



# Living Holroyd

Community Engagement Strategy

2011/2012  
Program of Activities



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## Introduction

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This update to Council's Community Engagement Strategy has been created to guide and support the next phase of Council's Living Holroyd Program, which works towards reviewing and maintaining the integrated planning and reporting system for Council, the City and our community.

Engagement is seen as being achieved when the community feels informed, and connected to the governance of the area in which they identify. To this end, the Strategy proposes a shift toward collaboration with key stakeholders in making decisions affecting the provision of services and leadership within the Holroyd community.

Through collaborating with our community partners, Council has established an effective and ongoing dialogue to inform the key directions of Council's Community Strategic Plan, Delivery Program and Operational Plans.

Holroyd City Council is committed to ensuring that all groups in our Community have an equal opportunity to participate and be involved in decision making through the activities which form the Community Engagement Strategy.

The strategy is structured to employ a range of communication mediums, taking into account the demographics, cultural groups and social concerns of our population, while also focusing on the role of Councillors and staff, in planning for our City.

## Legislative Background

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Section 402(4) of the Local Government Amendment (Planning and Reporting) Act 2009 states that:

*“the council must establish and implement a strategy (its community engagement strategy) for engagement with the local community in connection with the development of the community strategic plan.”*

The stated community engagement strategy and community strategic plan form part of the requirements of the integrated planning and reporting structure for all councils in NSW.

Further to the above, engaging the community is a responsibility of all councils under Section 8 of the Local Government Act 1993, where as part of the specified Council Charter, all Councils are required:

*“to facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government”; and*

*“to keep the local community and the State government (and through it, the wider community) informed about its activities”*

This community engagement strategy has been developed to address these legislative obligations, as well as raise awareness of and establish a collaborative environment for the development of Council’s Living Holroyd Program.

# Holroyd City at a Glance

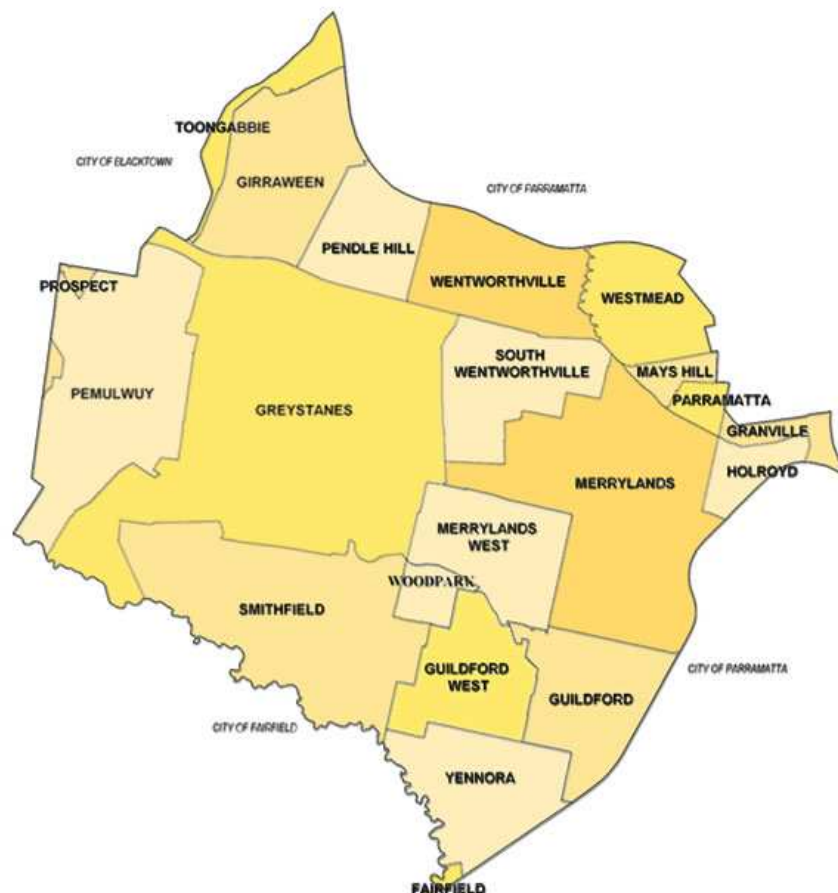


Holroyd City is located in the west of Sydney, approximately 25 kilometres from the Sydney GPO. It is bounded by Parramatta City in the north and east, Fairfield City in the south and Blacktown City in the west.

The City is a mixed residential and industrial area, encompassing a total land area of 39.89 square kilometres, covering the suburbs of Girraween, Granville (part), Greystanes, Guildford (part), Guildford West, Harris Park (part), Holroyd, Mays Hill, Merrylands (part), Merrylands West, Parramatta (part), Pemulwuy, Pendle Hill (part), Smithfield (part), South Wentworthville, Toongabbie (part), Wentworthville (part), Westmead (part) and Yennora (part).

Incorporated on 5 July, 1872, Holroyd City was originally known as the Municipality of Prospect and Sherwood. The name was changed to Holroyd on 11 January, 1927 to perpetuate the name of the first Mayor of the Municipality, Arthur Todd Holroyd. The Municipality was proclaimed a City on New Years Day 1991.

Today, Holroyd is a growing City, home to 102,188 residents at 30 June 2010\* and known for its strong cultural diversity and mix of family-friendly neighbourhoods and active industry.



\*Source: ProfileID

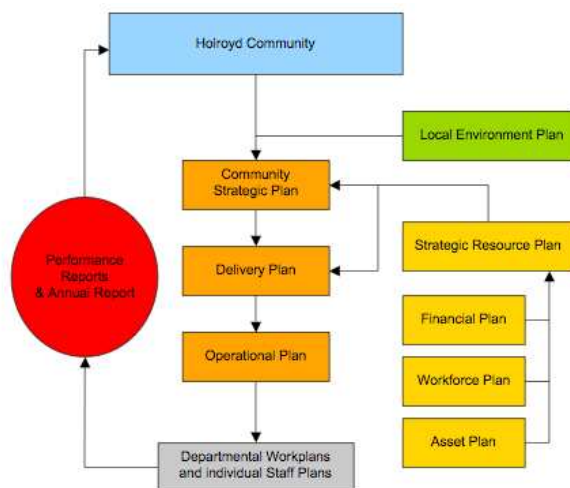


The Living Holroyd Program continues to foster the partnership between Council and the Holroyd community, through the identification of priorities, actions, strategies, outcomes and long-term vision and directions for our City.

This Engagement Strategy has been created to guide the review of Council's Community Strategic Plan, which forms the core of the Living Holroyd Program.

## Council's Integrated Planning Structure

The Living Holroyd Program continues to link community and Council objectives through an open and engaging integrated planning and reporting structure, meeting the legislative requirements of Council and providing a balanced and inclusive approach to planning the future of Holroyd.



At the core of the structure is a set of 3 Plans, which provide a 20-year vision for Holroyd and the structuring of Council services to meet community priorities.

The Community Vision and 5 key directions established through the Community Strategic Plan, represents the views and concerns of the Holroyd Community, underlined by the interaction of Council's commitment to effective governance and the environmental, economic and social sustainability of the area.

The key outcomes and strategies established in the Community Strategic Plan have been implemented through Council's Delivery Program (based on a 4 year Action Plan aligned to the 4 yearly election term) ; and Annual Operational Plans implemented through its annual Priorities

# Principles of Engagement

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Council's role is to lead and shape community engagement through the process of developing an integrated planning structure to encompass:

- long-term community outcomes;
- identification of strategies to achieve these community outcomes; and
- a means of determining the level of service to be provided.

The International Association for Public Participation (IAP2) has devised a model to identify the core principles of community engagement. The model builds a scale of engagement objectives, which assist in determining activities and methods for inviting community participation and classifying outcomes based on the impact of the engagement on the decision making process.

In order to support Council's role and to ensure effective community engagement, this model has been adapted for use in developing the Living Holroyd Program, as shown:

Principle	Description	Index
Inform	Provide balanced and objective information to help understand a problem, alternatives, opportunities and/or solutions	■
Consult	Obtain feedback on alternatives and/or decisions	●
Involve	Work directly with stakeholders throughout the process, to ensure that concerns and aspirations are consistently understood and considered	▲
Collaborate	Partner with the community in each aspect of the decision, including development of alternatives and identification of the preferred solution	★

Each principle has been given a index coloured symbol, used to reference the engagement methods outlined in this strategy to the principle the activity is designed to embody.

Through the Living Holroyd Program, Council has established ongoing engagement with the community. This engagement strategy has been structured to include each of the principles of the model above, and allow opportunity for their development after the implementation of the program and conclusion of this strategy.

The methods to be employed by this strategy are detailed from page 11.



## Holroyd Community

This engagement strategy targets a broad and valid sample of the Holroyd community.

For the purpose of this engagement strategy, the term ‘community’ is defined as any individual or group which:

- utilises Council services;
- is concerned with or impacted by the direction of council planning and the future of Holroyd; and/or
- is involved in the creation and implementation of council strategy

## Target Groups

In developing the activities and outcomes which form this engagement strategy, the community as defined above has been further categorised into the following groups:

<b>1</b>	Holroyd Community	a)	Cross-section of Demographic and Cultural Groups
		b)	Groups Identified by Council’s 2010-2012 Social Plan
		c)	Council Service Users
		d)	Community Service Providers
		e)	Local Business
		f)	Local Industry
		g)	Non-resident Regular Visitors (facilities-based or social)
		h)	Non-resident Local Workforce
<b>2</b>	Councillors	a)	all Elected Representatives of Council
<b>3</b>	Council Staff	a)	General Manager and Directors
		b)	Management
		c)	Professional and Operational Staff
		d)	Centre-Based Staff
		e)	Registered Volunteers

These groups are referenced through the Structure and Outcomes section of this strategy, from page 11.

## Structure and Outcomes



This strategy has been designed to build a collaborative environment, to aid inform the review of Council's Community Strategic Plan, engaging the community from awareness, review and development, final promotion and subsequent implementation.

The strategy moves through 4 stages, with defined objectives as follows:

<b>1</b>	<b>Engage</b>	
	<i>Preparation for the review of the Living Holroyd Program Community Strategic Plan and establishing a forum for engagement</i>	Internal Awareness of Program review
		Community Awareness Development
		Identifying with Living Holroyd
<b>2</b>	<b>Connect</b>	
	<i>Revisit the Community Vision, Directions and outcomes</i>	Theme review
		Strategy review
<b>3</b>	<b>Review</b>	
	<i>Ensuring the community has been represented</i>	Social Engagement and feedback
		Internal Exhibition and Feedback
		Community Exhibition and Feedback
<b>4</b>	<b>Live</b>	
	<i>Moving beyond the document</i>	Community Promotion
		Internal Promotion
		Implementation Strategy

A complete outline of the content and structure of each component is provided from page 10.

The proposed timing, content and engagement principles embodied by each component are detailed on the following pages. The information is provided as an overarching strategy, with additional reporting and structural elements to be built into the program where required by key activities.

Council's Corporate Planning Section will oversee the ongoing management of the strategy, with regular reporting to Councillors, senior management, staff, Council and participants on progress.

## 1 Engage

*Preparation for the review of the Living Holroyd Program Community Strategic Plan and establishing the forum for engagement*

The first stage of the Community Engagement Strategy aims to revisit the Living Holroyd program to all community members through a reviewed range of activities, focusing on the agreed City Targets as outlined in the Community Strategic Plan.

Objective	Scope	Activity	Target Group	Timeframe	Principle
<b>Internal Awareness of the review process associated with IPR</b>	Broad based campaign amongst Councillors, SMT and Council Staff, designed to review the Community Strategic Plan in line with the agreed city targets	<b>Presentations</b> targeted presentations to provide overview of the legislative, overview of the key directions of the Community Strategic Plan and planned review	<ul style="list-style-type: none"> <li>• Councillors</li> <li>• Council Staff</li> </ul>	February 2012	■
		<b>Internal Displays and News Updates</b> via newsletters, established internal webpage and information sessions	Council Staff - all	Ongoing function available to all Staff via the intranet	■





<b>Objective</b>	<b>Scope</b>	<b>Activity</b>	<b>Target Group</b>	<b>Timeframe</b>	<b>Principle</b>
<b>Community Awareness Development</b>	Broad campaign, working in with scheduled Council events and functions, to encourage participation.	<b>Introductory Media Articles</b> to encourage community members to engage with the review via internet and phone surveys	Holroyd Community - all	February and March 2012	■ ●
		<b>Awareness</b> Widely promote the survey through the Australia Day events, media and rates notices. To be conducted in person at: <ul style="list-style-type: none"> <li>Australia Day 2012</li> </ul>	Holroyd Community - a) and b)	2012	■ ●

Objective	Scope	Activity	Target Group	Timeframe	Principle
<b>Identifying with Living Holroyd</b>	Create opportunities for audience to identify with the Living Holroyd program and opportunities for involvement	<b>Staff Briefings</b> Sourcing ongoing opportunities to engage with Staff in a range of forum	Council Staff - all	ongoing	■ ● ▲
		<b>Council Website</b> Updating the dedicated section on website, to reflect the review process of Living Holroyd Community Strategic Plan and an opportunity to provide feedback and complete surveys	Holroyd Community - all	ongoing	■
		<b>Council Intranet</b> mirror of website activity on Council's Intranet for staff	Council Staff - all	ongoing	■
		<b>Engagement Points</b> utilising existing Council Assets to gain community input. Static displays featuring surveys and information to be provided at: <ul style="list-style-type: none"> <li>▪ Libraries</li> <li>▪ Childcare Centres</li> <li>▪ Community Centres and Facilities</li> <li>▪ Youth Centres</li> <li>▪ Council Customer Service Foyer</li> </ul>	Holroyd Community - c), d) and g)	ongoing	● ▲

## 2 Connect

*Revisiting the Community Vision and highlighting priorities*

Through targeted engagement, the second stage of the strategy focuses on revisiting the community vision, key directions and outcomes for the City.

Objective	Scope	Activity	Target Group	Timeframe	Principle
<b>Theme Review</b>	Review the current community vision, key directions and city target so that they remain reflective of the community's outcomes and strategies	<b>Community Online Survey</b> to capture community views within Holroyd (external consultant to be contracted to deliver and analyse results)	Holroyd Community - a) and b)	2012	
		<b>Community Phone Survey</b> Statistical sample of community views within Holroyd will be captured to inform the review (external consultant to be contracted to deliver and analyse results)	Holroyd Community - a) and b)	2012	
		<b>Business Online Survey</b> distributed to capture local businesses, (external consultant to be contracted to deliver and analyse results)	Holroyd Community - e) and f)	2012	
		<b>Staff Online Survey</b> distributed internally to capture responses from Council staff	Council Staff - all	2012	

		<b>City Fest</b> Council stall to provide information on existing services, Living Holroyd program Community Strategic Plan and further engage the community on the directions and city targets	Holroyd Community - all	March - April 2012	▲
		<b>Community focus groups</b> Targeted at themes and city targets to ensure that they remain reflective of the community outcomes and strategies	Holroyd Community - all	May 2012	▲

Objective	Scope	Activity	Target Group	Timeframe	Principle
<b>Strategy Review</b>	Commence review of Council community outcomes and strategies	<b>GM, Director and Councillor Workshop</b> - to provide feedback on review and work toward development of Draft Community Strategic Plan	<ul style="list-style-type: none"> <li>• Councillors</li> <li>• Council Staff - a)</li> </ul>	June 2012	★
		<b>Managers Workshop</b> - to provide feedback on theme development and work toward development of Draft Community Strategic Plan	Council staff - b)	June 2012	★
		<b>Staff Briefings</b> - to provide feedback on theme development and work toward development of Draft Community Strategic Plan	Council Staff - c), d) and e)	June – July 2012	▲ ★

### 3 Review

*Ensuring the community has been represented*

The third stage of the strategy invites all active participants in the program to review the Draft Community Strategic Plan and comment on its structure, content and scope in light of previous engagement activity

Objective	Scope	Activity	Target Group	Timeframe	Principle
<b>Living Holroyd Mini Summit</b>	Establish small scale community and Council representatives review of the Draft Community Strategic Plan, its agreed direction, content and its success in encapsulating the Community Vision as developed through the Engagement Program	<b>Living Holroyd Mini Summit</b> developed in partnership with Community / Council representatives and chaired by external consultant group (Eltons), as an extended focus session combining input from the Holroyd Community, Councillors, Council Staff and other involved government bodies	<ul style="list-style-type: none"> <li>• Holroyd Community - all active participants</li> <li>• Councillors</li> <li>• Council Staff - all active participants</li> </ul>	August 2012	★
<b>Internal Exhibition and Feedback</b>	Build staff forum for feedback on Draft Community Strategic Plan, prior to formal adoption and implementation	<b>Council Intranet</b> Draft Plan made available and publicised on Council's Intranet, with feedback options provided	Council Staff - all	September 2012	●
		<b>Staff Briefings</b> Corporate Planning representative to attend staff meetings to inform on Draft Plan	Council Staff - c), d) and e)	September 2012	● ▲
		<b>Physical Distribution</b> to Councillors, GM and Directors, Managers and key staff	Council Staff - a), b) and c)	September 2012	●

<b>Objective</b>	<b>Scope</b>	<b>Activity</b>	<b>Target Group</b>	<b>Timeframe</b>	<b>Principle</b>
<b>Community Exhibition and Feedback</b>	Provide opportunity for feedback on Draft Community Strategic Plan, prior to formal adoption and implementation	<b>Engagement Points</b> display of Draft Plan at previously established locations	Holroyd Community - c), d) and g)	October 2012	●
		<b>Council Website</b> Draft Plan made available and publicised online, with web-based feedback options	Holroyd Community - all	October 2012	●
		<b>Physical Distribution</b> to key parties involved in the development of the Draft Plan, including: <ul style="list-style-type: none"> <li>▪ Business Forum participants</li> <li>▪ service providers</li> <li>▪ State Government bodies</li> <li>▪ local Police and regulatory bodies; and</li> <li>▪ identified participants in developing the Draft Plan</li> </ul>	Holroyd Community - all active participants	October 2012	●

*Moving beyond the document*

Final engagement stage establishes the Community Strategic Plan as the core document in Council's integrated planning and reporting framework and leads into the development of Council's Delivery Program

Objective	Scope	Activity	Target Group	Timeframe	Principle
<b>Community Promotion of Community Strategic Plan</b>	Provide ongoing access to the community to the Plan and ensuing strategies	<b>Council Website</b> Plan made available and publicised online	Holroyd Community - all	December 2012	■
		<b>Physical Distribution</b> to key Community Groups, Service providers, Business Groups and identified participants in the Living Holroyd program	Holroyd Community - all active participants	December 2012	■
<b>Internal Promotion of Community Strategic Plan</b>	Provide staff access to the final Community Strategic Plan and highlight its importance as a planning document to guide operational strategy	<b>Council Intranet</b> Plan made available and publicised on Council's Intranet	Council Staff - all	December 2012	■
		<b>Physical Distribution</b> to Councillors, GM and Directors, Managers and key staff	Council Staff - a), b) and c)	December 2012	■
<b>Internal Implementation Strategy</b>	Embedding the Community Vision in Council and Community strategy and establishing forum for development of Delivery Program and supporting Plans	<b>Manager Forum</b> to commence the development of the Delivery Program	Council Staff - a), b) and c)	December 2012	■

## **How Engagement will Inform the Program**

At the conclusion of each activity, all information received will be recorded and reviewed.

Data will be assessed for validity, with ongoing review for balance between community target groups and their response rate to the program.

## **Maintaining Links through the Program**

In engaging our community, priority has been placed on creating ongoing communication links for use through the entire Living Holroyd Program as support to the activities listed previously. This will be achieved through ongoing use of following tools:

- Email Database

Through all activities, participants will be provided opportunity to provide their email address for the purpose of being enlisted on the Living Holroyd email database, which will be used to distribute regular updates on the program, information on upcoming events and further opportunities to participate.

A parallel mailing list, compiled through the initial set stages of the Living Holroyd Program, has been set up and will be referred to for physical distribution of material to those participants without an email address.

- Council's Website

A dedicated section of Council's website currently contains all information and documents that relate to the Living Holroyd Program and can be access through the front page of the Website

Community engagement activities will refer to the site as a source of further information and a contact point with Council.

- Media Relations

In addition to the activities presented from page 11 of this strategy, a key component is the fostering of an active partnership between Council and the local media.

This will be achieved through leveraging the existing relationship between Council's Media Relations section and local media, to inform outlets of the Living Holroyd Program, provide them with regular news items and the latest information concerning community-focused events and opportunities for participation. These activities will provide further opportunity for Council to demonstrate how community input is being used to inform the program.

The Manager, Corporate Planning will act as the liaison officer media officer for the promotion of the Living Holroyd Program, forming a direct line of

contact with media representatives in cooperation with the Manager, Media Relations and Promotions.

## Supporting Components

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### **Consideration of Previous Engagement**

Holroyd City Council has completed a series of recent community engagement activities which have collectively formed the basis of the Living Holroyd Community Strategic Plan.

### **Specified Engagement with other Government and Regulatory Bodies**

The Living Holroyd Community Strategic Plan is informed by the planned policy and strategy of the NSW State Government and other regulatory bodies affecting the operation of Council. In light of recent change in State Government, the reviewed Community Strategic Plan will now consider the new NSW State Plan

Through the implementation of this engagement strategy and the development of Council's Living Holroyd Community Strategic Plan, efforts will be made to actively re-engage representatives from:

- NSW Premier's Office in the preparation of the NSW State Plan;
- NSW Department of Education;
- NSW Department of Environment and Climate Change;
- NSW Department of Health;
- NSW Department of Human Services (Aging, Disability, Home Care);
- NSW Department of Planning and Infrastructure;
- NSW Ministry of Transport;
- NSW Police Service;
- Department of Local Government;
- the Offices of Local Members;
- neighbouring councils; and
- Other local government bodies and professional organisations.

The method of engaging representation from these bodies will be dependent on timeframes and resources available both within Council and the targeted body. To assist this process, Corporate Planning has identified and will target the Department of Premiers and Cabinet Office Western Sydney Regional Co-ordinators.

### **Accessibility and Communication**

The success of the Living Holroyd Program has always relied on the involvement of our community. As we work through this Engagement Strategy and individual activities are developed, consideration will be given at the planning stage, to barriers to communicating with our community and accessibility concerns, on an individual activity-level.

### **a) Translation Services**

The breadth of engagement planned under this Strategy will require translation and interpretation services of key documents and activities to suit the intended audience.

Staff internally designated as qualified community translators will be invited to participate in activities and in supporting the translation of documents.

The phone surveys will be developed to ensure ease-of-translation to the Holroyd key community languages and to provide access to active interpreter services, either provided through our third party consultant partnering Council in administering the surveys, or through a community-based interpreter group.

The method to scope additional translation support for particular activities will be determined on an individual activity-basis.

### **b) Activity Accessibility**

In planning the range of activities outlined in this strategy, commitment will be shown to Council's Accessibility Standards to ensure that all members of the community can participate in the engagement process.

## **Commitment to Risk Management and Occupational Health and Safety**

Council's Risk Manager will be consulted during the planning of each engagement activity to ensure appropriate procedures and standards are identified in regard to Council's risk management and occupational health and safety responsibilities.

## **Regular Review and Communication of Outcomes**

As this strategy is implemented, Corporate Planning will seek to regularly inform Councillors, Management and staff and advise community members of the outcomes achieved and inform them of the next steps in the program.

In managing the implementation, regular reports will be provided to Councillors and senior management, with additional briefings to staff and the community where required.

## Further Information

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For further information on this Engagement Strategy or the Living Holroyd Program, please contact:

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