



GLEN EIRA
CITY COUNCIL

BENTLEIGH
BENTLEIGH EAST
BRIGHTON EAST
CARNEGIE
CAULFIELD
ELSTERNWICK
GARDENVALE
GLEN HUNTLY
MCKINNON
MURRUMBEENA
ORMOND
ST KILDA EAST

GLEN EIRA COMMUNITY ENGAGEMENT STRATEGY 2022–2026



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ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

Glen Eira City Council acknowledges the Boonwurrung/ Bunurong and Wurundjeri Woi Wurrung peoples of the Eastern Kulin Nation as Traditional Owners and Custodians, and pays respect to their Elders past, present and emerging. We acknowledge and uphold Traditional Owners continuing relationship to land and waterways. Council extends its respect to all Aboriginal and Torres Strait Islander peoples.

Council honours the rich histories and cultures of First Nations peoples and recognises and values the important contribution of Aboriginal and Torres Strait Islander peoples in enriching our community. We support the Uluru Statement from the Heart and are committed to a *Reconciliation Action Plan* which is underpinned by the principles of self-determination. We work towards improved outcomes and long-term generational change, and to consolidate Glen Eira as a culturally safe place for Aboriginal and Torres Strait Islander peoples. We are committed to achieving equality for Aboriginal and Torres Strait Islander people to live healthy and prosperous lives and to improve life outcomes for current and future generations.

Glen Eira resides on country that always was, and always will be, Aboriginal land.

INTRODUCTION TO THE STRATEGY

Glen Eira City Council is passionate about our community. We welcome new ideas, thrive on strengthening relationships, and strive to better understand our community’s needs in future planning and decision-making.

This *Glen Eira Community Engagement Strategy 2022–2026* outlines Council’s approach for connecting with the community, and what we’ve learned about engaging residents to plan for the future. The delivery of this *Strategy* is a commitment of Year One of the *Glen Eira Council Plan Action Plan 2021–2022*. The guiding principles shared in this *Strategy* are informed by the International Association of Public Participation (IAP2) methodologies. IAP2 has developed a set of tools to promote community involvement and engagement that are highly regarded as best practice and will support implementing this *Strategy* and training staff.

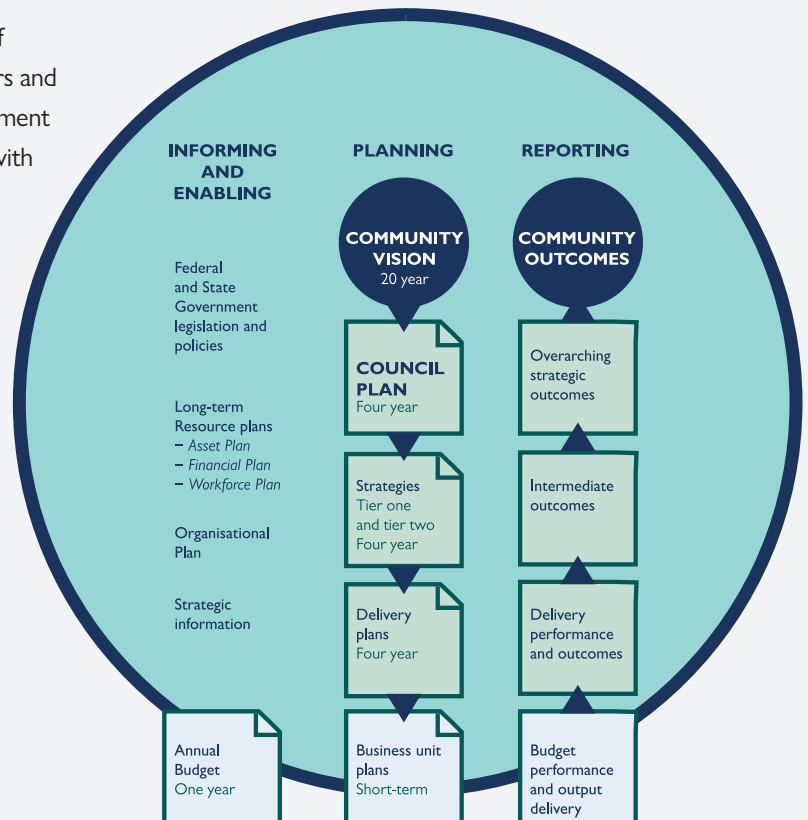
Implementing this *Strategy* is the shared responsibility of Council and key stakeholders, including staff, contractors and consultants. We recognise the key to successful engagement is in our productive and collaborative partnerships — with stakeholders, but especially with our community.

Council has engaged with the community to inform our *Glen Eira 2040 Community Vision* and *Glen Eira Council Plan 2021–2025 (Council Plan)*, and the resulting strategic directions and principles inform the actions laid out in this *Strategy*. These directions and principles relate to collaboration,

building resilience, fostering an inclusive and healthy community, ensuring the City is liveable and well planned, meeting challenges and developing our creative potential. In particular, this *Strategy* aligns with the *Council Plan’s* strategic direction of making well-informed and transparent decisions.

Along with the *Community Vision*, the *Council Plan* is the overarching strategic component of Glen Eira’s *Integrated Planning and Reporting Framework*. The *Framework* describes how strategic planning and reporting is developed and managed by Council to ensure it contributes to the goals and aspirations of the Glen Eira community.

This *Strategy* sits directly under the *Council Plan* as a Tier one strategy.



INTEGRATED PLANNING AND REPORTING FRAMEWORK

COMMUNITY ENGAGEMENT FRAMEWORK

There are three key components to Council's overall framework for community engagement:



The *Community Engagement Strategy*:

- > outlines who the Glen Eira community is and what they have told us so far about what they value and how they like to be engaged;
- > works within the greater context of Council planning and within the framework of the *Local Government Act 2020*;
- > captures the community's own vision for engagement and incorporates that into its strategic considerations;
- > commits to six strategic actions for community engagement; and
- > provides a model of 'design, plan, do, review' for undertaking these strategic actions and all other engagement activities.



**CURRENT
CONTEXT**

OUR APPROACH

Council’s approach to community engagement has been informed by public participation approaches outlined by the International Association of Public Participation (IAP2), reports from the Victorian Auditor-General’s Office (VAGO), the *Local Government Act 2020* and Council’s *Community Engagement Policy 2021*.

IAP2 is an international organisation advancing the practice of public participation. The IAP2 framework is underpinned by values that are aimed at ensuring organisations make better decisions that reflect the interests and concerns of potentially affected people.

The public participation principles released by VAGO in 2015 include responsiveness, transparency and integrity, openness, accountability, inclusiveness and awareness. These provide a basis for the community engagement principles outlined in the *Local Government Act 2020*, our own *Community Engagement Policy 2021* and this *Community Engagement Strategy*.

The *Local Government Act 2020* aims to ensure all Victorians have the opportunity to engage with their Council on local priorities and the future of their community. It proposes key characteristics of deliberative engagement, such as authentic engagement with the community; good representation of the community in engagement activities; clear demonstration of how all views have been considered; and accessible and relevant information available to the community. This ensures that the decision-making process and the community’s level of influence is clear in each instance and that participants are fully informed.

The community engagement model has been adapted from the IAP2 model of engagement and shows four interconnected elements that outline our approach.



OUR APPROACH

DESIGN

In the **Design** stage we determine the need to engage and understand the context within which engagement will occur. Council looks at the big picture and how this process fits in with other services and activities, and clearly outlines how the community can influence decision-making. The purpose for engaging is clarified, as well as how results will be used and who might need to be involved. This stage helps to define the process and makes sure we are clear on what is required before progressing to the Plan stage where the detailed planning for community engagement commences.

PLAN

In the **Plan** stage Council plans how to implement the engagement process. This includes the details of who we need to engage, what methods will be used, where and when the engagement will take place, who will conduct the engagement, how we will report back to the community and finally how the engagement process will be evaluated. This stage ensures the engagement process is comprehensive and efficient and allows Council to allocate sufficient time and resources.

DO

In the **Do** stage Council implements the Community Engagement Plan, engages with stakeholders and community and uses the results to inform decision-making. We will actively listen to and record what has been provided during the engagement process. At agreed points, Council will report back to the community the results and outcomes of engagement and how decisions were influenced. This stage provides us with the information required to inform decisions and provides an opportunity to engage with and learn from our community.

REVIEW

In the **Review** stage Council will review the engagement process and what has been learnt during the implementation of the *Community Engagement Plan*. We will appraise each of the elements (what worked well, what could be improved) and document any learnings. This provides Council with an opportunity to increase the level of understanding of our community and build skills and knowledge to improve future engagement processes. Continuous improvement through monitoring, evaluation and learning is an integral part of our approach.

OUR PROMISES TO THE COMMUNITY

The *Community Engagement Policy 2021* includes a set of promises to the community that reflect the community engagement principles set out in the *Local Government Act 2020*. These promises guide how Council engages with the Glen Eira community:

1. Inclusive and accessible
2. Informed and meaningful
3. Respectful and supportive
4. Open and transparent
5. Accountable
6. Advocacy

Our promise to the community is to consistently engage in meaningful conversation that supports Glen Eira residents, local groups, businesses and organisations to thrive.

Council promises to seek out those whose voices are not often heard, ensuring community engagement activities and conversations are representative of the diverse Glen Eira community, particularly those who are the subject of the matter at hand. This means using different types of engagement to reach those groups of people, such as children and young people or groups at risk of being underrepresented. Building strong relationships with these groups is key to effective engagement.

All community engagement aims to be informed and meaningful, ensuring participants have access to objective, relevant and timely information that allows for their participation in community and engagement activities. Council will make sure this information is written in plain English and presented in accessible formats to reduce physical, social and cultural barriers.

Respectful and supportive community engagement enables the relationship between Council and the community to remain informed and meaningful. We value the time our community puts into participating in community engagement activities and will engage closely with participants to reduce barriers to participation.

Council will ensure the community engagement process has a clearly defined objective and scope, with open and transparent communication at each phase.

We will ensure participants in community engagement are informed of the ways in which the community engagement process will influence Council decision-making. This in turn ensures we are accountable and showcases the ways in which we actively listen and are receptive to community feedback. We will be clear on other factors that influence our decision-making, such as plans and strategies, budgetary implications, evidenced-based data or State Government requirements.

We will consider all feedback received from participants in community engagement and will use the findings to influence decisions or advocate where we do not have the authority to make decisions, such as decisions around public transport routes or gambling machine limits in local venues.

THE CITY OF GLEN EIRA AND ITS COMMUNITY

The Traditional Owners of Glen Eira

The Glen Eira community resides on the land of the Traditional Owners — the Boonwurrung/Bunurong and Wurundjeri Woi Wurrung peoples of the Eastern Kulin Nation who have lived on and been connected to the land to the south and east of Melbourne, from the Werribee River to Wilson’s Promontory, for thousands of years. It is an important meeting place and location for events of political, cultural, social and educational significance.

Location and features

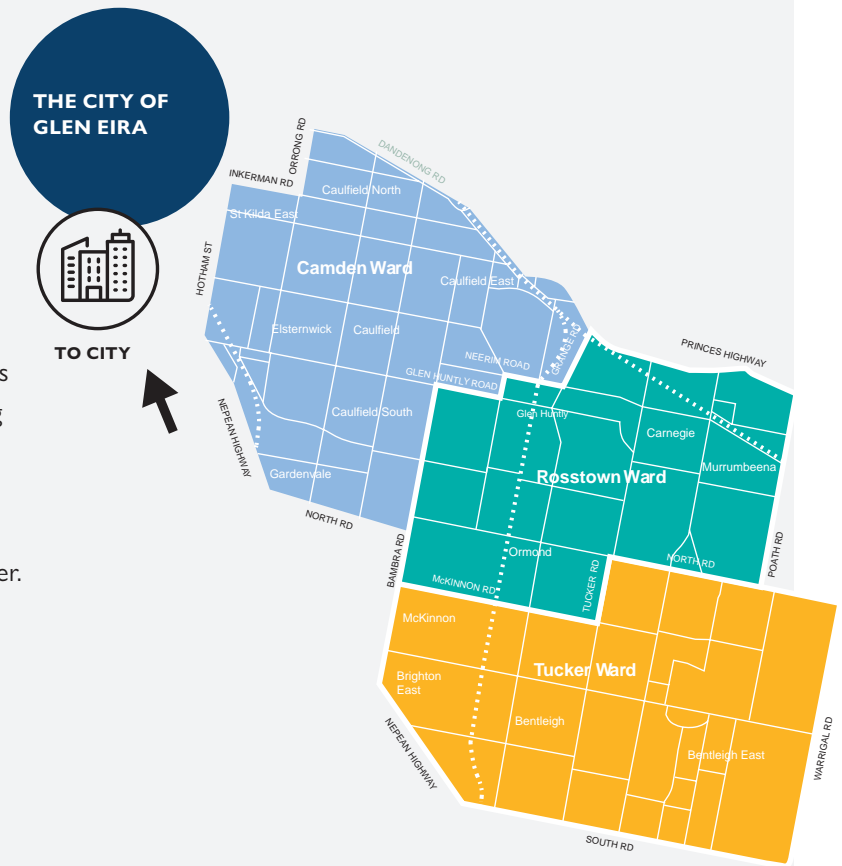
The City of Glen Eira covers an area of 39 square kilometres and includes the suburbs of Bentleigh, Bentleigh East, Carnegie, Caulfield, Caulfield East, Caulfield North, Caulfield South, Elsternwick, Gardenvale, Glen Huntly, McKinnon, Murrumbeena, Ormond and parts of Brighton East and St Kilda East. Adjoining municipalities include the cities of Bayside, Kingston, Monash, Port Phillip and Stonnington.

Located approximately 10 kilometres south east of Melbourne’s Central Business District, Glen Eira forms part of Melbourne’s Inner South East region. Glen Eira’s community is well served by public transport, shopping precincts, local infrastructure, health and education facilities, and a wide range of religious, cultural and community services. High-quality parks and recreation reserves contribute to the City’s liveability and character.

The City’s residential neighbourhoods feature leafy, tree lined streets with high amenity values, connected to a series of well-established strip shopping centres.

These activity centres have evolved since the late 19th century following tram and train routes and form social and economic hubs for Glen Eira’s community. Both residential and commercial areas share a rich urban character and heritage.

Glen Eira has a thriving local economy, focused in its activity centres and supported by commercial precincts along main roads, education and health facilities and home businesses. Features of economic and social significance include the Caulfield Racecourse Reserve, Monash University, the Jewish Holocaust Centre, Rippon Lea Estate and Caulfield Park.



DIVERSITY*

Our community is diverse

The residents of Glen Eira come from a wide range of cultures with over one third of our community members born overseas.



Residents born overseas
36.7%



Top five backgrounds
1. China
2. India
3. Great Britain
4. South Africa
5. Israel



Languages spoken at home
118
33% speak another language
Mandarin (5.5%)
Greek (3.9%)
Russian (3.4%)
Hebrew (2.2%)



Living with a disability (2018)
18,811
12.3% of population



Aboriginal and Torres Strait Islanders (2016)
552
0.2% of population



Jewish population
More than half (56%) of Victoria's Jewish population live in Glen Eira (30,644)

* Source: Australian Bureau of Statistics, *Census of Population and Housing 2016*.

HOUSEHOLDS^

Our population is growing

Our population of approximately 158,000 people continues to grow. As this happens, the demographics of our community are changing. Our future planning will consider the best way to meet the needs of our changing community.

Couples with children are the most common type of household, followed by lone person households.



Increase in dwellings 2016–2021
6,496



New flats, apartments or attached dwellings yearly average 2016–2021
1,573



% increase in housing 2016–2021
11%



Average yearly increase in dwellings 2016–2021
2.1%

^ Source: Glen Eira City Council *Our Community Profile*. Council rates data 30 June 2021.

Our community enjoys relative prosperity

Glen Eira is a relatively prosperous community with a significantly higher median income than other local government areas in greater Melbourne, with high levels of tertiary education and lower percentage of residents receiving forms of income support. Our community has relatively low levels of crime and a large proportion of residents feel safe in Glen Eira.

We're proud that 96 per cent of people feel safe or very safe walking in their local area alone during the day and we have the sixth-lowest crime rate in the state of Victoria.

PROSPERITY

EDUCATION



Bachelor's degree or higher

40%[^]

Diploma or certificate

20%[^]

Secondary school Year 12 or equivalent

71.2%[∞]

ECONOMY



Local businesses

16,660^{*}

Employed residents

87,193[^]

Unemployed residents

5.8%[^]

RELATIVE ADVANTAGE



Socio-economic indexes for areas

1,074[^]

Seventh highest in the state



Rate of crime per 100,000 of population

6th[‡] Lowest in the state



People in Glen Eira who feel safe or very safe walking in their local area alone during the day

96%[†]



Females in Glen Eira who feel safe or very safe walking alone at night

48%[†] of females



Overall community satisfaction rating

68%[†]

(compared to metro (67%) and state (61%) averages)



Community satisfaction with the appearance of our public areas

78%[†]

(compared to metro (74%) and state (73%) averages)

[^] Source: Australian Bureau of Statistics, *Census of Population and Housing 2016*.

[∞] Source: id profile, *Highest level of schooling 2016*.

^{*} Source: Australian Bureau of Statistics, *Census of Population and Housing 2020*.

[‡] Source: *Glen Eira City Council Health and Wellbeing Profile 2020–2021*.

[†] Source: *2021 Local Government Community Satisfaction Survey, Glen Eira City Council*.



COMMUNITY ENGAGEMENT IN GLEN EIRA

COMMUNITY ENGAGEMENT IN GLEN EIRA

When we talk about our Glen Eira community, we mean to include the people who live, work, study, play, access services, participate or contribute to community life in our municipality.

A **community** is a group of people who share common attributes or experiences, and to engage the community means to invite them to have a say in how Council directions, decisions and actions affect or impact the community.

Community engagement

Community engagement is a purposeful, planned process where stakeholders, communities and Council work together to inform decisions about services, events, strategic plans, issues and projects.

Sometimes this might be as simple as asking for feedback after an event and at other times this may involve in-depth discussions to help us develop and decide on solutions to challenging issues.

Community engagement is also about the community initiating conversations about things that matter to them and having open and honest interactions with Council.

Community engagement is imperative to the future of a healthy and inclusive Glen Eira, leading to better decision-making. Participation in civic life is also recognised as being central to good health, developing strong and supportive relationships and networks, and contributing to a positive community spirit.

The IAP2 *Public Participation Spectrum* (Table 1) articulates five levels of engagement, from very little influence (Inform) to the most influence (Empower) where the final decision is placed in the hands of the community.

Deliberative engagement

Deliberative engagement is a process used to reach an outcome or decision for complex issues. It occurs when a group of people from the community consider relevant facts from multiple points of view, identify options and come to a group decision. It is one form of 'high influence' engagement. It is not an alternative to Council performing its role as a statutory decision-making body.

Further information about the minimum levels of deliberative and participatory engagement can be found in the Appendix A.

COMMUNITY ENGAGEMENT IN GLEN EIRA

Table 1. IAP2 Public Participation Spectrum

	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 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 identification of the preferred solution	To place final decision-making in the hands of the public
We will	Keep you informed	Keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision	Work with you to ensure your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision	Look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	Implement what you decide
Examples of engagement activities	<ul style="list-style-type: none"> • Website • Social media • Videos • Publications • Presentations • Media • Displays • Advertisements • Letters • Emails • Phone 	<ul style="list-style-type: none"> • Surveys (paper, online and phone) • Online forums • Polls • Pop-up activities • Information sessions • Open-house events • Written and email submissions 	<ul style="list-style-type: none"> • Focus groups • Workshops • Deliberative polling • Reference groups • Field trips 	<ul style="list-style-type: none"> • Stakeholder committees • Online deliberative community panel • Mediations • Community summits • Participatory budgeting 	<ul style="list-style-type: none"> • Deliberative citizens' jury • Ballots • Delegated decisions

COMMUNITY ENGAGEMENT IN GLEN EIRA

Community engagement and communications

Community engagement is involving people in decisions that affect, impact or interest them.

Communication is an exchange of information, either verbal or written.

At all times throughout community engagement, we will utilise a range of communication channels, including social media, Council's website, Council's online engagement platform, *Glen Eira News* and other relevant newsletters and e-newsletters depending on the significance of the matter. We will provide printer-friendly versions of documents and will use plain-English and where appropriate, will translate materials into other languages.

Closing the loop

Council recognises transparent decision-making processes rely on the use of sound evidence, community input and representation. All views gathered through community engagement activities will be considered, balanced and assessed, giving consideration to any other data, advice, strategies and/or legislation that is relevant to the matter. Importantly, we will **report back** to participants and the municipal community via our communication channels to demonstrate how engagement results and outcomes of the community engagement have been used to inform the final decision.

The reporting format may vary depending on the nature of the engagement, but will be timely, accessible to every participant and the broader community, and will protect the privacy and confidentiality of participants. For longer-term engagement projects, Council will report back at key progress milestones, so that the community is kept informed and maintains interest and confidence in our process.

Statutory requirements

Statutory requirements direct how Council undertakes community engagement in specified matters. These requirements often prescribe the amount of influence the community can have. For example, under the *Local Government Act 2020*, Council has a statutory obligation to develop a long-term Community Vision, Financial Plan and Asset Plan, as well as a four-year Council Plan in accordance with our deliberative engagement practices.

In some instances, Council is limited in how it can engage. For example, when selling or exchanging land where section 114 of the *Local Government Act 2020* applies, the level of engagement required is 'Inform' on the IAP2 Spectrum of Engagement. Where possible, Council will exceed the minimum level of engagement prescribed and will do more than is required.

COMMUNITY ENGAGEMENT IN GLEN EIRA

Engaging with children and young people

As valuable members of our community, we believe we have a responsibility to ensure children and young people understand the power of their input, and play an active role in decisions, strategies and projects that influence their lives.

These six principles underpin our engagement with children and young people:

- > Include children and young people in the design, administration and analysis of engagement.
- > Empower children and young people to participate by eliminating barriers such as time, location, language and appropriateness of engagement activities.
- > Make the experience clear and relevant. It should be user friendly, accessible, inclusive and in simple language.
- > Provide safe, accessible, inclusive and child and youth-friendly spaces so that all children and young people feel comfortable and confident to contribute.
- > Show children and young people how their input will be valued and used by including them in the design of the engagement process.
- > Work with existing trusted services, early education qualified staff, youth officers and young people to participate in engagement process design and implementation to ensure material is age appropriate and relevant and uses techniques that engage children and young people.

Council is committed to engaging with young people through the Youth Advisory Committee which provides feedback and advice to Council on matters impacting young people in the development of initiatives, strategies and plans. The Youth Advisory Committee Terms of Reference requires a minimum of 10 and maximum of 20 young people (aged 12 to 25 years). As a Committee appointed by Council, it provides a direct youth voice to Council.

Connecting with children and young people is important because:

- > Children and young people deserve the right to represent their own interests. Effective consultation empowers children and young people to actively shape the future of their City.
- > Children and young people possess unique ideas and lived experiences that may differ greatly to adults.
- > Engagement with children and young people creates important partnerships with Council where both parties can better understand and learn from each other.
- > It ensures that services, opportunities and supports are targeted to the specific needs identified by the children and young people themselves.

This *Strategy* considers the *Victorian Child Safe Standards*, in particular the standard that ‘children and young people are empowered about their rights, participate in decisions affecting them and are taken seriously.’

We will continue to engage with families to ensure they have the opportunity to provide feedback on matters that affect their child/ren and young people, and will build on the current practice of using mediums such as art-based engagement and iPad surveys when seeking feedback from children and young people.

Connecting with (CALD) community members and other diverse groups

Council is committed to engaging diverse groups of people in our community and ensuring all voices are heard. Strategy development and future planning should recognise, respect and value differences based on ethnicity, gender, age, race, religion, disability, sexual orientation and other variables that influence personal perspectives and situations.

Engagement for our *Glen Eira Council Plan 2021–2025* included 19 groups and workshops, as well as 15 in-depth interviews,

COMMUNITY ENGAGEMENT IN GLEN EIRA

with community leaders, older adult populations, sporting and community group representatives, culturally and linguistically diverse (CALD) groups, people with disability, carers and other groups with diverse needs.

Through that engagement process, people from CALD backgrounds expressed that they would like to be involved more in decisions. Greater opportunities for English-language education (and opportunities to practice speaking) would also be helpful. Communication in plain and simple English is important in invitations to engage and give feedback to Council.

Our residents living with disability value mutual respect and education opportunities — to be given a voice and to be able to share stories about how they have contributed to the community. In terms of accessible communication, speaking clearly and slowly and having more audio-visual and large- print material would be advantageous, and this would help more people with disabilities to engage with Council.

Engagement from our LGBTIQ+ residents would be improved by more inclusive language and graphics in Council materials, and more Council-led events to celebrate inclusiveness and diversity.

One of our key strategies is to embrace diversity and value all people, promoting a society that welcomes and includes everyone. Council is committed to ensuring the needs of diverse groups of people are heard and understood.

Engagement with First Nations people

Council is committed to engaging with our First Nations people to understand important needs, attitudes and views.

Through our *Glen Eira Reconciliation Action Plans* we will use family events to engage, share culture and educate. We will use our libraries to present *StoryTime* events and information boards at Mallanbool Reserve to showcase native plants and how they were used by the Eastern Kulin people. We

will engage with First Nations people to share histories and cultures at Council events with particular focus on Traditional Owners of the area, other Eastern Kulin Nation peoples and the wider Victorian Aboriginal and Torres Strait Islander community.

The Reconciliation Action Plan Advisory Group has been established to provide advice and support on the development and implementation of the *Glen Eira Reconciliation Action Plan/s*.

Digital engagement

Council's dedicated online community engagement website gives the community the opportunity to participate in their own time and provides Council with a range of tools to capture that feedback.

The COVID-19 pandemic has shown us the importance of embracing digital tools to engage the community when face-to-face contact is more difficult. We maintain our principles of access and diversity through these channels, in order to reach out to all groups within Glen Eira.

We will continue to seek new and innovative ways of engaging with the community across a range of digital platforms that complement our face-to-face engagement activities.

Community Voice

Community Voice is a panel of residents who give us regular feedback on key projects and issues. It is made up of a minimum of 400 residents reflecting a broad cross-section of Glen Eira in terms of age, suburb and gender.

We make it easy for members to participate, with regular online surveys and quick polls up to six times a year. We ask members for their views on a range of topics, even ones that may not directly impact them, as we want perspectives from across the community.

We then analyse feedback given and report back to the relevant area of Council, which uses it to inform its decisions.



**DELIVERING
THE STRATEGY**

DELIVERING THE STRATEGY

The *Community Engagement Strategy* consists of six strategic actions supported by objectives, priority actions and outcomes. These ensure adherence to the principles and promises determined by our engagement with the community and our acknowledgement of relevant contexts. These actions are the shared responsibility of Councillors, staff, contractors and consultants. These actions acknowledge that the key to successful community engagement is a productive and collaborative partnership between Council and the community.

OUR VISION FOR COMMUNITY ENGAGEMENT

Vision: An empowered community who influence the decisions of Council on matters that affect and interest them.

Goal: Provide opportunities for all people to participate in community engagement.

Outcome: The Glen Eira community will have a high level of trust in Council’s decision-making processes.



01 STRATEGIC ACTION



REACH A DIVERSE RANGE OF PEOPLE BY TAKING A MORE TARGETED APPROACH

OBJECTIVE:

To reach a diverse range of people.

Priority actions:

- > Tailored approach to planning and communicating each engagement opportunity.
- > Use existing community networks to reach a broader and more diverse audience.
- > Targeted communications to traditionally hard-to-reach groups.
- > Develop communications in plain English, accessible formats and other languages.

Outcome:

Our engagement activities will have broader reach and we will hear from a greater range of diverse people.

O2 STRATEGIC ACTION

CONNECT WITH CHILDREN AND YOUNG PEOPLE



OBJECTIVE:

To include the voices of children and young people in planning for the future.

PRIORITY ACTIONS:

- > Reduce barriers to participation by engaging with children and young people in safe, accessible, inclusive and child and youth-friendly spaces.
- > Make engagement clear, quick and relevant. Engagement should be user-friendly, accessible, inclusive and in simple language.
- > Engage with families through our local events and existing networks to ensure maximum participation in matters that affect children, and to ensure we hear from a range of children and young people.
- > Regularly collaborate with existing trusted services, early education qualified staff, youth officers and young people in engagement design and implementation to ensure material is age appropriate and relevant and uses techniques that engage children and young people.

OUTCOME:

Children and young people will feel heard and their voices will be included in the decisions that Council makes about things that affect them.

O3 STRATEGIC ACTION

PROVIDE CONVENIENT AND EASY ENGAGEMENT OPTIONS



OBJECTIVE:

To reduce the barriers to participation.

PRIORITY ACTIONS:

- > Use community events as an engagement medium to bring people together.
- > Be innovative in the way we provide access to engagement opportunities, such as using QR codes in public spaces that link to digital engagement platforms.
- > Deliver a balance of online and in-person engagement.
- > Find better ways to go to the community rather than asking them to come to us, including pop-ups and use of existing community groups.

OUTCOME:

The community will be given more opportunities to be heard and to engage with us at times and in ways that suit their lifestyles and preferences.

O4 STRATEGIC ACTION



SUPPORT COMMUNITY PARTICIPATION IN DELIBERATIVE ENGAGEMENT

OBJECTIVE:

To use deliberative engagement practices where the level of influence is high.

PRIORITY ACTIONS:

- > Increase opportunities for the community to be involved in deliberative engagement opportunities.
- > Use representative sampling (ie. selecting people based on age, gender and suburb, and other demographic factors) where possible to ensure we hear from a cross-section of the community.
- > Scale deliberative engagement opportunities depending on the complexity of the project.
- > Investigate the use of citizens' juries in different forms.

OUTCOME:

Trust in Council will increase and the participation of the community will be informed and meaningful.

O5 STRATEGIC ACTION



REPORT BACK TO THE COMMUNITY

OBJECTIVE:

To improve the way we report the outcomes of community engagement back to the community.

PRIORITY ACTIONS:

- > Close the loop on all engagement results, decisions made and evaluation of each project by reporting back via our communication channels and to those who participated in the engagement.
- > Increase transparency about what the community feedback was, how it was considered and how it has influenced the decision.
- > Provide regular updates on how we are tracking with our engagement activities via the *Glen Eira News Have Your Say* page.
- > Regularly publish on Council's website what it was we wanted to know (we asked), what we heard from the community (you said), and how the feedback was used to influence Council's decisions (we did).

OUTCOME:

The community will be able to see how their feedback has or has not influenced Council's decisions.

06 STRATEGIC ACTION

EVALUATE AND SHARE LESSONS TO IMPROVE PRACTICE



OBJECTIVE:

To evaluate each engagement process we undertake.

PRIORITY ACTIONS:

- > Evaluate engagement activities to improve practice and ensure resources are being focused on the most effective activities.
- > Adapt engagement activities along the way if we aren't reaching out to members of the community who may be impacted by Council's decisions.
- > Seek feedback from participants during and after engagement and use the feedback to improve future engagement projects.
- > Share our evaluation outcomes and lessons learnt with the community via our communication channels, including *Glen Eira News* and our online engagement website.

OUTCOME:

Our engagement activities will be of a high quality and we will learn from our previous experiences, both good and bad.

IMPLEMENTATION PLAN

Implementation:

The implementation of the *Strategy* is described in the section ‘Delivering the Strategy’ and the six strategic actions contained within it. Each engagement process undertaken by Council will need to address these six strategic actions. Their success will be measured through strategic action six: Evaluate and share lessons to improve practice.

Council’s role:

Council’s role in supporting the implementation of this *Strategy* is through open and transparent decision-making that takes into consideration community feedback.

Strategy governance:

The Community Development department has an overall responsibility for the governance and implementation of this *Strategy*, including its regular review and update.

All business units undertaking community engagement have a responsibility to plan and deliver community engagement projects in line with this *Strategy* and *Policy*.

The Community Engagement Advisory Committee has oversight of how this *Strategy* is implemented across Council.

Monitoring and evaluation:

The *Strategy* will be monitored by evaluating our engagement processes each quarter against the six strategic actions.

The *Strategy* will be evaluated in the six months prior to its intended timeframe of four years. Key evaluation questions will include:

- > To what extent has the *Strategy* achieved its intended outcomes?
- > To what extent has the *Strategy* addressed the community’s needs in terms of accessibility, inclusivity, gender, age, diversity?
- > To what extent has the *Strategy* achieved its goals against the *Glen Eira Council Plan 2021–2025*?
- > To what extent has the *Strategy* achieved the community’s vision of ‘A thriving and empowered community working together for an inclusive and sustainable future.’?
- > What have been the positive impacts created by this *Strategy*?
- > Are there new elements or initiatives that could have increased the impact?



REFERENCES

REFERENCES

Australian Bureau of Statistics (2017a), *Census of Population and Housing 2016*

<https://www.abs.gov.au/census/find-census-data>

Glen Eira 2040 Community Vision

<https://www.gleneira.vic.gov.au/get-involved/community-vision>

Glen Eira Council Plan 2021–2025

<https://www.gleneira.vic.gov.au/about-council/our-performance/glen-eira-council-plan-2021-2025>

Public Participation in Government Decision-making: Better practice guide, Victorian Auditor-General's Office, January 2015

<https://www.audit.vic.gov.au/sites/default/files/20150130-Public-Participation-BPG.pdf>

Victorian Local Government Act 2020

<https://www.localgovernment.vic.gov.au/council-governance/local-government-act-2020>

Glen Eira Community Engagement Policy 2021

<https://www.gleneira.vic.gov.au/media/4956/community-engagement-policy.pdf>

Connecting with Young People Strategy 2018–2021

<https://www.gleneira.vic.gov.au/media/3031/connecting-with-young-people-strategy-2018-2021.pdf>

Victorian Child Safe Standards (effective July 2022)

<https://ccyp.vic.gov.au/news/new-child-safe-standards-start-in-victoria-on-1-july-2022-to-better-protect-children>

<https://ccyp.vic.gov.au/assets/resources/New-CSS/New-Child-Safe-Standards-Information-Sheet.pdf>



APPENDIX A

APPENDIX A

Extract from *Community Engagement Policy 2021*

Statutory requirements direct how Council undertakes community engagement in specified matters. For example, under the *Local Government Act 2020* (the Act), Council has a statutory obligation to develop a long-term Community Vision, Financial Plan and Asset Plan, as well as a four-year Council Plan in accordance with our deliberative engagement practices. Under the *Public Health and Wellbeing Act 2008*, Council has a statutory requirement to develop a four-year Municipal Public Health and Wellbeing Plan.

Table 2. Matter and form of engagement

MATTER	FORM OF ENGAGEMENT	MINIMUM LEVEL OF COMMUNITY ENGAGEMENT
Develop or review the Community Vision	Deliberative engagement	Collaborate
Develop or review the Council Plan	Deliberative engagement	Collaborate
Develop or review the Financial Plan	Deliberative engagement	Involve
Develop and adopt or review the Asset Plan	Deliberative engagement	Involve
Budget and any revised Budget (subject to section 96(2) of the Act)	Participatory engagement	Consult or Involve
Making of a local law (from 1 July 2021)	Participatory engagement	Consult
Purchase or compulsory acquisition of land under section 112 of the Act (from 1 July 2021)	Participatory engagement	Inform
Lease of land where section 115(4) of the Act applies (from 1 July 2021)	Participatory engagement	Inform
Selling or exchanging land where section 114 of the Act applies (from 1 July 2021)	Participatory engagement	Inform
Other forms of strategic planning, strategic decision-making or policy development	Form of engagement is to be selected having regard to the significance and complexity of the matter and the level of resourcing required	Consult, Involve or Collaborate
Engagement that is subject to a submission process under section 223 of the <i>Local Government Act 1989</i>	Form of engagement is to be selected having regard to the significance and complexity of the matter and the level of resourcing required	Consult



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National Relay Service

If you are deaf, hearing-impaired, or speech-impaired, we ask that you call us via the National Relay Service and then ask for (03) 9524 3333.

Online: <https://internet-relay.nrscall.gov.au>

Teletypewriter (TTY): 13 36 77

Speak and Listen: 1300 555 727

Social media

Glen Eira City Council:

www.facebook.com/GlenEiraCityCouncil

@cityofgleneira:

www.instagram.com/cityofgleneira

Glen Eira arts, gallery and events:

www.facebook.com/gleneiraarts

www.instagram.com/gleneiraarts

Glen Eira Leisure:

www.facebook.com/GESAConline

<https://www.instagram.com/gleneiraleisure>

www.twitter.com/GESAConline

Glen Eira Libraries and Learning Centres:

www.facebook.com/GlenEiraLibraries

<https://www.instagram.com/gleneiralibraries>

Glen Eira Sustainable Living:

www.facebook.com/sustainablelivinggleneira

Glen Eira Youth Services:

www.facebook.com/GlenEiraYouthServices

www.instagram.com/gleneirayouthservices