a baseline from which we can track our progress.

The City indicators, which were developed by Council about the City and our communities, are focused on the Penrith's Principles for a Sustainable City. The Council indicators are drawn from the internationally recognised Global Reporting Initiative (GRI). The sustainability indicators are outlined each year in Council's Annual Report, providing our communities with a snapshot of its progress towards an environmentally, socially and economically sustainable City.

Penrith's Principles for a Sustainable City	Objectives
1 <i>Provide a long-term vision for cities based on sustainability; intergenerational, social, economic and political equity; and their individuality</i>	<ul style="list-style-type: none"> • We demonstrate leadership, foster resilience and tenacity, and encourage innovation • We plan responsibly for now and the future
2 <i>Achieve long term economic and social security</i>	<ul style="list-style-type: none"> • We have access to what we need
3 <i>Recognise the intrinsic value of Penrith's biodiversity and natural ecosystems, and protect and restore them</i>	<ul style="list-style-type: none"> • Our natural habitats are healthy
4 <i>Enable Penrith's communities to minimise their ecological footprint</i>	<ul style="list-style-type: none"> • We use our resources wisely, and take responsibility for our levels of consumption
5 <i>Build on the characteristics of ecosystems in the development and nurturing of a healthy and sustainable Penrith</i>	<ul style="list-style-type: none"> • Our physical infrastructure is adaptable, and responds to changing needs • Our public spaces encourage safe and healthy communities
6 <i>Recognise and build on the distinctive characteristics of Penrith, including our human and cultural values, history and natural systems</i>	<ul style="list-style-type: none"> • We build on our strengths, value our heritage, celebrate our cultural diversity and foster creativity
7 <i>Empower people and foster participation</i>	<ul style="list-style-type: none"> • We have a say in our future
8 <i>Expand and enable cooperative networks to work towards a common, sustainable future</i>	<ul style="list-style-type: none"> • We play an active role in our communities
9 <i>Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management</i>	<ul style="list-style-type: none"> • We encourage sustainable production and technologies
10 <i>Enable continuous improvement, based on accountability, transparency and good governance</i>	<ul style="list-style-type: none"> • We demonstrate accountability, transparency and ethical conduct

How to comment

Outcomes from the engagement undertaken to date and other useful documents can be viewed at Penrith City Council's website <http://www.penrithcity.nsw.gov.au>

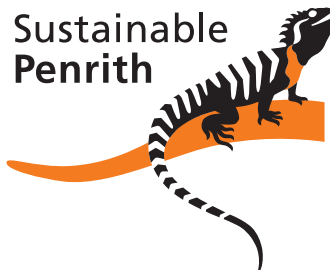
Community Survey 2009
'City Futures' Forum 2009
Staff Survey 2009

Our Approach to Planning
Discussion Paper – Sustaining our Future 2008
Penrith Principles for a Sustainable City

How to comment

Write to:	Email:	On-line Forum
Penrith City Council PO Box 60 PENRITH NSW 2751	ourfuture@penrithcity.nsw.gov.au Fax: 02 4732 7958	Participate on-line at www.ourfuture.com.au

For Further information please contact Council's Strategic Planning team on 02 4732 8109.



Penrith City Council

Acknowledgements

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For more information contact Penrith City Council's
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Telephone: 02 4732 7777

Website: www.penrithcity.nsw.gov.au

Interpreting Assistance

ENGLISH	If you do not understand this, please contact the Telephone Interpreting Service on 131 450 and ask them to contact Penrith City Council on your behalf on (02) 4732 7777. Or come to the Council offices and ask for an interpreter.
ARABIC	إذا لم يكن بإمكانك قراءة النص أعلاه، الرجاء الاتصال بخدمات الترجمة الفورية الهاتفية (TIS) على الرقم 131 450 والطلب منهم الاتصال بدورهم بمجلس مدينة بنريث نيابة عنك على الرقم 4732 7777 (02). أو يمكنك الحضور إلى المجلس وطلب ترتيب مترجم فوري لك.
CHINESE	如果您无法阅读这些文字，请致电 131 450 联系电话传译服务中心，请他们代您拨打 (02) 4732 7777 联系 Penrith 市议会。您也可以亲自到市议会来并要求获得口译服务。
GREEK	Αν δεν μπορείτε να το διαβάσετε αυτό, τηλεφωνήστε στην Τηλεφωνική Υπηρεσία Διερμηνέων στο 131 450 και ζητήστε τους να επικοινωνήσουν με το Δήμο Penrith (Penrith City Council) για λογαριασμό σας στον αριθμό (02) 4732 7777, ή ελάτε στη Δημαρχία και ζητήστε διερμηνέα.
HINDI	यदि आप इसे नहीं पढ़ पाते हैं, तो कृपया 131 450 पर टेलीफोन दुभाषिया सेवा से संपर्क करें और उनसे कहें कि वे आपकी ओर से पेनरिथ सिटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएँ और एक दुभाषिया की माँग करें.
ITALIAN	Se non riuscite a leggere questo, contattate il servizio telefonico di interpretariato al numero 131 450 e chiedetegli di contattare da parte vostra il comune di Penrith City al numero (02) 4732 7777 oppure venite in comune e richiedete un interprete.
MALTESE	Jekk ma tistax taqra dan, jekk jogħġbok, ikkuntattja lit-Telephone Interpreting Service fuq 131 450 u itlobhom biex jikkuntattjaw Penrith City Council f'ismek fuq (02) 4732 7777. Jew ejja l-Kunsill u itlob għal interpretu.
PERSIAN	اگر نمی توانید این مطلب را بخوانید، لطفاً به خدمات ترجمه تلفنی به شماره 131 450 زنگ بزنید و از آنان بخواهید با شورای شهر پنریت Penrith City Council به شماره 4732 7777 (02) از جانب شما تماس بگیرند. یا اینکه به شهرداری Council آمده و مترجم بخواهید.
SINGHALESE	ඔබට මෙය කියවීමට නොහැකි නම්, කරුණාකර දුරකථන අංක 131 450 ඔස්සේ දුරකථන පරිවර්තන සේවාව (Telephone Interpreting Service) අමතා ඔබ වෙනුවෙන් දුරකථන අංක (02) 4732 7777 අමතා පෙන්රිත් නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ හාන පරිවර්තකයකු ලබා දෙන ලෙස ඉල්ලා සිටින්න.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவை'யை 131 450 எனும் இலக்கத்தில் அழைத்து 'பென்ரித் நகரவையுடன்' (02) 4732 7777 எனும் இலக்கத்தில் உங்கள் சார்பாக தொடர்பு கொள்ளுமாறு கேளுங்கள். அல்லது நகரவைக்கு விஜயம் செய்து உரைபெயர்ப்பாளர் ஒருவர் வேண்டுமெனக் கேளுங்கள்.
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Contact:	Penrith City Council	Telephone:	02 4732 7777
	Civic Centre	Facsimile:	02 4732 7958
	601 High Street	E-Mail:	pencit@penrithcity.nsw.gov.au
	Penrith NSW		