

Community Engagement Strategy Review of The Randwick City Plan A 20 YEAR PLAN

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1. Introduction

Randwick City Council's community engagement strategy for the review of the Randwick City Plan is based on our commitments to the City Plan outcomes of:

- "An informed and engaged community" and
- "Leadership in Sustainability".

The strategy describes the principles guiding the process and methodologies used.

The strategy was developed using:

- relevant planning and reporting legislation and the
- the Council's adopted Community Consultation Principles and Consultation Planning Guide

Stage one

The review of the Randwick City Plan is founded on information resulting from 47 consultations, and the relevance of the information in the plan against the current and future needs of our community. The review takes the outcomes of 47 consultations undertaken during the past two years, and incorporates the identified issues into the draft four year delivery program 2013-17.

Stage two

The Draft Randwick City Plan and the Draft Resourcing Strategy suite will undergo further consultation via public exhibition during December 2012 and January 2013. The Plan and Strategy will be disseminated to key stakeholders such as precinct groups and promotional material such as fliers and an article in the Randwick News will be circulated. The public exhibition period will provide the community with time and information to consider and comment on the proposed delivery program and resourcing options.

2. Planning and reporting legislation

The planning and reporting legislation outlines:

Local Government Act

Each Council must develop and endorse a Community Strategic Plan, on behalf of its local government area. The plan must identify the community's main priorities and aspirations for the future.

Essential Element 1.1 - The Community Strategic Plan should be developed and delivered as a partnership between Council, state agencies, community groups and individuals. It should address a broad range of issues that are relevant to the whole community.

Integrated Planning and Reporting at Randwick City Council

The 20 Year Randwick City Plan overarches the Integrated Planning and Reporting Framework. It is reviewed every four years in line with the electoral cycle. The four year Delivery Program outlined within the Plan corresponds to actions with delegated responsibilities within the annual operational plan. It is reported on quarterly to Council.

The themes within the Plan are formed from the community's needs and aspirations and are used throughout key planning and reporting at Council. The six City Plan themes are:

- Responsible management
- A sense of community
- Places for people
- A prospering city
- Moving around
- Looking after our environment

The Plan is an overarching document underpinned by a suite of medium term plans and a Resourcing Strategy that details how we will meet our obligations now and in the future, taking into account the workforce, finances and assets of the City. The strategy enables us to deliver services to the community in a cohesive and sustainable way.

The Resourcing Strategy comprises of:

- a Long Term Financial Plan
- an Asset Management Strategy and Plans
- a Workforce Plan.

3. Guiding Principles

Community strategic planning processes and services delivered in Randwick City Council are guided by the principles of social justice. These principles are as follows:

Social Justice Principles

- **Equity** – there should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.
- **Access** – all people should have fair access to services, resources and opportunities to improve their quality of life.
- **Participation** – everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.
- **Rights** – equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

The principles of social justice are demonstrated during the preparation of the Draft Randwick City Plan 2012. The principles are reflected through:

- the broad range of community members providing input into the development of the plan,
- targeted consultations ensuring specific members of the community are provided with the opportunity to be heard,
- testing the objectives of the plan against the possibility that there could be disadvantage,
- ensuring accurate and meaningful social research
- ensuring that opportunity is provided through the range of communication options available to become involved in its development and delivery.

Sustainability Principles – addressing the quadruple bottom line

The guiding sustainability principles and the way Council demonstrates these are as follows:

- **Social** – Councils decision making processes lead to greater physical, cultural and financial access and equity in the provision of services and facilities.
- **Environmental** – resources are used sustainably in the delivery of services and facilities, improving overall environmental amenity to provide inviting public places.
- **Economic** – sustainable development of local jobs, businesses and tourism is promoted and supported
- **Civic leadership** – Councils businesses and activities are managed and undertaken in a manner that is transparent and accountable to achieve the long term goals of the organisation, and appropriate partnerships and lobbying is undertaken on behalf of the community.

The following table outlines the quadruple bottom line within each City Plan theme.

Table A – The quadruple bottom line

Key strategic outcome	Social	Environmental	Economic	Civic leadership
Leadership in sustainability	Quality customer service	Implement the Council's <i>Sustaining our City</i> environmental program	Financial strategies underpin asset management	Democratic, transparent and accountable governance
	Safe and healthy environment for staff, contractors and the community		Maximise returns of property portfolio	Best practice and leadership in local government
A vibrant and diverse community	Strong community partnerships	Updated plans of management focus on sustainable design	Contribute to the affordability and accessibility of childcare centres through Council subsidies	Implement transparent, equitable grants programs
	Social inclusion strategy supports disadvantaged groups			
An informed and engaged community	Provide information to the community on services and activities	Implement technological solutions to support development of services and resources	Provide for electronic lodgement and tracking of DAs	Opportunities for community input into decision-making processes
Excellence in urban design	Residential amenity protected	All new Council buildings achieve sustainability best practice standards.	Determine DAs in an efficient and effective manner	Robust land use framework supports development
	Excellence in design of new development strategies			Effective regulatory
Excellence in recreation and lifestyle opportunities	Improve library facilities, services and resources	Create a continuous coastal walkway from Clovelly to Botany Bay	Introduce range of programs to increase attendances at Aquatic Centre	Implement best practice in library procurement processes
	Range of sporting & leisure activities			

Key strategic outcome	Social	Environmental	Economic	Civic leadership
A liveable city	<p>Reduce anti-social behaviour</p> <p>Home modification services of the S94 plan</p> <p>Educate public on surf and water safety</p>	<p>Safe, clean and inviting public places</p> <p>Maintain water quality at pool</p> <p>Manage graffiti to reduce its incidence</p>	<p>Continue with buildings for our Community Program.</p>	<p>Public assets meet community expectations</p> <p>Equitable implementation</p>
Heritage that is protected and celebrated	<p>Promotion of heritage services to community</p>	<p>Natural heritage including remnant vegetation is protected</p>	<p>Seek grant funding for heritage monuments</p>	<p>Local and cultural history is preserved and celebrated</p>
A strong local economy	<p>Biennial local business awards</p>	<p>Vibrant business, commercial & industrial sectors</p>	<p>Tourism's important role in local economy</p> <p>Implement the Economic Development Strategy</p>	<p>Strong partnerships support growth such as Hospital/Uni precinct</p>
Integrated and accessible transport	<p>Improve facilities for cyclists</p> <p>Monitor parking around school zones</p>	<p>Encourage sustainable transport options</p> <p>Reduce reliance on private motor vehicles.</p>	<p>Range of transport choices</p>	<p>Advocate for a rail system to service Randwick</p> <p>Enforce regulatory road programs</p>
A healthy environment	<p>Influence behaviour changes in regard to sustainability</p> <p>Community awareness of sustainable waste management.</p>	<p>Reduction of greenhouse gas emissions</p> <p>Total water cycle management</p> <p>Control noxious weeds and pest animals</p> <p>Implement energy efficiency programs</p>	<p>Sustainable alternate waste technologies</p> <p>Conservation of potable water</p> <p>Provide rebates for households to reduce greenhouse gas emissions</p>	<p>Environmental risks are strategically managed</p> <p>Council is a leader in fostering environmentally sustainable practices</p>

4. Consultations that have informed the review of the Randwick City Plan

Over the past two years Council has undertaken 47 community consultations - 20 major and City wide consultations and 27 local consultations.

All major city wide consultations in the period have included on-line engagement through the Your say Randwick website and there has been the development of associated social media tools over the last twelve months.

Each consultation required the development of a community engagement strategy that identified the purpose of the consultation, level of impact, level of consultation, stakeholder groups and consultation activities to be undertaken.

The outcomes of all the consultations over the past two years, have informed the development of the Council's policies, plans and projects.

For example the **Buildings for our Community** consultations gave Council a direction from our community about which community buildings Council would upgrade and how Council should fund the upgrade program. This is reflected in our Delivery Program and Operational Plan.

The review of the Randwick City Plan

In reviewing the Plan council has used:

- the outcomes of the 47 community consultations undertaken in the past two years
- the annual requests and comments made by each of our 12 local precinct committees for additions and changes to our Operational Plans and Budgets
- Community satisfaction surveys and focus groups
- The results from Your Say Randwick online forums and surveys
- Feedback during economic development forums
- Outcomes of feedback from advisory committees

Stakeholders involved in shaping the Draft City Plan include:

- residents
- landowners
- business operators
- people working in the City
- visitors to the City
- users of Council services
- Council's advisory committees
- resident associations including precinct committees
- business associations including chambers of commerce
- service providers
- government agencies and statutory bodies
- local and regional associations and community organisations

Community Consultation activities undertaken since 2010

The results of the following consultations have been used to inform the preparation of the City Plan review.

City wide and major consultations

- Randwick Environment Park
- Free Wifi hot spots
- Kensington Traffic Study
- Light rail to Randwick
- Buildings for our Community ongoing program
- Maroubra Beach Town Centre DCP
- Draft s94 Development Contributions Plan 2012
- Waste Survey
- Draft Operational Plan and Budget 2012-13
- Public exhibition Draft Randwick LEP 2012
- 50k/hr speed zones in Randwick City
- Comprehensive LEP and DCP
- Maroubra Beach urban design and renewal
- Residential and Business Centres Discussion Papers
- Des Renford Aquatic Centre upgrade
- Open Space and Environment Discussion Paper
- Randwick Council's Draft Operational Plan and Budget 2011-12
- Randwick Landscape Elements
- Smoking in bus shelters
- Special Uses Discussion Paper

Local or low impact consultations:

- John Calopedos playground
- Outdoor Gym at Maroubra
- New Alcohol Free Zones at Maroubra and Randwick Junctions
- West Kingsford resident parking scheme proposal
- Updated designs for the Des Renford Aquatic Centre
- Planning committee meeting papers 11 December 2011
- Land classification proposal of site at Little Bay
- Bardon Park landscaping proposal
- Alcohol Free Zones and Alcohol Prohibited Zones
- Baker Park toilets
- 23-27 Adina Avenue, Phillip Bay
- Resident Parking Schemes in north east Randwick

- Councillors Expenses and Facilities Policy
- West Kensington draft Floodplain Management Plan
- Propose 40km zone in Coogee
- Good Development Survey
- Maroubra Flood Study
- Planning proposal for semi-detached dwellings
- Malabar Headland spot rezoning proposal
- The Spot Residents Parking Scheme extension
- Maroubra Junction Resident Parking Schemes
- Randwick Education and Health Specialised Centre Discussion Paper
- Maroubra Beach Residents Parking Scheme
- Bangor Park Playground
- Wind turbines
- Prince Henry Centre draft Plan of Management
- Pedestrian Access and Mobility Plan for Kensington/West Kingsford

5. Further Consultations

The draft plan will be presented to the new Council in November 2012 and put on public exhibition during December 2012 and January 2013. Promotional material will highlight the Draft Plans public exhibition.

The public exhibition period provides the community with time and information to consider and comment on the proposed delivery program and resourcing options. An online feedback forum on the Your Say Randwick website will be running concurrently, affording residents with options for participation.

During this time submissions will be collected and considered by the responsible officer, reported to Council and if applicable incorporated into the final plan.

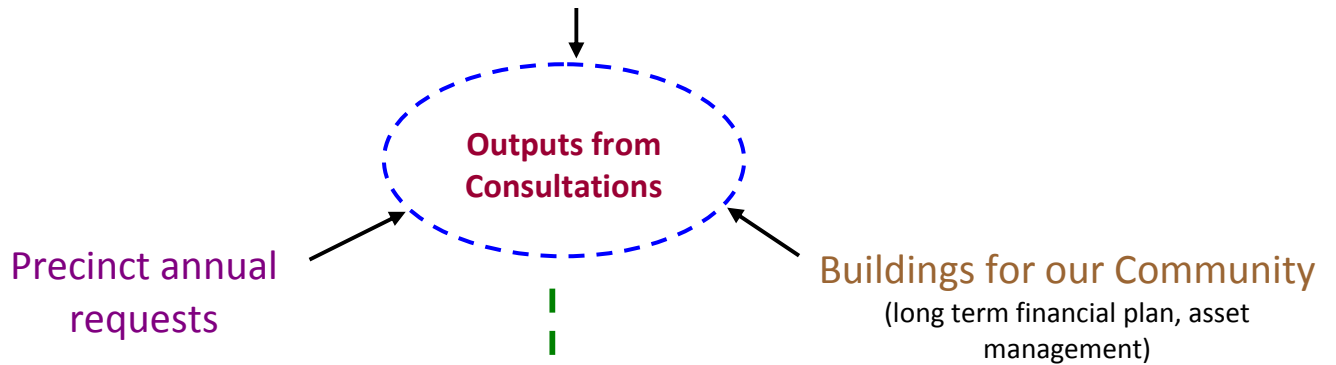
The following diagram outlines the overall strategy taken to ensure that there is a strong community input into the review of the plan and that the plan incorporates the views of our community as expressed through our community engagement processes.

Stage one of the diagram shows how the collective consultations over the past two years inform the preparation of the Draft Plan.

Stage two describes the supplementary consultation during public exhibition and how this will secure valuable comment from the community on the proposed delivery program and resourcing options.

The Randwick City Plan Community Engagement Strategy

47 Community Consultations over 2 years



Stage One

City Plan Review

Stage Two
(public exhibition)

Further Consultations

- Your Say Randwick
- Focus groups
- Precinct feedback

Community Satisfaction Survey

Public Exhibition

- Promotional material
- Provides for community consideration and comment

Preparation of the
Resourcing Strategy

6. Our Community Consultation Guidelines

We see community consultation as:

- one of the ways that Randwick City Council engages the community
- part of the two way relationship where Council and the community exchange information and feedback on issues, and
- when Council uses active processes to involve the community and seek their views on a project, policy, issue, proposal or plan.

Council's community consultation principles acknowledge that the community has insights, skills, knowledge and experience which are valued by Council. This community resource can be used to improve Council's outcomes. Effective community consultation enhances democratic processes, good decision making and good management.

Council's Consultation Planning Guide is based on international best practice as endorsed by the International Association for Public Participation (IAP2).

Council's principles for consultation

The principles of community consultation practice are based on the values of integrity, customer focus, accountability, respect and excellence.

These values are demonstrated when consultation practice:

- develops out of a strong customer focus and a respect for the community that Council serves
- makes community the focus
- acknowledges the community's right to be advocates for what they want or need
- includes an awareness and understanding by staff of how Council actions impact on the community
- involves honest and straightforward dealing with the community
- provides accurate and timely information to the community
- includes a clear explanation of the decisions and actions of Council at all stages of the consultation process
- incorporates actively listening and acknowledgment of other points of view
- respects individual and cultural differences at all times.

Undertaking consultation

We undertake community consultation:

- where community input can improve a project or enhance decision making
- to help identify community needs
- in response to expressions of community interest
- when Council resolves to consult the community

- when required by law or by agreement with a government agency or statutory body

Implementation of community consultation principles

Randwick City Council's Community Consultation Principles is implemented through the Consultation Planning Guide, using consultation plans and strategies.

The objectives for consultation practice

In consulting the community, Council acts to:

- make sustainable and improved decisions
- build positive relationships between Council and all sections of the community
- provide the community with the information needed to participate in a meaningful way, ensuring that all communications meet corporate communications standards
- explain clearly why community consultation is taking place and the decisions to be made
- inform the community of any limits to influence they will have on the decision, including information on any matters that are non-negotiable and why
- build on any previous relevant community consultations
- create community consultation processes so that the community can participate easily
- make best use of community expertise and diversity
- seek out and facilitate the involvement of those potentially affected by a decision
- create consultation processes that take into account any barriers to participation experienced by particular groups, with special attention given to the needs of children, young people, women, older people, people with a disability, Aboriginal and Torres Strait Islander people, people from a culturally and linguistically diverse background, or other identified special needs groups
- help facilitate mutual understanding between groups and individuals with differing perspectives and interests
- develop processes to collect information on the broad spectrum of community views on an issue
- give feedback on how the community consultation informed Council's decisions, and
- explain the processes and outcomes of community consultations to Council's elected representatives.

Developing consultation plans

In developing our consultation plans, assessments are undertaken on:

- level of impact
- and the level of consultation required to devise consultation strategies.

1. Levels of impact

- City wide higher level: The proposal will have a real or perceived impact across whole city or on a number of different parts of the city or on a number of different population groups across the City.
- Local higher level: The proposal will have a real or perceived impact on a particular locality or suburb or on a number of different parts of the city or on a particular population group.
- City wide lower level: Recurrent large scale programs and activities which impact across the city but which have a low potential for dispute or require relatively minor behaviour changes by residents.
- Local lower level: Small change or improvement to service or facility at a local level.

2. Levels of consultation

- Inform: To provide the public with balanced and objective information, to make them aware of and assist them in understanding the problem, alternatives, and/or solutions.
- Consult: To obtain public feedback on analysis, alternatives, and/or decisions.
- Involve: To work directly with the public throughout the process to ensure that public and private concerns are consistently understood and considered.
- Partner: To partner with the public in each aspect of decision making including the development of alternatives and the identification of the preferred solution.

7. Appendix 1

Examples of Your Say Randwick online consultations.

Draft LEP

The screenshot shows a web browser window titled "Randwick Draft LEP 2012 | Your Say Randwick - Windows Internet Explorer provided by Randwick City Council". The address bar shows "http://yoursayrandwick.com.au/lep". The browser interface includes a menu bar (File, Edit, View, Favorites, Tools, Help), a toolbar with icons for back, forward, and search, and a status bar at the bottom showing the Windows start button, taskbar with "Randwick Draft LE..." and "City Plan Review ..." tabs, and a system clock showing 1:43 PM.

The website content features the Randwick City Council logo with the tagline "a sense of community". The main heading is "Randwick Draft Local Environmental Plan". Below this is a navigation bar with "Home" and "Help" links, and buttons for "Sign In" and "Register To Get Involved". The breadcrumb trail reads "Your Say Randwick > Randwick Draft LEP 2012".

The main section is titled "Randwick Draft LEP 2012" and includes a "Share" button with social media icons. A prominent message states: "This consultation has concluded. Note: This public exhibition and consultation has now closed." Below this, a detailed paragraph explains that Randwick Council at its ordinary meeting of 22 May 2012 resolved to forward the draft Randwick Local Environmental Plan (draft LEP), as amended by the resolutions of that meeting, to the Department of Planning and Infrastructure for legal drafting and finalisation. It notes that the Plan comes into effect once the Minister approves the LEP and it then replaces the Randwick LEP 1998 (Consolidation). Further information on the status of the draft LEP, including report, draft plan, maps and supporting information on the post-exhibition of the draft LEP can be seen on [Council's website](#).

A subsequent paragraph states: "The draft Randwick LEP 2012 was exhibited in accordance with the Environmental Planning and Assessment Act 1979. It was placed on exhibition for 40 days from 21 February to 2 April and Council received and reviewed approximately 3,500 submissions. Council distributed brochures to the City's 55,000 households and advertised in the local newspaper."

To the right of the text is a "REGISTER to get involved!" button. Below this is a "LIBRARY" section listing several documents for download: "Randwick Draft LEP Written Instrument (973 KB) (pdf)", "Note on publication of submissions (15 KB) (pdf)", "Submissions from Government Agencies and ... (4 MB) (pdf)", and "Submissions from Government agencies and ... (4 MB) (pdf)". A "more..." link is provided below the list.

At the bottom right of the main content area is a "Randwick LEP 2012 Grid Reference Map" showing a map of the Randwick area with a grid overlay.

Light Rail to Randwick

http://www.lightrailtorandwick.com.au/ - Windows Internet Explorer provided by Randwick City Council

http://www.lightrailtorandwick.com.au/

File Edit View Favorites Tools Help X Convert Select

Favorites Suggested Sites Intranet Web Slice Gallery

http://www.lightrailtorandwick.com.au/

Home Help Sign in or Register To Get Involved

Your Say Randwick > Light Rail to Randwick

Light Rail to Randwick

Share

REGISTER to get involved!

VIDEOS

more...

LAST TRAM RECREATION

Last Sydney Tram Re-creation Share More info

more...

Have your say about light rail to Randwick

To link Randwick to the City by light rail needs community support. Randwick City Council, the University of NSW and the Australian Turf Club are leading the way and support light rail transport as a matter of priority. They co-funded the pre-feasibility study into light rail to examine potential routes, preliminary costings, financial viability and patronage.

The results of this study were given to the State Government, who were able to use this information when deciding the options for the routes for light rail to Randwick.

Check out the [Transport Minister's announcement](#) on 8 December 2011 and [the map](#) for the route options.

Check out just some of the [factors that contribute to people travelling](#) in and around Randwick and other key documents in the [Library](#).

Add your thoughts and ideas to the Light Rail to Randwick discussion topics below and take 10 seconds to [complete our lightrail quick poll](#).

start http://www.lightr... City Plan Review ... Internet 100% 1:45 PM

Free WiFi

Wi-Fi sites in Randwick City | Your Say Randwick - Windows Internet Explorer provided by Randwick City Council

http://yoursayrandwick.com.au/wifi

File Edit View Favorites Tools Help X Convert Select

Favorites Suggested Sites Intranet Web Slice Gallery

Wi-Fi sites in Randwick City | Your Say Rand...

Home Help Sign in or Register To Get Involved

Your Say Randwick > Wi-Fi sites in Randwick City

Wi-Fi sites in Randwick City

Share

REGISTER to get involved!

Free WiFi for Randwick City

Randwick City Council
a sense of community

Home Help Sign in or Register To Get Involved

Your Say Randwick > Wi-Fi sites in Randwick City

Free WiFi

This consultation has concluded.

We want to hear your thoughts on our pilot WiFi hot spots project.

Council will be starting free WiFi at The Spot and High Cross Park - and we want to know whether you think the third site should be Clovelly or Coogee. We are also keen to hear what time you think the WiFi service should be switched off at night.

- The [photo library](#) shows the locations and Wi-Fi range of each of these sites.
- You can tell us what you think by [completing our survey](#) by 16 October 2012.

Free WiFi will help residents and visitors stay connected, providing an added attraction to our entertainment and business precincts.

Council resolved at its meeting of Council meeting of 24 July 2012 that:

- Council approve The Spot, High Cross Park, and either Coogee Beach or Clovelly Beach areas to form the sites for a pilot implementation of the public Wi-Fi hotspots in open spaces and allocates \$125,600.00 from the 2012

KEY DATES

start Wi-Fi sites in Ran... City Plan Review ... Internet 100% 1:49 PM