# SJ Strategic Community Plan COMMUNITY ENGAGEMENT PLAN

**PROJECT** | Strategic Community Plan Major Review

**CLIENT** | Shire of Serpentine Jarrahdale

VERSION | 0.4

DATE | February 2023

# Aha! Consulting

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#### 1 Introduction and Context

The Shire of Serpentine-Jarrahdale is reviewing their current Strategic Community Plan (SCP). This review will inform development of a new plan, with the aim to deliver a new design and format aligning with the proposed new Council Plan format, an outcome of the recent local government reform. The current plan isn't well-used and doesn't reflect the huge demographic changes the Shire has undergone over the last few years with population growth and development.

The Shire is keen to engage with the community and develop a 10-page document that directly reflects the community and addresses:

- Community priorities
- Financial issues
- Key challenges and risks
- Major projects and priorities

This new SCP will drive development of the Shire's new Corporate Business Plan.

The Shire wants to do better for the community and will consider the recent results of the community perception survey in developing the questions for the SCP. There will be opportunity to look at ways of improving in the areas of concern to integrate into the visioning of the Shire.

The Shire is located approximately 45 kilometres from the Perth CBD and set against the backdrop of the Darling Scarp. The population is around 36,000 people spread across and area of 905km2 and has grown significantly, nearly doubling in the last 10 years having reported a population of 18,500 in 2011.

The western end of the Shire still remains predominantly rural, however the central spine has urban centres and a main transport corridor. Byford, Mundijong, Oakford and Darling Downs have undergone residential expansion in the northern end increasing pressure for facilities and services.

# 2 Risk Analysis

The following risk assessment is based on a desktop review of data provided and meeting with key staff within the City.

#### Level of Risk Rationale In light of the recent community perception survey results, there is a risk that the community may focus more on those results, view this engagement as over-Social consulting (ie. we've already told you what we think), or that they haven't seen Low Medium High Very High anything from that consultation and therefore the Shire should be addressing that before moving on to the next project/plan. • There is a risk that the strategic nature of the SCP, or new Council Plan, could be perceived as too high level, or too strategic, ie. not being detailed or action-**Technical** Lo w Medium High Very High oriented enough, therefore people may not connect with it or see the value in it. There is a need to manage expectations regarding the services the community wishes to receive, versus the expectation of keeping spending (and therefore Economic Medium High Very High Low rates) low. The project is not expected to present any notable environmental risks. Environmental Low Medium High Very High • The SCP/Council plan is scheduled to be drafted before but endorsed after the 2023 Council elections. There is a risk that the new Council may have different priorities, or not appreciate the process that has been followed to develop the Political Medium High Very High Low new plan. There is also a risk that the upcoming election may result in some Councillors using the project to benefit their election platforms.

## 2.1 Summary of Key Risks

Key Risk	Suggested Mitigation
Community perception survey takes over the positive sharing of the SCP	<ul> <li>Suggest naming the SCP review around a reimagine concept to acknowledge the perception survey results</li> <li>Implement a pre-communications stage before SCP to feedback community perception and ensure the</li> </ul>
	messaging sets up the SCP messaging and links together.
Low buy-in and engagement of the	Use existing community events with known high levels of turn out to run pop-ups
wider community	<ul> <li>Explore communication channels with the Shire to broaden the reach outside normal communication (le. local Facebook groups)</li> </ul>
	Youth incentive to encourage their participation
	<ul> <li>Develop a tailored engagement and communications approach to identify, and reach, other lesser heard groups</li> </ul>
Consultation becomes dominated by specific sections of the community and	<ul> <li>Include targeted methods to ensure those with a strong desire to be involved have a constructive method (Ie convergence workshop)</li> </ul>
not capturing the view of the wider	Capture demographic data of survey participants to monitor patterns of participation
community	Provide both online and face to face methods for participation
	<ul> <li>Consider holding the workshop later in the process to include a convergence of overall data, the louder voices are encouraged to look at the community as a whole</li> </ul>
Creating unrealistic expectations about what is possible, resulting in ideas that	Ensure transparency in the limitations for services of the Town by providing a list of what is currently offered and community can rate the value of these
are not sustainable or budgeted for the Shire	Use of clear messaging in the marketing and communications about the purpose and remit of the SCP
Being accused of being tokenistic and	Acknowledge the perception survey and that the Shire wants to do better from the start
concerns about recent perception survey issues	Close the loop adequately between survey closing and the draft SCP being made public for review
Council election influencing the engagement process, or Council not endorsing the plan post-election	Keep Council informed about the process, and the importance of impartiality when seeking the community's views and aspirations for the future of the Shire, through regular briefings and updates

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## 3 Stakeholders

Stakeholder	Influence <sup>1</sup>	Impact <sup>2</sup>	Relationship with the Organisation <sup>3</sup>	Proposed Project Involvement
INTERNAL				
Councillors	Empower	Very High	Fair	Endorsement and participation
Executive team	Collaborate	Very high	Good	Review and guidance
Staff	Involve	High	Good	Participation
EXTERNAL				
General community	Consult	Medium	Poor/Fair	<ul><li>Survey</li><li>Pop Up invitation</li><li>Workshop invitation</li></ul>
Community groups	Consult	Medium	Moderate	<ul><li>Survey</li><li>Workshop invitation</li></ul>
Community sporting groups	Consult	Medium	Poor/Moderate	<ul><li>Survey</li><li>Targeted communications</li></ul>
Ratepayers Associations	Consult	Medium	Good	<ul><li>Survey</li><li>Targeted communications</li></ul>
Local business	Consult	Medium	Moderate/Good	<ul><li>Survey</li><li>Targeted communications</li></ul>
Youth	Consult	Medium	Moderate	<ul><li>Survey</li><li>Targeted pop up at youth centre or event</li></ul>
Children and families	Consult	Medium	Good	<ul><li>Survey</li><li>Targeted pop up/library Rhyme time</li></ul>
Older people	Consult	Medium	Good	<ul><li>Survey</li><li>Targeted pop up/library</li></ul>
Aboriginal community	Consult	Medium/high	Poor/Moderate	Targeted invitation? Pop-up

<sup>&</sup>lt;sup>1</sup> Influence: Degree to which they will determine the outcome/decision – using IAP2 Spectrum: Inform, Consult, Involve, Collaborate, Empower

<sup>&</sup>lt;sup>2</sup> Impact: Degree to which the outcome/decision will affect them – using the scale - Unknown, Very Low, Low, Medium, High, Very High

<sup>&</sup>lt;sup>3</sup> Relationship: Very Poor = No trust/alignment, Poor = Low trust/alignment, Moderate = Moderate trust/alignment, Good = Reasonable trust/alignment, Very Good = Very High trust/alignment

#### 3.1 Roles and Responsibilities

Below provides a summary of the role of the main stakeholder groups during the community engagement process.

#### Community and Stakeholders

- Participate in engagement opportunities and provide input in the interest of informing the project outcomes
- Share project information, including promotion of engagement opportunities, with local networks (friends, family, community contacts)

#### Shire of Serpentine Jarrahdale – Council and Councillors

- Promote community engagement opportunities and encourage participation of the community
- Attend community engagement activities to observe the process and listen to community input
- Participate in Council engagement activities to provide input
- Consider community and stakeholder input and articulate how the community's views have been considered in the decision making

#### <u>Shire of Serpentine Jarrahdale – Staff</u>

- Promote community engagement opportunities and encourage participation of the community
- Monitor the engagement process and respond accordingly to ensure participation is maximised
- Analyse feedback and use this to inform the project outcomes and make recommendations to Council
- Communicate project milestones and outcomes throughout the project life cycle

# 4 Engagement Plan

#### 4.1 Scope

**Project**: Deliver an engagement process to inform the development a new Strategic Community Plan (Council Plan) that plans for the future and is aligned with community aspirations.

Engagement: Understand community aspirations for the future while considering the results of the recent perception survey

#### 4.2 Goals

- Create a new vision with the community for the Shire of Serpentine Jarrahdale
- Understand community aspirations and themes for the future
- Identify areas for action and incorporate these in the SCP (Council Plan)

### 4.3 Overview summary of process



#### 4.4 Engagement Plan

The following plan outlines a series of stages that the engagement will go through, each stage has a purpose and a desired outcome/s. A more detailed Gannt chart will be developed to specify the operational roles between the client and Aha! Consulting.

\*This engagement plan is subject to change, in order to be responsive to evolving project and stakeholder needs.

Project Stage	Purpose	Method	Who	Influence <sup>4</sup>	When⁵
1. Scoping and Design	<ul> <li>Ensure alignment and agreement on engagement goals</li> <li>Ensure engagement methods maximise outcomes</li> </ul>	<ul><li>Desktop review</li><li>Meetings</li><li>Executives briefing</li></ul>	Internal stakeholders	Empower	Nov 2022 – Feb 2023
Council informed	Inform Council of upcoming project engagement	Council briefing	Council	Inform	February 2023
2. Online survey	<ul> <li>Understand community aspirations for the future</li> </ul>	<ul><li>Your Say SJ online survey</li><li>Communications plan to disseminate</li></ul>	Community	Consult	1 March
3. Targeted engagement sessions	<ul> <li>Engage with community at events and gatherings</li> <li>Promote opportunities to get involved</li> </ul>	<ul> <li>Survey (hard copy)</li> <li>Visioning questions or board for community</li> <li>Postcards – promote project, 2 question survey</li> <li>Activities:</li> <li>4 x drop in sessions – one in each town centre (to ensure an equitable approach)</li> <li>1 x youth session (activity to be decided with youth staff)</li> <li>1 x seniors' session (eg. afternoon tea)</li> <li>2 x general pop up sessions</li> <li>1 x business breakfast and 1 x sporting groups sundowner</li> </ul>	Community	Consult	SJ Farmers' Market every Sat, 8am – 12pm (4 hrs) (12/19 March)  Other dates TBC

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<sup>&</sup>lt;sup>4</sup> Influence: Degree to which they will determine the outcome/decision – using IAP2 Spectrum: Inform, Consult, Involve, Collaborate, Empower

<sup>&</sup>lt;sup>5</sup> A more detailed online Gannt chart has been provided to project team and will be used to track timelines and activity

Project Stage	Purpose	Method	Who	Influence <sup>4</sup>	When <sup>5</sup>
4. Community workshop	<ul> <li>Convergence/or provide an opportunity for community to work together on providing feedback</li> </ul>	Workshop, World Café style	Community	Involve/consult	March 2023
Council informed	<ul> <li>Update Council on project progress and next steps</li> </ul>	• Memo	Council	Inform	End March
5. Executive workshop	<ul> <li>Review summary of findings from engagement and workshop SCP priorities for the first draft</li> </ul>	Workshop	Executives	Collaborate	w/o 1 May
6. Council engagement	<ul> <li>Review summary of findings from engagement and workshop SCP priorities for the first draft</li> </ul>	Workshop	Council	Collaborate	w/o 1 May
7. Staff workshop	<ul> <li>Review summary of findings from engagement and involve staff in refining the priorities for the first draft</li> </ul>	Workshop	Shire staff	Involve	w/o 8 April
Council informed	<ul> <li>Endorsement of Draft plan and approval to advertise for public comment</li> </ul>	Council report	Council	Empower	19 June
8. Engagement on Draft SCP	<ul> <li>Provide the community with opportunity to feedback and review the draft</li> </ul>	Online survey	Community Participants	Consult	17 July – 4 August
9. Adoption of SCP	<ul> <li>Community owned visioning document</li> <li>Report back to the community</li> </ul>	<ul> <li>Council report</li> <li>Communications plan to disseminate</li> </ul>	Council	Empower Inform	October 2023 (TBC) Oct/Nov 2023
	on outcome	communications plan to disseminate	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		,,

#### 4.5 Engagement with the Aboriginal Community

Shire of Serpentine Jarrahdale is in the traditional country of the Noongar people. Aha will work with the Shire Community Development team to invite Elders and other Aboriginal community members to participate in the engagement activities.

#### 4.6 Focus Questions for the Project

Below are suggested focus questions to guide engagement on the SCP review, to be further refined with Shire staff.

- What do you love about the Shire of Serpentine-Jarrahdale? (Vision)
- If you could change one thing, what would it be?
- Which services provided by the Shire are you aware of? List and tick box
  - o And... which services do you value most Pick top
- Which income options would you support Council exploring?
- Demographics

We want to make sure we are hearing from a variety of people in our community, please tick which apply to you etc...

#### 4.7 Indicative Timeline

	Oct	tober 2			Nove	ember			Dece	ember				nuary 2				Feb	ruary			Ma	arch			A	oril		M	⁄lay
	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	6	13	20	27	6	13	20	27	3	10	17	24	1	8
Scoping and Design																														
Desktop Review																														
Initiation meeting																														
Community																														
Engagement Plan																														
Engagement																														
Exec briefing																														
EM briefing																														
School holidays																														
OFFICE CLOSED																														
Comm Perceptions participants workshop (Shire)																														
Online engagement																														
Pop Ups/targeted activities																														
Workshop																														
Consultation Report																														
Analysis																														
Easter school holidays																														
Report																														
EM/Exec workshop																														

Timeline continued.

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		М	lay			Ju	ine				July				Aug	gust			Septe	ember				Octobe	r				
	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	4	11	18	25	2	9	16	23	30			
SCP Preparation																													
Staff workshop																													
First draft SCP																													
Review with Shire																													
EM workshop/Council meeting																													
Second draft for advertising																													
School holidays																													
Online survey																													
Analysis and reporting																													
Third draft																													
Review with Shire																													
Final draft for Council approval																													
Project close																													
Handover meeting																													
SCP endorsement																													
Council election caretaker period																													
Council meeting (TBC)																													

# **5** Communication Plan

Project Stage	Purpose	Audience	Channels	Key Messages
1. Scoping and Design	<ul> <li>Ensure alignment and agreement on engagement goals</li> <li>Ensure engagement methods maximise outcomes</li> </ul>	<ul> <li>Internal stakeholders</li> </ul>	<ul> <li>Meetings</li> </ul>	NA
2. Online survey	<ul> <li>Understand community aspirations for the future</li> </ul>	• Community	<ul> <li>Your Say SJ</li> <li>Social Media</li> <li>Other SoSJ         communication         channels</li> </ul>	<ul> <li>We are undertaking this important/exciting project to plan for the future of our community</li> <li>These are the drivers for the review, and some of the context you need to know</li> <li>We want to understand your aspirations to 'Shape SJ'</li> </ul>
3. Targeted engagement	<ul> <li>Engage with community at events and gatherings</li> <li>Promote opportunities to get involved</li> </ul>	• Community	<ul> <li>Your Say SJ</li> <li>Social Media</li> <li>Other SoSJ         communication         channels</li> </ul>	<ul> <li>We are undertaking this important/exciting project to plan for the future of our community</li> <li>These are the drivers for the review, and some of the context you need to know</li> <li>We want to understand your aspirations to 'Shape SJ'</li> </ul>
4. Community workshop	<ul> <li>Convergence/or provide an opportunity for community to work together on providing feedback</li> </ul>	• Community	<ul> <li>Your Say SJ</li> <li>Social Media</li> <li>Other SoSJ         communication         channels</li> </ul>	<ul> <li>We are undertaking this important/exciting project to plan for the future of our community</li> <li>These are the drivers for the review, and some of the context you need to know</li> <li>We've listened to the community</li> <li>We want to you to help us develop the new plan to 'Shape SJ'</li> </ul>
5. Executive workshop	<ul> <li>Review summary of findings from engagement and workshop SCP priorities for the first draft</li> </ul>	• Executive team	<ul><li>Memo</li><li>Email</li><li>Workshop</li></ul>	<ul> <li>This is what we've heard from the community and stakeholders</li> <li>You are an important part of the project</li> <li>We want to understand your priorities for the future</li> </ul>

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Project Stage	Purpose	Audience	Channels	Key Messages
6. Council workshop	<ul> <li>Review summary of findings from engagement and workshop SCP priorities for the first draft</li> </ul>	• Council	<ul><li>Memo</li><li>Workshop</li></ul>	<ul> <li>This is what we've heard from the community and stakeholders</li> <li>You are an important part of the project</li> <li>We want to understand your priorities for the future</li> </ul>
7. Staff workshop	<ul> <li>Review summary of findings from engagement and involve staff in refining the priorities for the first draft</li> </ul>	Shire staff	<ul><li>All Staff email</li><li>Workshop</li></ul>	<ul> <li>This is what we've heard from the community and stakeholders</li> <li>You are an important part of the project</li> <li>We want your input in determining the priorities for the plan</li> </ul>
8. Engagement on draft SCP	<ul> <li>Provide the community with opportunity to feedback and review the draft</li> </ul>	<ul><li>Community</li><li>Participants</li></ul>	<ul> <li>Your Say SJ</li> <li>Social Media</li> <li>Email database</li> <li>Other SoSJ communication channels</li> </ul>	<ul> <li>Thank you for your contribution</li> <li>We've heard you – let us know if we've got it right</li> </ul>
11. Adoption of SCP	<ul> <li>Community owned visioning document</li> </ul>	Council     Community	<ul><li>Council report</li><li>Council meeting</li><li>SoSJ communication channels</li></ul>	<ul> <li>We've listened to the community</li> <li>We have worked together to 'Shape SJ"</li> </ul>

#### 5.1 Crisis Response Preparation

- Develop a Q&A document that includes Frequently Asked Questions, as well as more challenging probes that may arise (see Appendix 1: Outrage Risk Assessment)
- Clarify chain of command who talks to who internally and the process by which rapid decisions are made
- Identify most vocal stakeholders and bring them 'into the know' early
- Respond to email and phone complaints as soon as possible
- Develop a variety of generic responses to reply to negative/inaccurate social media posts in a timely manner

# **6 Project Governance**

Role	Who	Contact
Decision Maker	Council	Via boliver@sjshire.wa.gov.au
		9526 1353
Project Management	Brian Oliver	boliver@sjshire.wa.gov.au
		9526 1353
Media Coordination	Justin Rake	jrake@sjshire.wa.gov.au
		9526 1176
Engagement Lead	Friederike Buettner	fbuettner@sjshire.wa.gov.au
		95261117
Communication Lead	Friederike Buettner	fbuettner@sjshire.wa.gov.au
		95261117
Technical Lead	Claire Mortimer	cmortimer@sjshire.wa.gov.au
		9526 1346
Support Technical	Ken Parker	kparker@sjshire.wa.gov.au
Consultants		9526 1102
Media Spokesperson	Shire President	Via jrake@sjshire.wa.gov.au
		9526 1176
Social Media Sign Off <sup>6</sup>	Friederike Buettner	fbuettner@sjshire.wa.gov.au
		95261117
Aboriginal Heritage	Unknown	
Advisors	CHRIOWII	

<sup>&</sup>lt;sup>6</sup> We recommend that the organisation nominates a contact person for media or social media matters that might arise afterhours. The social media cycle can move very quickly if not attended to in a timely way. The after-hours contact person would need to be able to contribute to, comment on and authorise responses to social media posts if required.

# 7 Methods Snapshot

Below is a summary of the proposed methods contained in section 4.4 Engagement Plan. Further detailed planning will be required to design these methods in consultation with Shire staff.

#### Survey

- A survey can be established online and in hard copy, to enhance accessibility for participants
- A survey can be designed in many ways, to achieve the desired outcome, but will generally incorporate a balance of quantitative and qualitative questions to gain input from participants

#### Pop Ups/Targeted engagement

- An engagement 'Pop Up' is a general term for having a presence, such as a stall, at a location where the community or the identified target audience visits, such as at community events or local facilities like a library or shopping centre
- A Pop Up is an opportunity for the project team to engage directly with individuals to promote the project, promote how to get involved, and to seek feedback or input directly on the day through the use of feedback boards, hard copy surveys or other methods
- Targeted sessions will involve a pop up-style activity at an event or activity that
  is targeted towards a specific stakeholder group, such as young people or older
  people

#### **Drop In sessions**

- Similar to a Pop Up activity, a Drop In session is designed to take the engagement to the community, at their local venues or places
- A Drop In session can be designed to be set up in a local hall or community centre, with a number of stations around the room
- Visitors are invited to visit the stations at their own leisure, to get information about the project, talk to a team member, and provide their feedback on certain topics

#### Breakfast/Sundowner events

- These events are intended to target specific stakeholder groups, such as local businesses or sporting groups, offering something to these groups such as a keynote speaker, along with the opportunity to promote the project and encourage participation
- These events would include leaders from the Shire, such as the CEO and Shire President, being present on the day

#### Workshop

 A workshop is designed to involve participants in working together to provide feedback on the topic, usually over a period of 2 – 3 hours (or more, depending on the context). Workshops can be designed in a variety of ways. A World Café style workshop
involves participants working in small groups around tables, discussing a topic
and providing feedback in response to a question or questions at the table. After
a set amount of time, participants move to the next table, and address the topic
and question/s at that table. The process is repeated, before the groups report
back to the larger group.

# - END -

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