

The logo for Campbelltown 2027 features a large white circle in the center, surrounded by several overlapping, semi-transparent circles in shades of green and teal. The text 'CAMPBELLTOWN 2027' is written in a bold, teal, sans-serif font within the white circle. The background of the entire page is a dark teal color with a subtle, light-colored geometric pattern of intersecting lines.

CAMPBELLTOWN 2027

Community Strategic Plan
Engagement Summary Report 2017

Ambition | Innovation | Opportunity



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Purpose of the Engagement

- **Background**

Campbelltown City Council commenced the process of developing a new Community Strategic Plan (CSP) in 2016. This process will also support the development of other high level strategies that will inform the strategic direction of the organisation. These documents will consider the thoughts, aspirations, opportunities and challenges that the community has and forecasts for the future of Campbelltown City.
- **Objectives**
 - Identify aspirations of the community
 - Align Council's objectives with the aspirations of the community
 - Identify gaps in services available/accessibility
 - Identify opportunities and issues
 - Develop ongoing internal and external working relationships
 - Understand what is happening in the lives of the Campbelltown community at this current point in time
 - Understand the thoughts of local businesses operating in Campbelltown, their thoughts on growth opportunity and where they believe the risks are in the operation of their businesses
 - Evaluate the themes and objectives of the current Community Strategic Plan.

Engagement Strategy

In preparation for this project, Council developed a comprehensive community engagement strategy that considered the appropriate methods of engagement required and the stakeholders that would be involved.

The strategy was developed by the City Growth and Strategy team, in consultation with the Community Strategic Plan Working Group which comprised of representatives from all divisions of the organisation.

The strategy was endorsed by the Executive team, including the General Manager, prior to its implementation.

A copy of the engagement strategy has been included in this report (see Appendix 1).

Engagement Branding

A consistent brand was developed and used throughout the engagement process, so that all relevant stakeholders were able to easily identify the project. The phrase “Have Your Say” was used on all marketing materials and the Community Strategic Plan brand was promoted in a number of different mediums such as online forums and advertising.



Methods of Engagement

The following methods of engagement were undertaken throughout the process of the review of the Community Strategic Plan:

Engagement method	Description
Advisory group	<ul style="list-style-type: none"> An advisory group was established with representation from all divisions. The advisory group's role was to comprehensively identify and consult with stakeholders and evaluate the effectiveness of the consultation they were involved in. The advisory group would later be involved in the analysis of the data received.
Council's website and intranet	<ul style="list-style-type: none"> The Have Your Say page was utilised to host a community survey. A video was produced and posted on the website to explain what the CSP was about, and how to participate. A news item was created and posted on the webpage to encourage on-line traffic to participate in the survey. A banner was developed for the home page to promote the engagement process and provide a link to the have your say page. This required the development of branding for the engagement process.
Compass	<ul style="list-style-type: none"> An advertisement was placed in the Compass community newsletter in November 2016.
Emails to key stakeholder groups	<ul style="list-style-type: none"> A generic email was developed and forwarded to key stakeholders on behalf of the organisation by staff who were on the CSP working group. This ensured that all community groups were invited to participate in the online survey.
eNewsletter	<ul style="list-style-type: none"> An advertisement was created and placed in the eNewsletter in December 2016.
Factsheet	<ul style="list-style-type: none"> A flyer that helped people understand what they were able to have their say on was developed and distributed at community events and Council facilities and services. This flyer also directed the community to the website to complete a survey. Posters depicting this same information were developed for the civic centre foyer, libraries and leisure centres.
Focus group	<ul style="list-style-type: none"> Four sessions were run by consultants in February 2017. A workshop was facilitated for the Councillors in January 2017. The executive team were also part of this workshop. A meeting was held with the Campbelltown Chamber of Commerce in November 2016 to discuss the challenges they foresee for Campbelltown over the next 10 years. A workshop was held for the Small Business Reference Group in February 2017.



Media - advertisement	<ul style="list-style-type: none"> A local paper advertisement (public notice) was organised in December 2016.
Media - release	<ul style="list-style-type: none"> A media release was published in November 2016.
Media - other	<ul style="list-style-type: none"> A Council representative promoted the CSP on 2MCR community radio's Council Hour program in December 2016.
Messages on hold	<ul style="list-style-type: none"> A message on hold recording was developed and implemented between November 2016 and the end of January 2017.
Social media	<ul style="list-style-type: none"> The Have Your Say page was advertised on Facebook, and the post was boosted on two occasions during the engagement period.
Survey	<ul style="list-style-type: none"> A random telephone survey was conducted by consultants with 604 responses were recorded. The online survey was developed for the community, residents and staff. This ran concurrently with the telephone survey and generated a further 578 responses.
Executive agenda item	<ul style="list-style-type: none"> Regular Executive agenda items were submitted to keep the Executive team updated on the process.
Information on intranet	<ul style="list-style-type: none"> A Sharepoint notice was used in December 2016 to encourage staff to participate in the on-line survey.
Information to customer service	<ul style="list-style-type: none"> Information was shared with customer service and the flyers were made available for distribution at the front counter, as well as library and childcare sites.
Weekly communications bulletin	<ul style="list-style-type: none"> The weekly communications bulletin was used to promote the surveys and events internally.
Weekly Councillor memo	<ul style="list-style-type: none"> Regular memos were provided to Councillors to inform and update them on the process.

Events/ collaboration

- Promotion of the survey occurred through the management of Macarthur Square shopping centre.
- Promotion of the survey occurred through both the Campbelltown and Ingleburn Business Chambers.
- A stall was set up at the Festival of Fisher's Ghost Street Fair on 12 November where flyers were distributed and people had the opportunity to complete a survey online using Council i-pads. Children also participated in a drawing activity to depict the Campbelltown they wanted to live in.
- Surveys were distributed at the Christmas Carols event on 3 December.
- Children at all Council Child Care Centres and Outside School Hours Care Services participated in a drawing exercise to illustrate what they wanted to see in Campbelltown.
- The Youth Entertainment Reference Group participated in a group discussion on the questions in the survey to submit a joint response for the group.
- The South Western Sydney Local Health District were directly involved and provided research materials that supported Council in the development of the CSP.
- Western Sydney University promoted the online survey among students and academics.
- TAFE Campbelltown promoted the online survey among students and teachers.



Appendices

Appendix 1 – Engagement Strategy



Campbelltown City Council
CSP Research Report – Business and Community
Focus Groups

Prepared by: Micromex Research
Date: March 2, 2017

Background and Methodology

A total of five workshops were conducted with local business owners (1 workshop) and residents (4 workshops). The purpose of these workshops was to identify the key strengths and challenges of the Campbelltown City Council area, establish how these fit within the current Community Strategic Plan (CSP), and propose projects and ideas that will support and address these issues.

The outcomes of these workshops will be used along with findings from a telephone community survey (conducted in November and December 2016), an online community survey (conducted from October 2016 to February 2017) and a workshop with Councillors and executive team members (conducted in February 2017) to create a new CSP for Campbelltown City Council.

Local Business Owner Workshop

On the 15th of February, 2017, a workshop was conducted by Micromex Research with 14 local business owners of the Campbelltown City LGA.

Activities included:

- Participants were separated into two groups
- Participants independently wrote down on post-it notes what they felt were the top two strengths and challenges for the Campbelltown City LGA
- Participants assigned the strengths and challenges they previously identified on post-it notes to one of the five existing CSP Principle Activity Areas – or they had the freedom to create new areas
- Participants used sticky dots to identify the top priorities within each strengths and challenges group
- The groups then discussed projects and plans to support and address these issues, before presenting back to the whole room
- The final task was for individuals to identify which two projects they believe should be priority areas for Council over the next 10 years

Community Workshops

Four workshops were conducted on the 22nd and 23rd of February at 3.30pm and 6pm by Micromex Research, with a total of 36 residents participating:

Gender	Count
Male	20
Female	16
Age	Count
18-34	4
35-45	9
46-64	11
65+	12

Activities included:

- Participants in each session were separated into two groups
- Participants independently wrote down on post-it notes what they felt were the top two strengths and challenges for the Campbelltown City LGA
- Participants used sticky dots to identify the top priorities within each strengths and challenges group
- The groups then discussed projects and plans to support and address these strengths and challenges under each of the five Principle Activity Areas, before identifying which two projects they believe should be priorities for Council over the next 10 years



Summary

Summary – Business Workshop

Strengths and Challenges

- People who have businesses within the Campbelltown City LGA identified the greatest Strength of having a business in the area to be the continuing growth the region is experiencing, both in terms of new developments and the increasing population expanding their pool of potential customers. This growth is an important strength for businesses and one that business owners want to see Council prioritise in supporting over the next 10 years
- Business owners mentioned Campbelltown requiring 'revitalising and new infrastructure' most frequently when identifying challenges that the area is facing. However the key challenge that they would like to see prioritised by Council over the next 10 years is changing the image of Campbelltown and the perceptions that people outside of the region have of the LGA

Community Strategic Plan

- Whilst the Principle Activity Area 'a strong local economy' had the most Strengths attributed to it, 'an accessible city' was the Principle Activity Area that participants felt had the most challenges to be addressed in the next 10 years
- Business owners also discussed the importance of Campbelltown's image, but that it did not appear to be represented by any of the current CSP pillars

Projects

Signature projects that business owners within the LGA identified focused on the image of Campbelltown, accessibility, expanding businesses and employment and cultural opportunities. The figures in brackets represent the number of people out of 14 that selected that project as one of two that should be prioritised by Council:

1. Image of the LGA: Planning marketing strategies and revitalising Queen Street (11)
2. Accessibility: Improved road infrastructure, rail links and bus services (10)
3. Employment: Encouraging major industry to the area and creation of an innovation hub (6)
4. Culture: Increasing cultural events in the area and connecting people from different backgrounds (1)

Summary – Community Workshops

Strengths and Challenges

- Residents of the Campbelltown City LGA believe the greatest Strength of living in the area is the green open spaces and bushland, an attribute residents overwhelmingly want to see Council prioritise over the next 10 years
- Concerns over accessibility, both within Campbelltown and when traveling to the region from outside areas, was a key challenge residents believe will arise over the next 10 years. Residents therefore want to see this challenge be prioritised by Council to ensure that roads, public transport and parking are maintained and expanded as the area grows

Community Strategic Plan

- The two Principle Activity Areas that residents would like to see Council prioritise projects around are 'a sustainable environment' and 'a safe, healthy and connected community'

Projects and ideas that residents identified around these two Principle Activity Areas focused around:

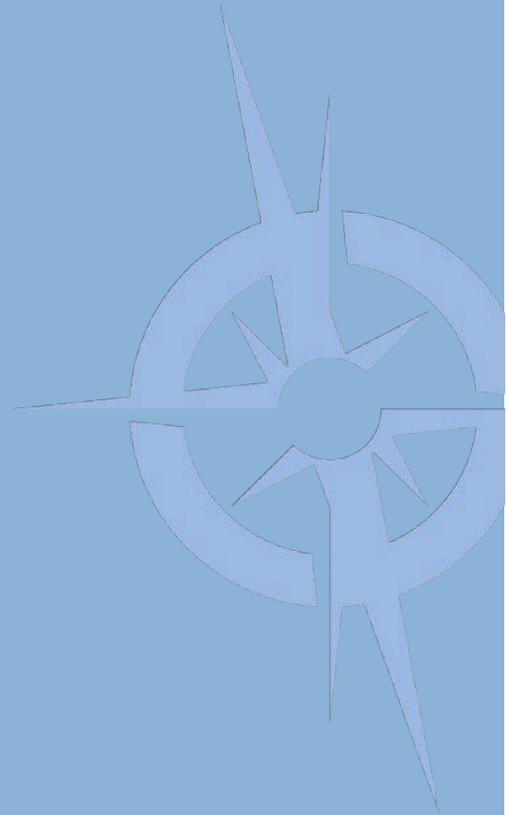
A sustainable environment

1. Planting more trees
2. Schools and education
3. Better integration of green spaces with development
4. Protecting green spaces
5. Sustainability initiatives

A Safe, Healthy and Connected Community

1. An active and healthy community
2. Community events
3. Social hubs
4. Community services
5. CCTV/police presence

Conclusion



Conclusions

A key challenge that consistently arose across residential, business and Councillor/executive team workshops was the need to revitalise the image of the Campbelltown LGA, changing the perception that people outside of the area have of the region. By planning a marketing and branding strategy to update Campbelltown's image, outcomes may include:

1. New business and investment opportunities
2. More residents and skilled employees attracted to the area
3. Increase in tourism
4. Increase in community pride

The importance and potential chain reactions of improving Campbelltown's image lead to the suggestion multiple times across workshops that image should be its own Principle Activity Area in the Community Strategic Plan.

The rural characteristics of Campbelltown were frequently mentioned as key strengths and aspects that should be protected and maintained. These attributes included the rural/country feel, community sentiment, open green spaces and low population density. Whilst residents and Councillors/executive team members valued these rural elements, business owners focused more on how the area needs to grow and develop to increase the local economy and attract quality businesses, investments and employees.

Signature projects and ideas that were discussed across workshops to support the strengths and address the challenges for Campbelltown City were:

- Establish a business/innovation hub to attract large companies and employment opportunities to the area
- Carryout long-term planning on how the roads and public transport infrastructure will handle the growth of the area, lobbying to State and Federal Governments for transport infrastructure projects
- Revitalising Queen Street and making it an area for residents and visitors to hang out and socialise, possibly creating a café culture with alfresco dining and pedestrian only streets
- Ensure that green spaces within the LGA are protected, with stricter requirements on developers on the amount of green space they must incorporate into new developments and the number of trees that must be planted. Council should also state their long-term intentions for different regions, reassuring the community on which areas will be protected

 **The infographic overleaf draw together the outcomes from all three types of focus groups, Councillors/exec. Team, business owners and residents** 7

Summary

Importance of projects/attributes of the LGA to the different focus group participants

	Councillors/Exec. Team	Business Owners	Residents
Business and employment opportunities			
Image/branding of the LGA			
Accessibility			
Natural environment/Green spaces			

Business Owners Focus Group

Strengths - Businesses

The continuing growth of the area was the most frequently mentioned strength of having a business within the Campbelltown City Council area. This growth was discussed both in terms of the population, increasing the number of potential customers, and in regards to becoming a more urbanised area with more businesses and infrastructure. Growth was also considered the top priority area that Council should focus on strengthening and supporting over the next 10 years.

The customers that businesses work with were the second most mentioned strength, not only being abundant in number, but also being local and loyal. The relationship that businesses have with their customers is clearly important, as the friendliness of the community was the second priority area respondents stated they would like Council to support.

Comment	Post-it count	Dot count
Growing area, both for businesses and population	7	18
Customers, i.e. loyal, local and abundant	4	3
Cheaper overheads and rent	3	4
Access to other markets and economies, i.e. Sydney	2	0
Availability to local staff	2	4
Diverse businesses and community	2	2
Friendly community	2	5
Opportunities for creation and innovation	2	0
Close to health services and facilities	1	2
Close to home	1	2
Education opportunities for staff	1	0
Ideal freight hub	1	1

"Campbelltown gives you a chance to bring something new to the area as a business"

"The support we get from the community is amazing, the customers are very loyal to local businesses"

"You get a lot more for your money in terms of rent than you do in other parts of Sydney"

'Post-it count' refers to the number of responses from participants written independently on post-it notes that fell within each category

'Dot count' refers to the number of dots participants placed on each category when given three sticky dots and asked to identify their top priorities out of all categories

Principle Activity Areas - Business Strengths

The Strengths identified in the previous activity were separated by each group into the five Principle Activity Areas of the existing Community Strategic Plan. The table below provides a post-it count for the number of Strengths assigned under each of the five pillars by the two groups.

Principle Activity Area - Strengths	Total: post-its	Group 1: post-its	Group 2: post-its
A strong local economy	15	7	8
A safe, healthy and connected community	9	6	3
An accessible city	4	3	1
Responsible leadership	0	0	0
A sustainable environment	0	0	0

Not surprisingly, 'a strong local economy' was the Principle Activity Area that most of the strengths associated with having a business within the Campbelltown City LGA centred around. The Principle Activity Area 'a safe, healthy and connected community' was also a dominant pillar for strengths, though one group focussed on this area to a greater extent than the other.

Challenges - Businesses

Revitalising the area and the need for new infrastructure development was the most commonly listed challenge for having a business within the Campbelltown City Council area. This challenge links with the key strength identified regarding growth, highlighting that whilst growing the area has the potential to be a significant benefit to businesses and the local economy, achieving this growth is a challenge that Council need to be monitoring and managing.

The top priority that respondents would like to see Council focus on over the next 10 years however is the image and reputation of the area. Addressing this issue was seen as a positive method to increase the attractiveness of the area to new businesses, customers and employees, supporting the overall growth and economy of Campbelltown.

Comment	Post-it count	Dot count
Area requires revitalisation and infrastructure development	6	3
Support/grants/workshops for small businesses	5	3
Accessibility to the area, i.e. roads, parking and public transport	4	8
Reputation/image of the area	4	14
Good staff need to be attracted to the area	2	4
More businesses and business types need to be attracted to the area	2	1
Competing in a growing market	1	3
Council approval for home businesses	1	1
Higher income earners needed in the area	1	0
People leaving the area to work	1	3
Telecommunication services	1	2

"The area is in need of revitalising, especially Queen Street"

"The city needs be more accessible by road and train if we want it to grow economically"

"State and local governments used to give more support to small businesses starting out. We need more grants and information sessions"

'Post-it count' refers to the number of responses from participants written independently on post-it notes that fell within each category

'Dot count' refers to the number of dots participants placed on each category when given three sticky dots and asked to identify their top priorities out of all categories

Principle Activity Areas - Business Challenges

The Challenges previously identified were separated by each group into the five Principle Activity Areas of the existing Community Strategic Plan. The table below provides a post-it count for the number of Challenges assigned under each of the five pillars by the two groups.

Principle Activity Area - Strengths	Total: post-its	Group 1: post-its	Group 2: post-its
An accessible city	10	6	4
Responsible leadership	6	4	2
A strong local economy	6	4	2
Branding/image of the area	6	2	4
A safe, healthy and connected community	0	0	0
A sustainable environment	0	0	0

The Principle Activity Area that encompassed the most challenges for running a business within Campbelltown City was 'an accessible city'. Challenges allocated to this pillar focused not only on issues with roads and public transport infrastructure, but also access to high speed telecommunication networks and employees.

Interestingly, respondents created a 6th Principle Activity Area on 'branding/image of the area' believing it to be a necessary addition in order to address the challenges on image and the perceptions that people outside of Campbelltown have about the area.

Signature Projects

Access within, and to, Campbelltown – 10 of the 14 business owners assigned this project to one of two top priority projects

Both groups discussed the need for better access to Campbelltown from outside areas, and when travelling within the LGA.

Components of the project would be:

- Better road infrastructure connecting the east and west parts of Campbelltown
- Increased rail links to Sydney Airport and the proposed Western Sydney Airport
- Improved bus services

Potential outcomes of this project would be:

- Reduced commute times for residents and ease of access to the area, enabling businesses to attract higher quality staff to Campbelltown
- Improved image of the area by reducing the amount of congestion that people see and experience
- Increased productivity, speeding up the transport of goods and services

Strengths supported:

- Access to other markets and economies, i.e. Sydney
- Availability to local staff
- Close to home

Challenges targeted:

- Accessibility to the area, i.e. roads, parking and public transport
- Reputation/image of the area
- Good staff need to be attracted to the area
- More businesses and business types need to be attracted to the area
- Competing in a growing market
- Higher income earners needed in the area
- People leaving the area to work



Signature Projects

Promoting the image of the area – 11 of the 14 business owners assigned this project to one of two top priority projects

This project targets the image of Campbelltown and the perceptions that people outside of the area have about the LGA.

Components of the project would be:

- Promoting the natural environment and history of Campbelltown
- Planning marketing strategies

Potential outcomes of this project would be:

- Attract new customers, residents, businesses and employees to the area
- Increase tourism
- Increase community pride

Urban renewal – Group 1

Group 1 discussed the need for urban renewal within Campbelltown, highlighting how this will especially help to improve the image of the area.

Components of the project would be:

- Revitalising Queen Street
- Cleaning up the area

Potential outcomes of this project would be:

- New business opportunities, such as restaurants and cafes
- Improved image of the area
- Create more entertainment options, including a nightlife

Strengths supported:

Growing area, both for businesses and population
 Customers, i.e. loyal, local and abundant
 Availability to local staff
 Diverse businesses and community
 Friendly community
 Opportunities for creation and innovation

Challenges Targeted:

Area requires revitalisation and infrastructure development
 Reputation/image of the area
 Good staff need to be attracted to the area
 More businesses and business types need to be attracted to the area
 Competing in a growing market
 People leaving the area to work

Signature Projects

Encouraging major industry to the area/creation of an innovation hub - 6 of the 14 business owners assigned this project to one of two top priority projects

Group 1 discussed the need to attract more major industries to the area and the possibility of bringing in more white collar businesses via the creation of an innovation hub.

Components of the project would be:

- Develop a plan to attract larger businesses and industries to the area
- Create an innovation hub, possibly linked to the University, similar in style to that of the Silicon Valley

Potential outcomes of this project would be:

- Attract more business to the area
- Retain University students after graduation
- Improve the profile of the area
- Increase white collar jobs in the area
- Increase local employment opportunities



Strengths supported:

Growing area, both for businesses and population
 Access to other markets and economies, i.e. Sydney
 Availability to local staff
 Diverse businesses and community
 Opportunities for creation and innovation
 Close to home
 Education opportunities for staff

Challenges Targeted:

Area requires revitalisation and infrastructure development
 Reputation/image of the area
 Good staff need to be attracted to the area
 More businesses and business types need to be attracted to the area
 Higher income earners needed in the area
 People leaving the area to work

Signature Projects

Cultural opportunities – 1 of the 14 business owners assigned this project to one of two top priority projects

Group 1 discussed increasing the cultural opportunities available in the area, supporting the diversity found in Campbelltown in the businesses and community.

Components of the project would be:

- Increase cultural events in the LGA
- Provide opportunities for different community groups to get together

Potential outcomes of this project would be:

- Improves the image of the area
- Increases community spirit and inclusiveness
- Opens up an atmosphere for a greater variety of business types
- Tourism opportunities

Strengths supported:

Growing area, both for businesses and population
Customers, i.e. loyal, local and abundant
Diverse businesses and community
Friendly community
Opportunities for creation and innovation

Challenges Targeted:

Area requires revitalisation and infrastructure development
Reputation/image of the area
Good staff need to be attracted to the area
More businesses and business types need to be attracted to the area
Competing in a growing market



Community Focus Groups

Strengths - Residents

Residents view the key strengths of living in Campbelltown to be attributes typically associated with rural areas, such as open green spaces, the local community and affordable living, whilst additionally still being in a location that is in close proximity to Sydney, beaches and a variety of services and facilities.

The green open spaces and bushland within Campbelltown is by far the strength that residents would like to see prioritised for support by Council over the next 10 years, along with ensuring that the area remains accessible to other locations, affordable and has a variety of shops.

Comment	Post-it count	Dot count
Green open spaces/bushland	18	24
Location, i.e. proximity to Sydney, airport, Southern Highlands and beaches	12	15
Rural/country feel and community	12	5
Affordable housing/living	11	13
Access to facilities and services, e.g. disability services, aged care, council facilities, NBN	9	4
Shops i.e. access and variety	9	11
Accessibility, roads and public transport	8	5
Low density/population	6	3
Hospital/medical services	5	9
Lifestyle/family friendly	5	8
Playgrounds, recreation areas and community groups (e.g. sporting clubs)	5	3
Growth, both physically and economically	3	3
Diverse community	2	3
Schools and education facilities	2	2
Safe area	1	0

"Our bushlands and rivers are our strength, what we have here is amazing"

"Campbelltown still has a town feel about it and a sense of community that you just don't get in other parts of Sydney"

"Access to beaches, mountains and the city is easy"

"Perfect lifestyle, quiet and great for families"

'Post-it count' refers to the number of responses from participants written independently on post-it notes that fell within each category

'Dot count' refers to the number of dots participants placed on each category when given three sticky dots and asked to identify their top priorities out of all categories

Challenges - Residents

Accessibility, both to and within Campbelltown, was the dominant challenge residents believe will affect the area over the next 10 years, and the challenge that residents would like to see addressed as a priority over other issues.

Ensuring that infrastructure within the LGA is developed at a rate to keep up with the growing population was the second greatest challenge and priority issue identified, followed by all new developments within Campbelltown being carefully planned and high rises limited or even prevented in the area.

Residents also want to see their green open spaces protected, run down areas such as Queen Street revitalised and a friendly and healthy community

"Parking is a nightmare and the roads are getting more and more congested"

"We are increasing high density accommodation without the necessary infrastructure"

"Encourage activity with cycleways and get the community fitter"

Comment	Post-it count	Dot count
Accessibility of the area, i.e. roads, public transport, congestion and parking	31	26
Infrastructure (ensure its development is kept up to date with growth)	13	19
Management of development, restricting or stopping new high rises	12	11
Protect and maintain green spaces and bushland	9	7
Revitalise the area and main streets	5	4
Healthy community, cycle lanes and gym equipment in parks	4	4
Maintain the community and rural feel of Campbelltown	4	4
Access to services and facilities i.e. disability, childcare, aged care	3	5
Climate change/environmental concerns	3	3
Entertainment, i.e. restaurants, nightlife, youth groups, events	3	2
Hospital and medical services	3	0
Image of the area/stigma	3	6
Planning and dilution of public housing	3	5
Playgrounds and recreation facilities	3	4
Affordable housing and living	2	0
Schools and education facilities	2	0
Attract younger people to the area	1	1
Commercial office spaces	1	1
Crime/safety of area	1	1
Employment and business growth/opportunities	1	4
Waste disposal services	1	1

Projects to Support/Promote Principle Activity Areas: A Sustainable Environment

Residents were asked to identify one 'signature project' for each of the Principle Activity Areas – and then they were provided with two dots each and asked to indicate which projects they believe Council should prioritise over the next 10 years. 27% of the 72 priority dots were allocated to projects in the 'a sustainable environment' pillar.

Plant more trees

- Increase the number of trees in the LGA and promote community planting events
- Increase funding allocated to the development of new green spaces

Protect green spaces

- Plan and make public long term intentions for which areas will be developed and which areas will be protected
- Develop a plan of action for cleaning up the river region
 - Protect the Scenic Hills from development

Sustainability initiatives

- Promote the use of solar panels, both on buildings and roads
- Provide residents with composting bins and worm farms
- Change street lights to downward facing LED bulbs, reducing light pollution and energy usage
- A greater focus on recycling and prevention of illegal dumping

Better Integration of green spaces with development

- Require developers to add gardens, green spaces and parks to all new developments, replacing all trees that had to be cleared
 - Add walkways and cycle lanes to parks

Schools and education

- Environmental educational programs, both in schools and neighbourhoods
- Promote the benefits of trees in reducing the heat island effect
- Set up a program where schools monitor the local air quality



Projects to Support/Promote Principle Activity Areas: A Strong Local Economy

20% of the priority dots were allocated to projects in the 'a strong local economy' pillar.

Revitalise the area

- Create a nightlife in Campbelltown
- Develop more café and restaurant friendly areas
- Make the area more attractive, to promote the image of Campbelltown and draw in more people
 - Revitalise Queen Street
 - Increase transport links and hotel facilities
- Reduce vacant shops and increase retail outlets around the train stations

Promote local businesses

- Promote and support small local businesses
- Set up incentive schemes for local businesses increasing employment of local residents
- Council to use locally produced materials and labour as a first priority



Encourage new businesses/investments and employment opportunities

- Provide incentives to invest in Campbelltown, e.g. rate relief and reduced taxation
- Promote Campbelltown as an up and coming state of the art city (align with Parramatta)
- Council to actively approach larger businesses and encourage setting up in Campbelltown

Creation of a business hub

- Establish a business hub within Campbelltown
- Focus on attracting large businesses that will bring in high paid and skilled workers

Education links

- Set up hackathon events with school students and young unemployed
- Stronger TAFE, vocational training and apprenticeship opportunities to get more people into the work force, especially the younger generation

Projects to Support/Promote Principle Activity Areas: An Accessible City

15% of the priority dots were allocated to projects in the 'an accessible city' pillar.

Roads and congestion

- Long term planning of road network as the population increases
- Create overpasses on main roads and areas of heavy congestion
 - Widen roads
- Lobby to State and Federal Governments to increase funding for road infrastructure
 - Synchronise the traffic lights on Arterial Road

Car parking

- Build multistorey car parks adjacent to train stations and bus terminals
- Increase parking around shopping centres, hospitals and schools



Public transport

- Provide a free shuttle bus around Campbelltown
 - Faster trains, like the bullet train
- Increase the frequency of trains and buses, especially on weekends
- Grow the public transport network, making it easier to catch the bus or train than drive

Footpaths and cycle lanes

- Expand the cycle lane network, ensuring that lanes are connected
 - Increase footpaths in the LGA and improve their maintenance



Projects to Support/Promote Principle Activity Areas: A Safe, Healthy and Connected Community

21% of the priority dots were allocated to projects in the 'a safe, healthy and connected community' pillar.

An active and healthy community

- Provide more sporting activities free of charge
- Promote health education in schools and the community
 - Council sponsored health camps
- Increase fitness equipment and bike tracks that are available in public parks
- Promote what activities are available to residents across the LGA

CCTV/police presence

- Increase/introduce CCTV to identified unsafe/at risk areas
 - A greater police presence around the LGA
- A second police command base, as Macquarie Fields is too far away for most suburbs



Social hubs

- Create hubs where people can relax and socialise
- Clean up Queen Street, promoting new cafes and restaurants
- Utilise the areas historical and cultural aspects to promote pride and a sense of community in Campbelltown

Community services

- Ensure that medical services remain accessible as the population grows
 - Promote mums and bubs clubs
- Provide better access to outdoor areas and community events to disabled residents

Community events

- Increase community events, with more organised activities around Australia Day, NYE
- Encourage more multicultural events and activities
- Hold community events across the whole LGA, not just in Campbelltown
- Encourage community groups, e.g. promotion and providing meeting places free of charge
- Promote the involvement of people from a wide range of demographics in the organisation and participation of community events

Projects to Support/Promote Principle Activity Areas: Responsible Leadership

17% of the priority dots were allocated to projects in the 'responsible leadership' pillar.

Communication and transparency

- Have council communicate with the community via a range of methods, such as electronic newsletters, local newspapers, social media and letter box drops
- Have communications to the community clearly state what has recently been taking place in the LGA, what is happening now and what is planned for the future
- Have elected members speaking at public events and providing updates on the progress of the LGA
- Greater transparency on how decisions are made

Lobbying State and Federal Governments

- Aim for greater access to State and Federal Government funding
- Employ lobbyists to work on behalf of council to obtain more State and Federal funding



Community consultation

- Encourage consultation from all demographics of the community
- Create more opportunities for the community to have an input on important issues in Campbelltown, including focus groups
 - Extend the time period for challenging new developments, and not displaying development applications around the holidays

Represent the community

- Reduce the influence that developers have on decisions made by Council
- Put the needs of the community ahead of monetary gains
- Improve financial management and how rates are spent

Work together

- Work with neighbouring councils to solve connected/shared issues
- Remove political party associations from local council

Enhancing the Image of Campbelltown

Residents were asked to identify one 'signature project' for each of the Principle Activity Areas, focusing their attention on the five specific areas currently covered by the CSP. There was some commentary among residents however on the negative stigma often associated with the area, and that a possible outcome of conducting these projects will be to improve to the overall image and reputation of Campbelltown.

"We have a bad reputation that is not true, we need to push Campbelltown the way Parramatta is being promoted"

"Making the area more attractive will raise the profile of Campbelltown and bring in new businesses, with more people wanting to live and work here"

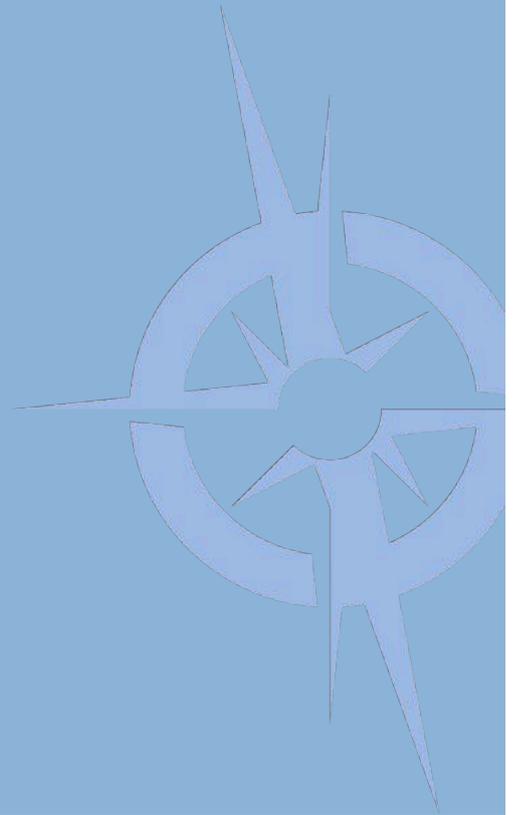
"Fixing up Queen Street will give a new life to Campbelltown and make it a place people want to come and hang out in"

"Campbelltown used to be rural, but we have changed and now have no real identity"

"People outside of the area do not know what Campbelltown is about. Let's make Campbelltown the area that is known for being fit and healthy, not for its fast food outlets"

"The Council needs to get the negative stigma out, there is a perception that we are somehow not as good as other areas"

Appendix 1: Moderators Guide



Campbelltown City Council – Local Business Owners February 2017 Focus Group (90 mins)

If more eight or more attendees, have them split into two groups, like we did for Councillors – try to separate people from the same industry who could be direct competitors

25 mins

- Based on the Strengths and Challenges overall, think of any obvious 'signature projects' or plans that Council could implement which would support these priority areas:

Introduction:

10 mins

1. Council to explain IP&R and the role of a CSP – stress that this session is about big picture/strategic issues. Also, run through a summary of the existing five CSP pillars (to familiarise participants)

- One project per large sheet, maximum of four projects
- Brief description of the project/plan, then the justification – what strengths will it leverage, what challenges will it address?

Where are we now?

2. Micromex to summarise key community survey findings

20 mins

5 mins

6. Each group presents back to team

7. All then given two dots – assign to priority 'signature projects', regardless of which group developed the project

5 mins

3. Micromex to ask all to write down on post it – top 2 things you think are the strengths of having a business in the local area

15 mins

8. Discuss and wrap up – have we missed any important issues, etc?

Where do we want to be in 10 years' time?

5 mins

4. Micromex to ask all to write down on post it – top 2 existing challenges for businesses within the area to be improved/enhanced over the next ten years

How will we get there?

5. Each group to work as a team to:

15 mins

- Group inputs into the existing CSP themes (have a poster of the existing 'Principle Activity Areas') – for all others create a miscellaneous name.

5 mins

- All then given 3 dot stickers to assign priorities to each of the boards



**Campbelltown City Council – Residents February 2017
Focus Groups (90 mins)**

Introduction:

- 5 mins 1. Council to explain IP&R and the role of a CSP – stress that this session is about big picture/strategic issues

Where are we now?

- 5 mins 2. Micromex to summarise key community survey findings

- 10 mins 3. Micromex to ask all to write down on post it – top 3 things you think are the strengths of the local area
- o All read out and put on strengths board

Where do we want to be in 10 years' time?

- 10 mins 4. Micromex to ask all to write down on post it – top 3 existing challenges within the area to be improved/enhanced over the next ten years

- o All read out and put on Challenges board

- 10 mins 5. All then given 3 dot stickers to assign priorities to each of the boards

How will we get there?

- 40 mins Explain the existing CSP themes (have a poster of the existing 'Principle Activity Areas')

On post its - For each area write down any obvious 'signature projects' or plans that fit with it.

- o All read out and put on Themes board - Group

Facilitator to help flesh out this sort of project – i.e. why, how, who and when

- 10 mins 6. Discuss and wrap up

Admin Issues:

- Please provide first names of all attendees – Micromex will prepare name badges for all attendees



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Campbelltown City Council

Community Strategic Plan Review

Prepared by: Micromex Research
Date: December 2016

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Background & Methodology



Background & Objectives

Background

Campbelltown City Council sought to measure community attitudes and perceptions towards current aspirations and priorities for the LGA in the future.

Objectives

Key objectives of the research included:

- Assessing and establishing the community's agreement and priorities in relation to Council's activities, services, and facilities
- Identifying residents' quality of life in the LGA
- Identifying awareness and level of support for the CSP Vision Statement
- Establishing what the community values about the LGA, and what issues the LGA is currently facing

Methodology & Sample

Data collection period

Telephone interviewing (CATI) was conducted during the period 30th November – 6th December 2016.

Sample

N=606 interviews were conducted. A sample size of 606 provides a maximum sampling error of plus or minus 4.0% at 95% confidence. This means that if the survey was replicated with a new universe of N=606 residents, that 19 times out of 20 we would expect to see the same results, i.e. +/- 4.0%.

For the survey under discussion the greatest margin of error is 4.0%. This means for example, that an answer 'yes' (50%) to a question could vary from 46% to 54%. As the raw data has been weighted to reflect the real community profile of Campbelltown City Council, the outcomes reported here reflect an 'effective sample size'; that is, the weighted data provides outcomes with the same level of confidence as unweighted data of a different sample size. In some cases this effective sample size may be smaller than the true number of surveys conducted.

Interviewing

490 of the 606 respondents were selected by means of a computer based random selection process using the electronic White Pages.

In addition, 116 respondents were recruited face-to-face, this was conducted at a number of areas around the Campbelltown City Council area, i.e. Macarthur Square Shopping Centre, Queen Street, Campbelltown Train Station and Minto Mall.

Data analysis

The data within this report was analysed using Q Professional.

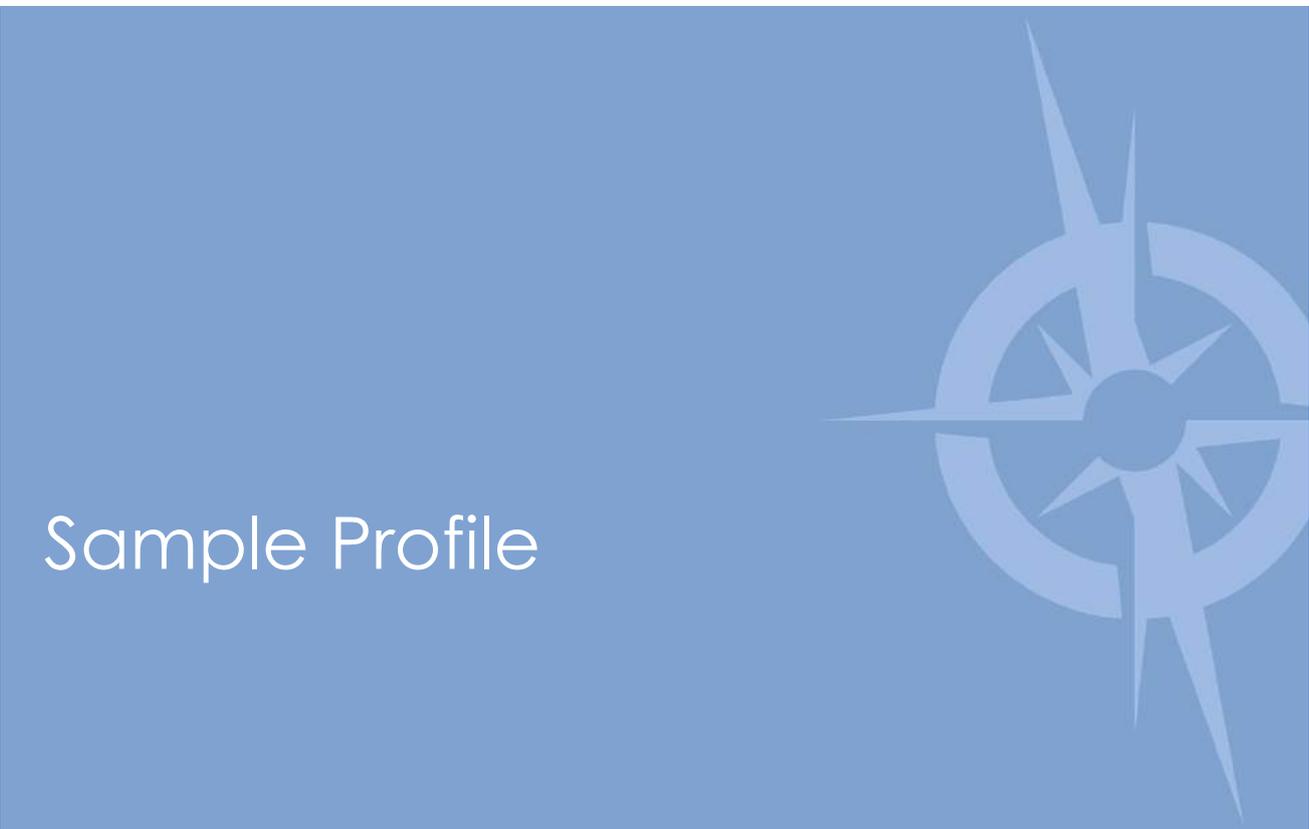
Percentages

All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%.

Word Frequency Tagging

Verbatim responses for open questions were collated and entered into analytical software. This analysis 'counts' the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned.

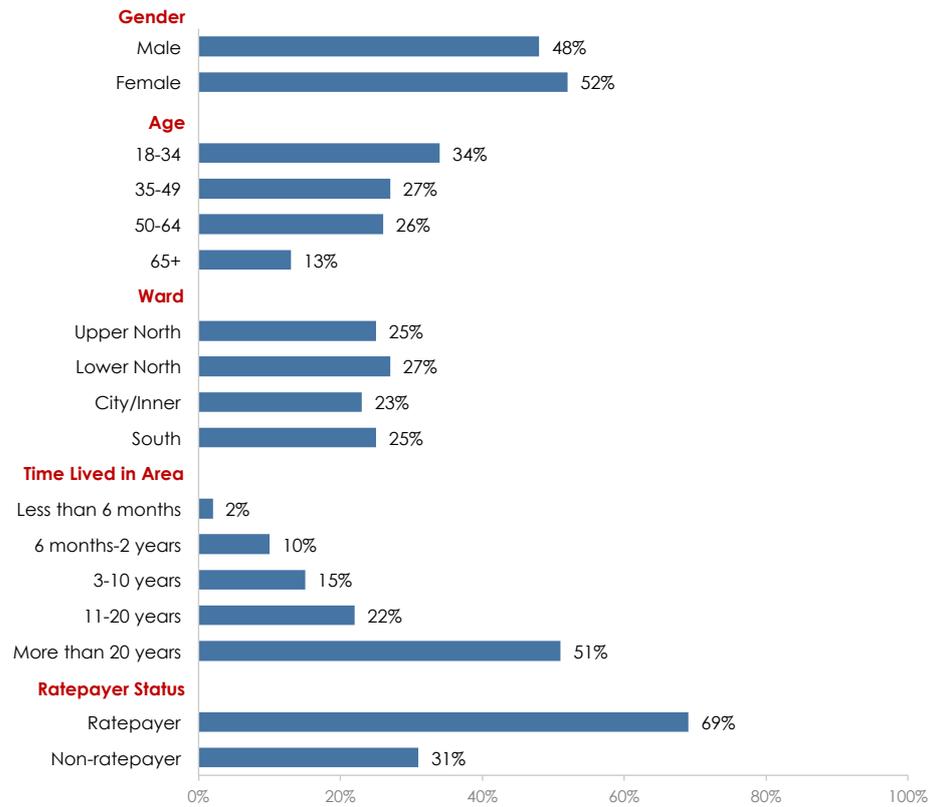
Sample Profile





 The sample was weighted by age and gender to reflect the 2011 ABS community profile of Campbelltown City Council

Sample Profile



Key Findings



Key Findings

Quality of Life

Overall, 97% of residents rated their quality of life in Campbelltown as 'good' to 'excellent', a very positive result.

The key drivers for quality of life were:

- Feeling that there are opportunities to achieve important life activities, relationships and fulfilments
- Access to a reasonable standard of housing
- Access to quality education
- A good lifestyle/urban vitality
- Safe pedestrian areas
- Community that is compassionate and supportive of society's most vulnerable

The most valued aspect of living in Campbelltown by residents was access to services and facilities. Residents also greatly valued the lifestyle, and open/green spaces within the LGA.

The least valued aspects of Campbelltown by residents were the traffic congestion and overdevelopment, however, the area's reputation, coupled with the increasing crime rate and antisocial behaviour, also concerned residents.

Residents stated that road infrastructure and maintenance, and ensuring that infrastructure meets the demands of the growing population, were the issues they would like Council to prioritise the most.

Key Findings

Community Vision

Despite only 21% of residents being aware of the community vision prior to this survey, 95% indicated that they were at least 'somewhat supportive' of it after being informed of the concept.

Community Priorities

With the exception of 'availability of safe cycling options' (77%), all key direction statements received at least 92% support from residents.

Community Agreement Statements

Three of the top four drivers of quality of life appear in the list of top ten agreement statements, 'living in Campbelltown gives you and your family opportunities to achieve important life activities, relationships and fulfilment', 'there is urban vitality and a good lifestyle quality in Campbelltown' and 'quality education is available and accessible in the LGA'.

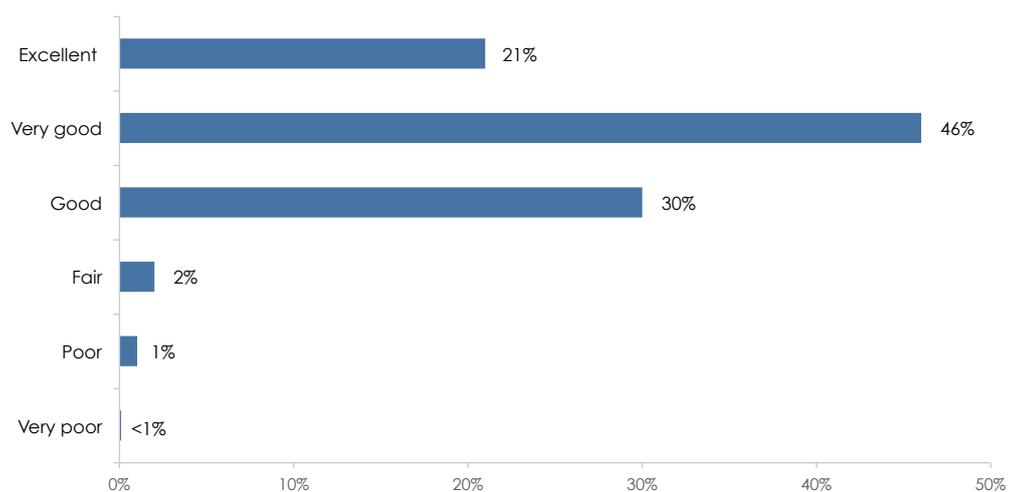
Although the key priorities for quality of life 'you feel able to afford a reasonable standard of housing in the area', 'Campbelltown is a safe area for pedestrians' and 'the Campbelltown Community is compassionate and supportive of the most vulnerable in society' were not in the bottom ten list of agreement statements, their absence from the top of the list suggests that they could potentially be targeted by Council as important issues to address in order to raise the overall quality of life for their residents.

Living in Campbelltown

Quality of Life in Campbelltown

Q2d. Overall, how would you rate the quality of life you have living in Campbelltown?

	Overall	Male	Female	18-34	35-49	50-64	65+	Upper North	Lower North	City/Inner	South	Ratepayer	Non-ratepayer
Mean ratings	4.82	4.81	4.83	4.77	4.82	4.85	4.88	4.77	4.86	4.98▲	4.68	4.85	4.75



Base: N = 606

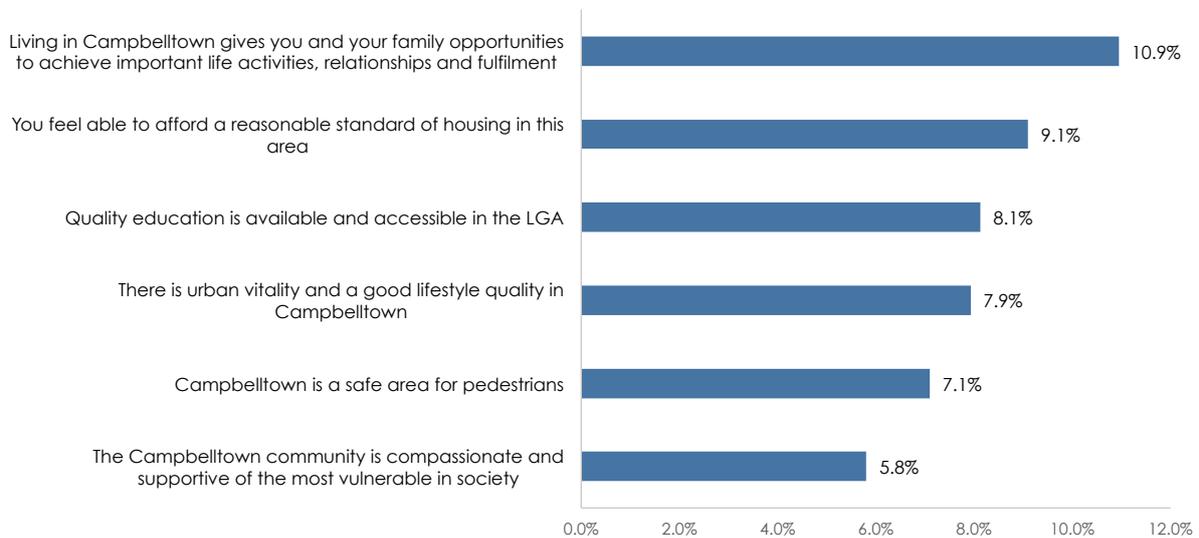
Scale: 1 = very poor, 6 = excellent
▲▼ = A significantly higher/lower rating

Overall, 97% of residents rated their quality of life in Campbelltown as 'good' to 'excellent'.
Residents within the City/Inner Ward rated their quality of life significantly higher

Drivers for Quality of Life

Regression Analysis

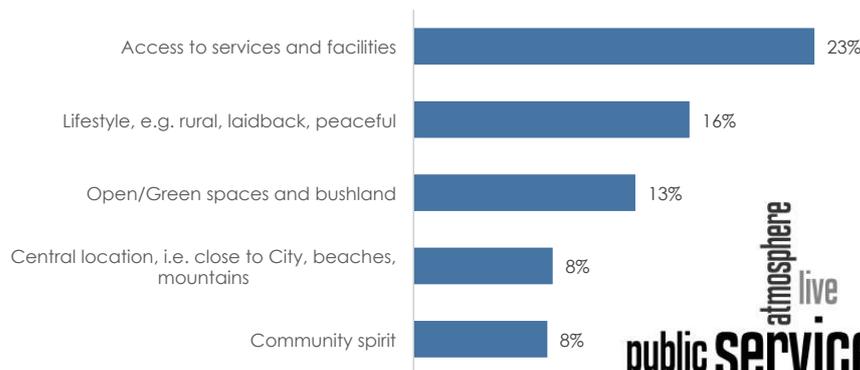
Using regression analysis, we identified the top 6 variables (out of 31) that contribute 49% towards driving a positive quality of life



Opportunities to achieve important life goals, and having access to affordable housing, were the two largest drivers for quality of life in Campbelltown

Most Valued Aspects of Living in Campbelltown

Q2a. What do you value most about living in the Campbelltown area?



Word Frequency Tagging

Verbatim responses for this question were collated and entered into analytical software. This analysis 'counts' the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned.

Base: N = 606

Note: Responses <7% are listed in Appendix A

Residents most value the services and facilities available to them, followed by the lifestyle and open spaces/bushland

Community Vision

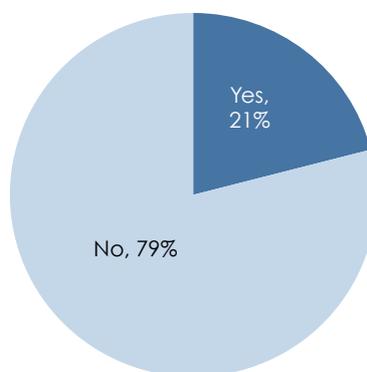


Awareness of Vision

“A connected community with opportunities to grow in a safe and sustainable environment”

Q3a. Are you aware of this vision?

	Overall	Male	Female	18-34	35-49	50-64	65+	Upper North	Lower North	City/Inner	South	Ratepayer	Non-ratepayer
Yes	21%	23%	19%	16%	14%	28%▲	33%▲	20%	22%	17%	24%	22%	19%
No	79%	77%	81%	84%	86%	72%	67%	80%	78%	83%	76%	78%	81%



Base: N = 606

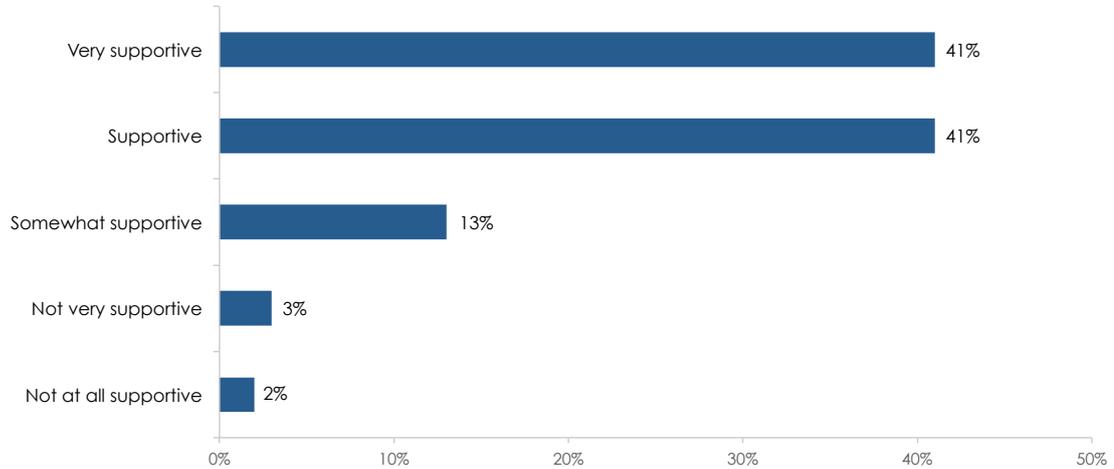
▲▼ = A significantly higher/lower level of awareness

21% of residents indicated that they were aware of Campbelltown’s vision, with residents over the age of 50 being significantly more likely to be aware

Support for Vision

Q3b. How supportive are you of this community vision?

	Overall	Male	Female	18-34	35-49	50-64	65+	Upper North	Lower North	City/Inner	South	Ratepayer	Non-ratepayer
Mean rating	4.17	4.07	4.27▲	4.32	4.10	4.13	4.01▼	4.26	4.00	4.24	4.21	4.16	4.19



Base: N = 606

Scale: 1 = not at all supportive, 5 = very supportive

▲▼ = A significantly higher/lower level of support

95% of residents were at least 'somewhat supportive' of the community vision, with 82% giving the top 2 ratings.

Females were significantly more likely to be supportive, whilst residents over the age of 65 were significantly less likely

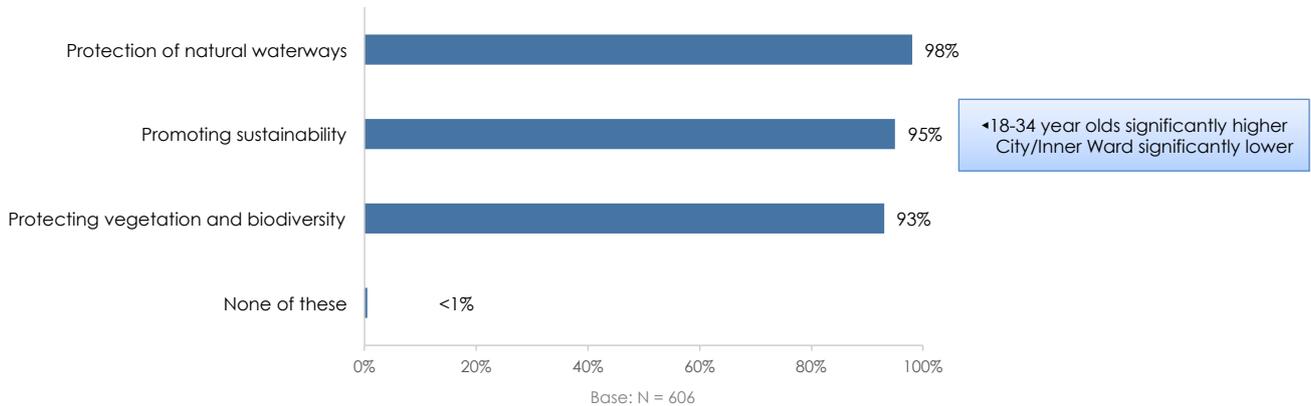
19

Community Priorities

The Community Strategic Plan is divided into 5 key directions or themes

A Sustainable Environment

Q4a. Thinking about the first key direction 'a sustainable environment', which of the following components do you think are important and should be considered by the plan:



Q4b. Can you think of any other priorities like these that should be considered in the future?

Code	Count	Code	Count
Protection of/increasing green spaces	55	Air quality/pollution	14
Recycling facilities and initiatives	16	Promote the use of water tanks and solar panels	10

Note: Detailed breakdowns by demographics are listed in Appendix A

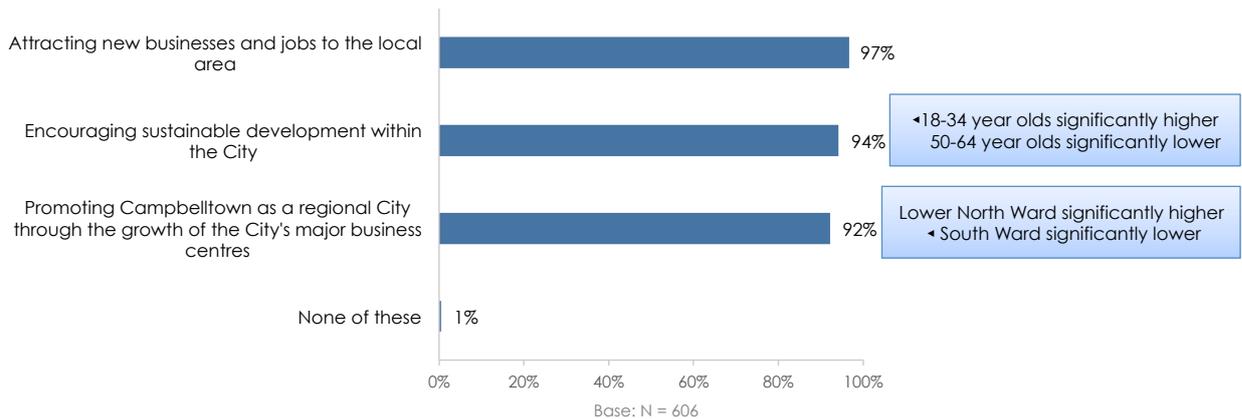
Note: Responses of <10 are listed in Appendix A

At least 93% consider each of these components important and worthy of consideration

21

A Strong and Local Economy

Q5a. Now thinking about the second key direction 'a strong and local economy', which of the following components do you think are important and should be considered by the plan:



Q5b. Can you think of any other priorities like these that should be considered in the future?

Code	Count	Code	Count
Support small/local businesses	12	Promote education	7
Youth employment/apprenticeships	12	Promote tourism	7
Improve accessibility to the area	10		

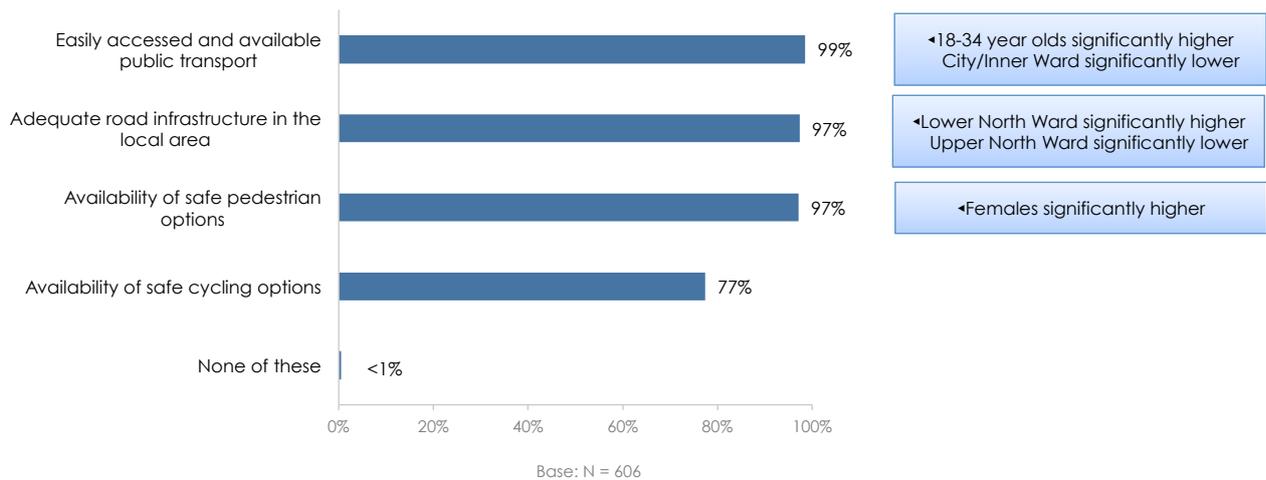
Note: Detailed breakdowns by demographics are listed in Appendix A

Note: Responses of <7 are listed in Appendix A

Over 90% of residents considered each of these important and should be considered by the plan

An Accessible City

Q6a. Now thinking about the third key direction 'an accessible City', which of the following components do you think are important and should be considered by the plan:



Q6b. Can you think of any other priorities like these that should be considered in the future?

Code	Count
Improve car parking	32
Improve access for people with disabilities	24
Improve road safety	6

Note: Detailed breakdowns by demographics are listed in Appendix A

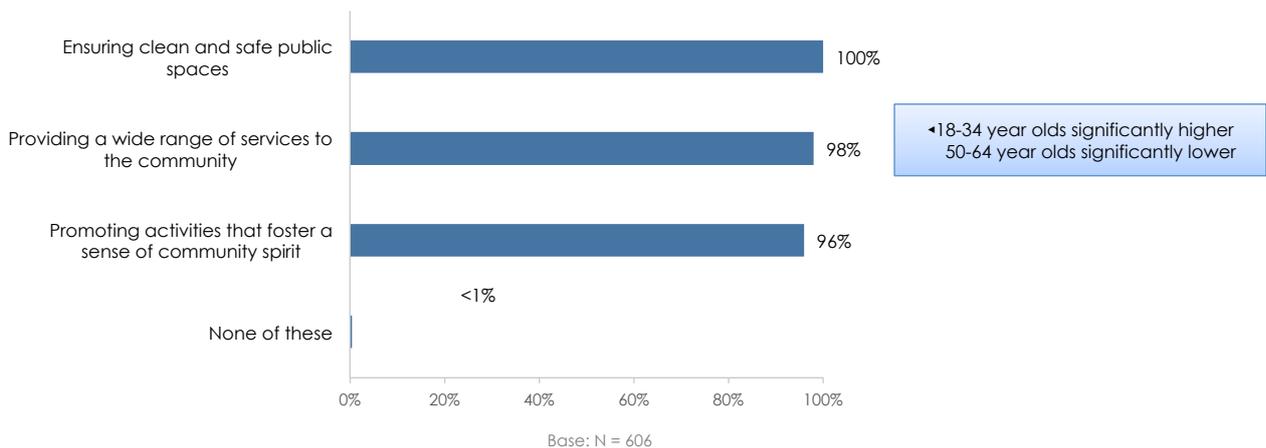
Note: Responses of <6 are listed in Appendix A

Almost all of the residents believe that 'easily accessed and available public transport', 'adequate road infrastructure' and 'availability of safe pedestrian options' are important and should be considered by the plan, whilst 77% considered the 'availability of safe cycling options' important enough to be included in the plan

23

A Safe, Healthy & Connected Community

Q7a. Now thinking about the fourth key direction 'a safe, healthy and connected community', which of the following components do you think are important and should be considered by the plan:



Q7b. Can you think of any other priorities like these that should be considered in the future?

Code	Count	Code	Count
Improving and increasing medical services	27	Services for the elderly	19
More parks/playgrounds	20	Youth support programs	14

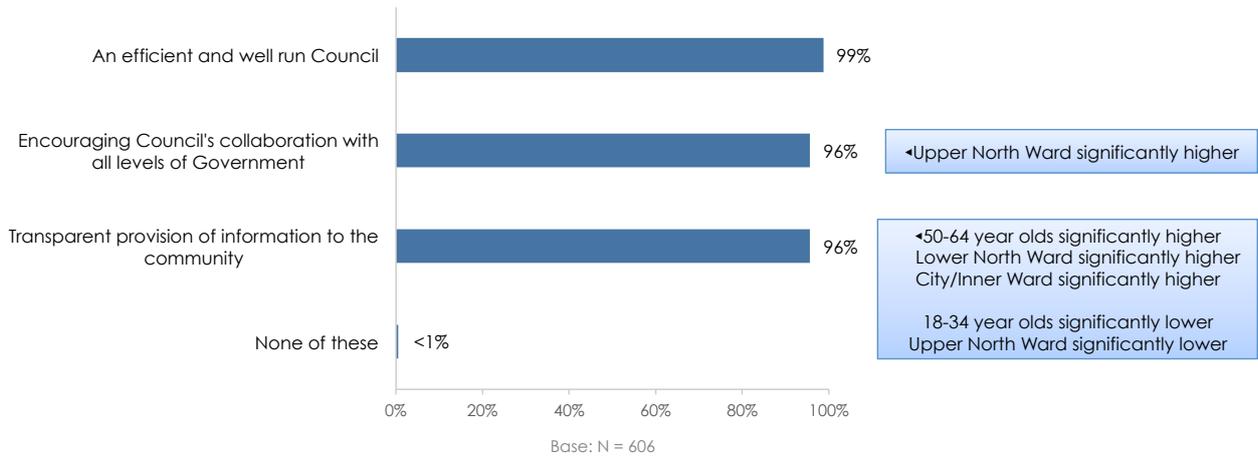
Note: Detailed breakdowns by demographics are listed in Appendix A

Note: Responses of <14 are listed in Appendix A

Once more the vast majority of residents considered all 3 components important enough to be considered by the plan

Responsible Leadership

Q8a. Now thinking about the fifth key direction 'responsible leadership', which of the following components do you think are important and should be considered by the plan:



Q8b. Can you think of any other priorities like these that should be considered in the future?

Code	Count
More regular council meetings	12
Youth leadership programs	4

Note: Detailed breakdowns by demographics are listed in Appendix A

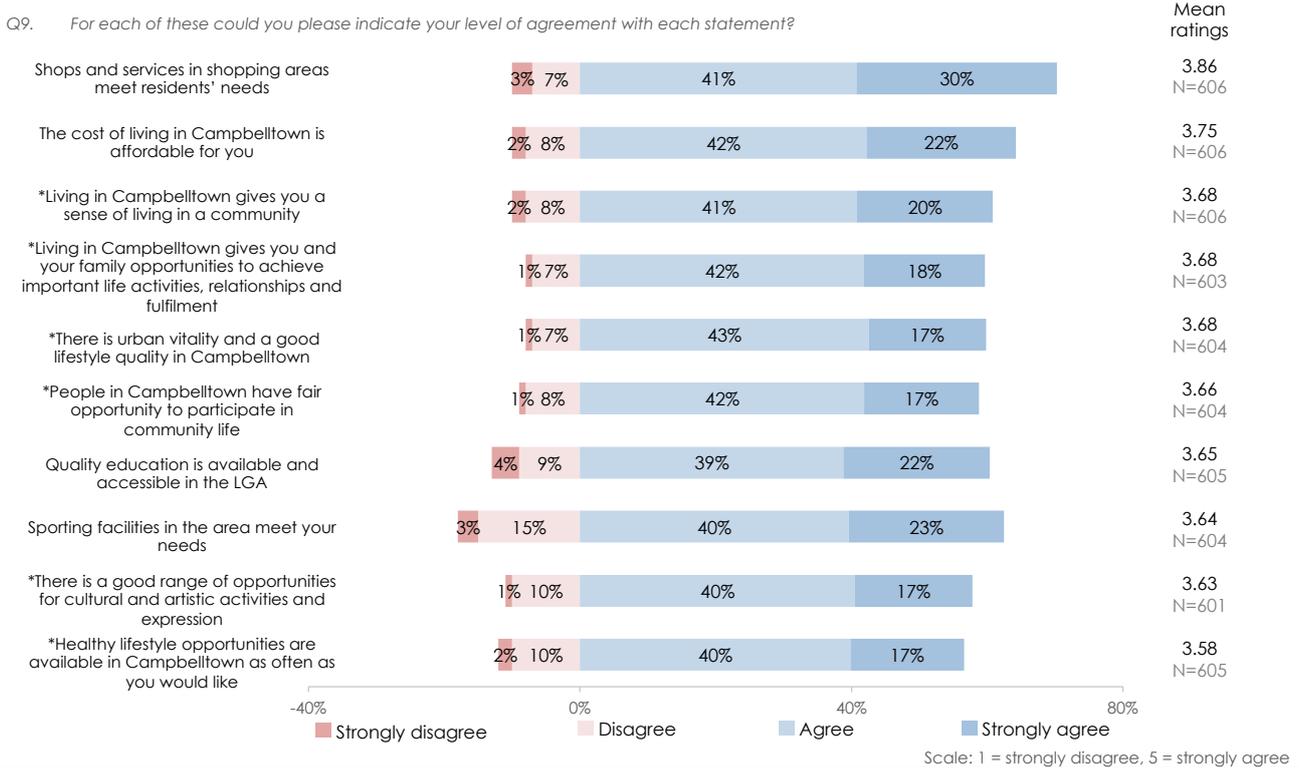
Note: Responses of <4 are listed in Appendix A

99% of residents believe that 'an efficient and well run Council' is important and should be considered by the plan, while 96% each believe the remaining statements also should be considered for the plan

25

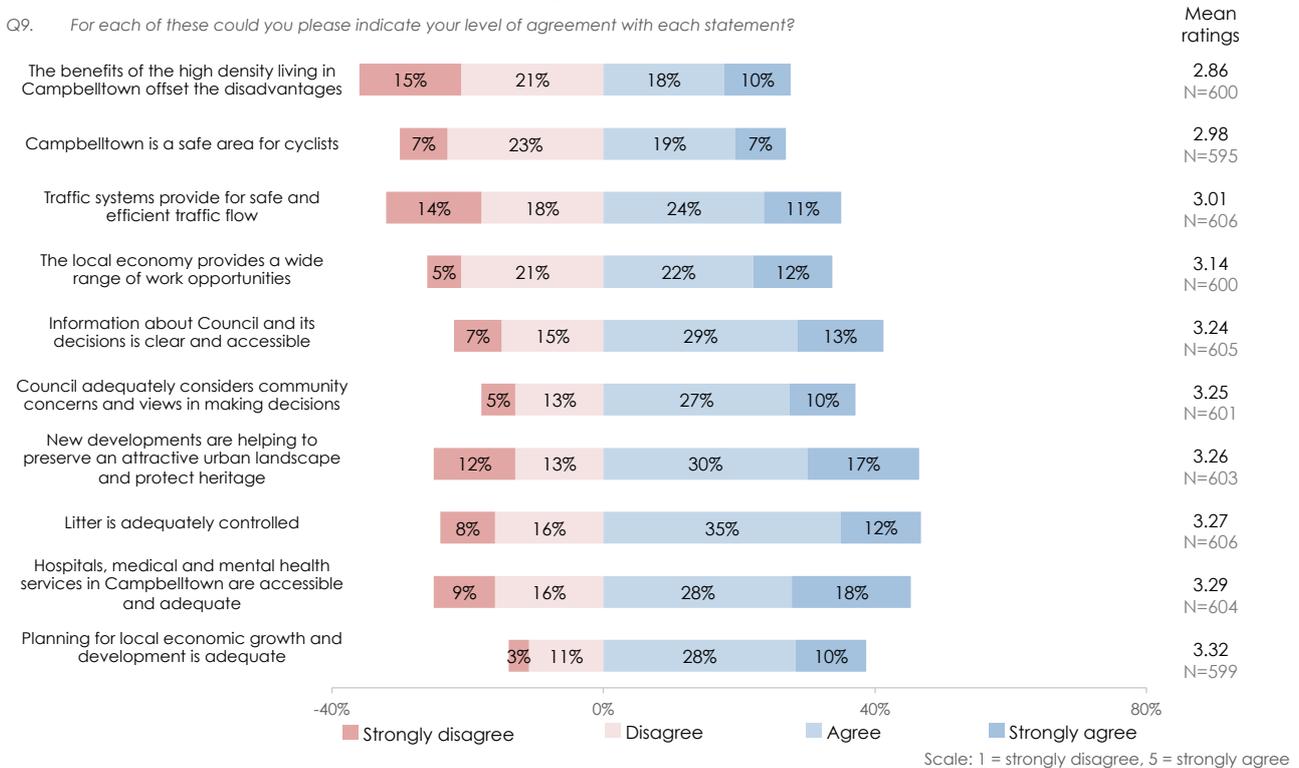
Agreement Statements

Top 10 Agreement Statements



6 of the top 10 statements further characterise the high quality of life achieved by residents of the LGA – ‘a sense of community’, ‘opportunities to achieve life goals’, ‘urban vitality and good lifestyle quality’, ‘opportunity to participate in community life’, ‘opportunities for cultural and artistic activities’, and ‘healthy lifestyle opportunities’ (marked * in the chart)

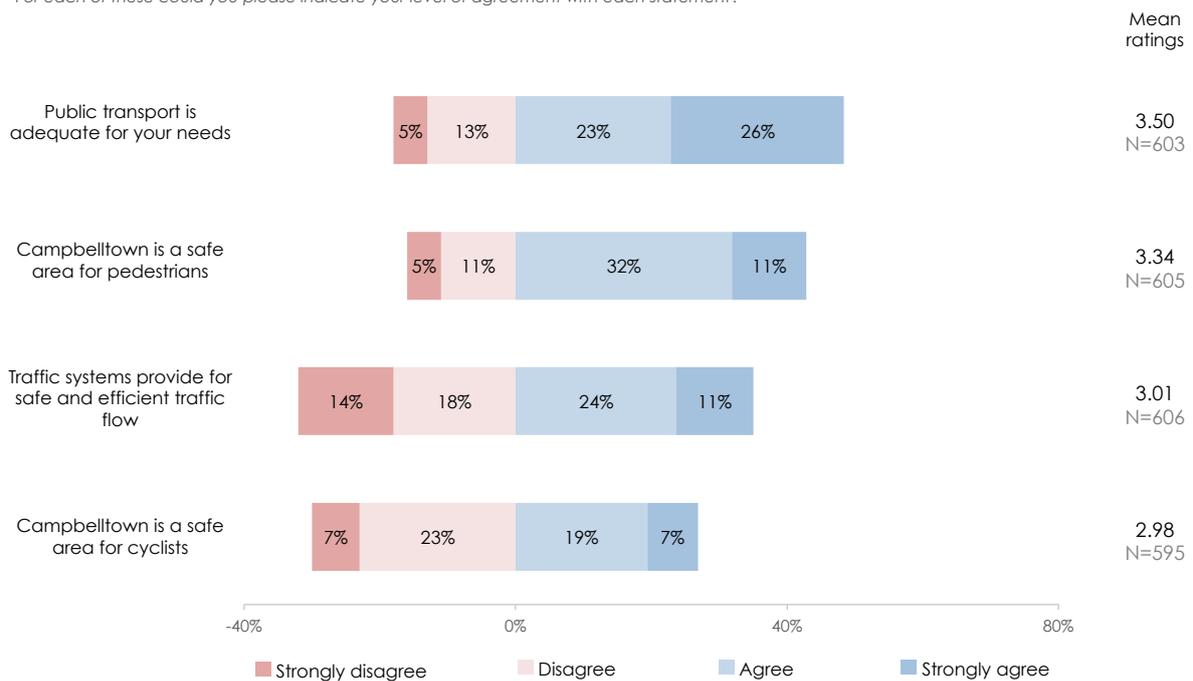
Bottom 10 Agreement Statements



The bottom 10 statements ranged from ‘moderate’ to ‘moderately low’ agreement. ‘the benefits of the high density living in Campbelltown offset the disadvantages’ was the statement with the lowest level of agreement overall

Roads & Transport

Q9. For each of these could you please indicate your level of agreement with each statement?



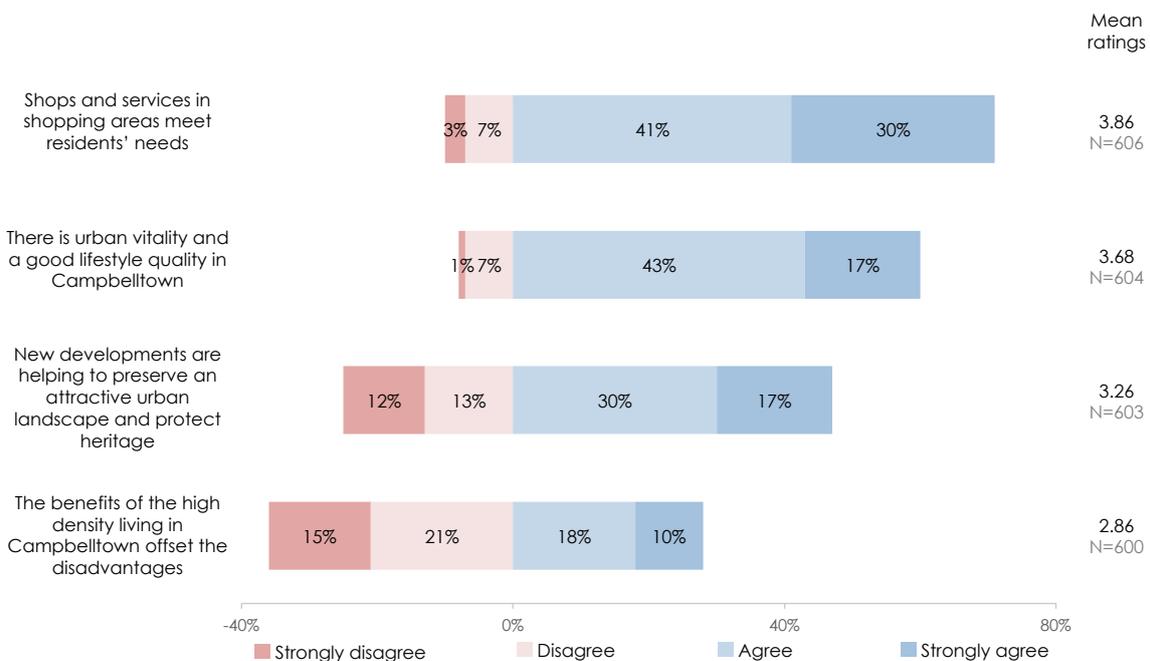
Note: Detailed breakdowns by demographics are listed in Appendix A

Scale: 1 = strongly disagree, 5 = strongly agree

Half the residents (49%) agree that 'public transport is adequate for your needs'. Almost a third of residents disagree that 'traffic systems provide for safe and efficient traffic flow' (32%), and 'Campbelltown is a safe area for cyclists' (30%)

Infrastructure and Development

Q9. For each of these could you please indicate your level of agreement with each statement?



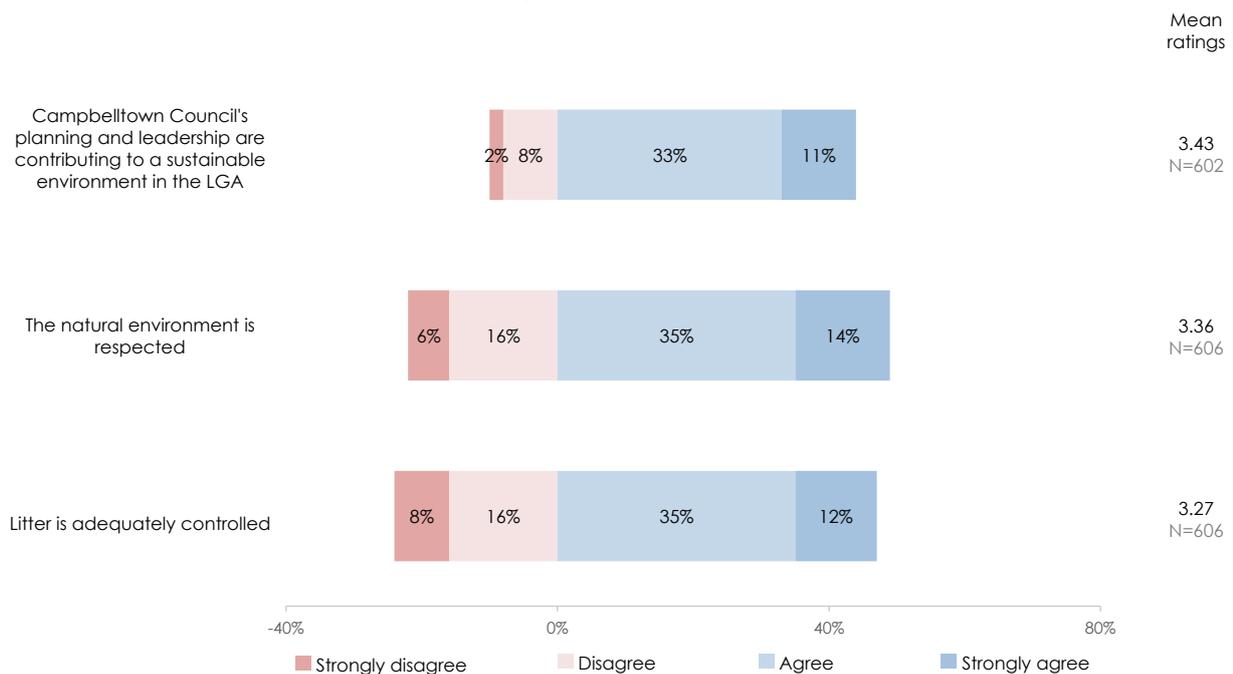
Note: Detailed breakdowns by demographics are listed in Appendix A

Scale: 1 = strongly disagree, 5 = strongly agree

71% of residents agree that 'shops and services in shopping areas meet residents needs', and 60% that 'there is urban vitality and a good lifestyle quality in Campbelltown'. 36% of residents disagree that 'the benefits of the high density living in Campbelltown offset the disadvantages', and 25% disagree that 'new developments are helping to preserve an attractive urban landscape and protect heritage'

The Natural Environment

Q9. For each of these could you please indicate your level of agreement with each statement?



Note: Detailed breakdowns by demographics are listed in Appendix A

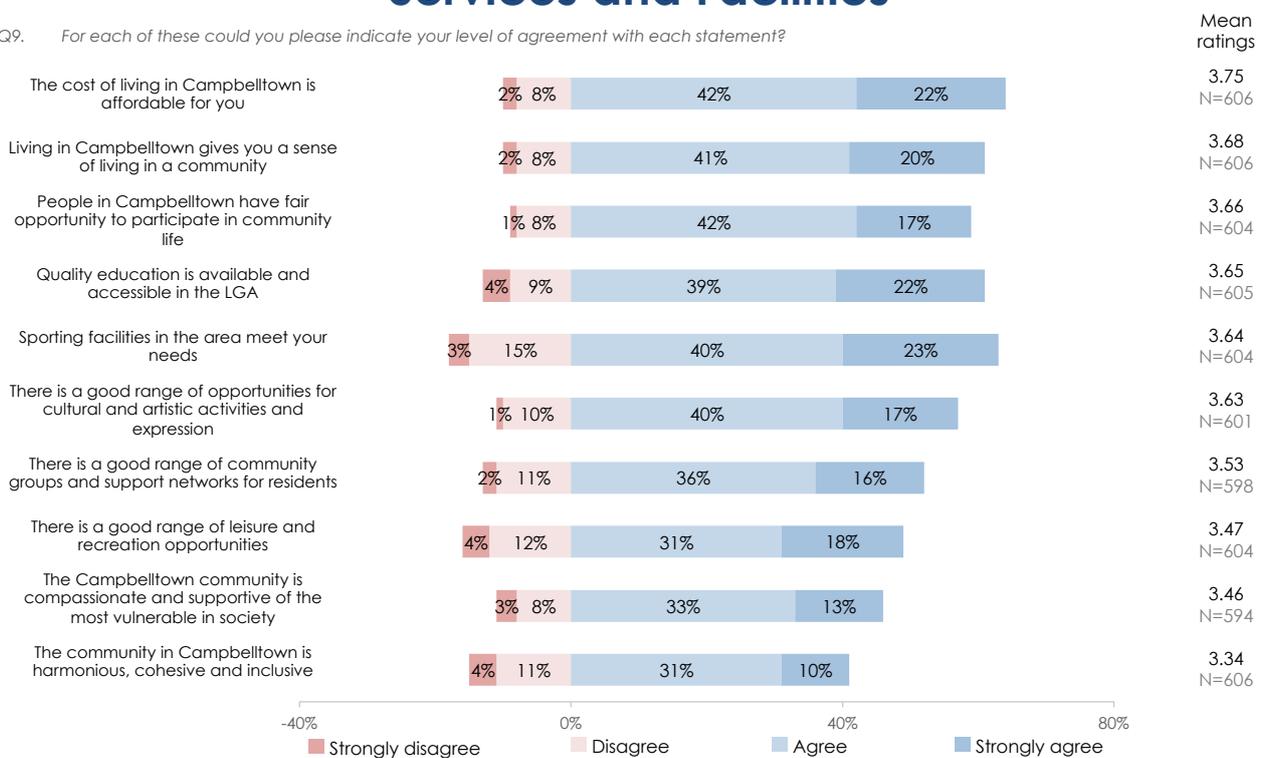
Scale: 1 = strongly disagree, 5 = strongly agree

49% of residents agree that 'the natural environment is respected', however, 22% disagree.
44% of residents agree and 24% disagree that 'litter is adequately controlled'

31

Services and Facilities

Q9. For each of these could you please indicate your level of agreement with each statement?



Note: Detailed breakdowns by demographics are listed in Appendix A

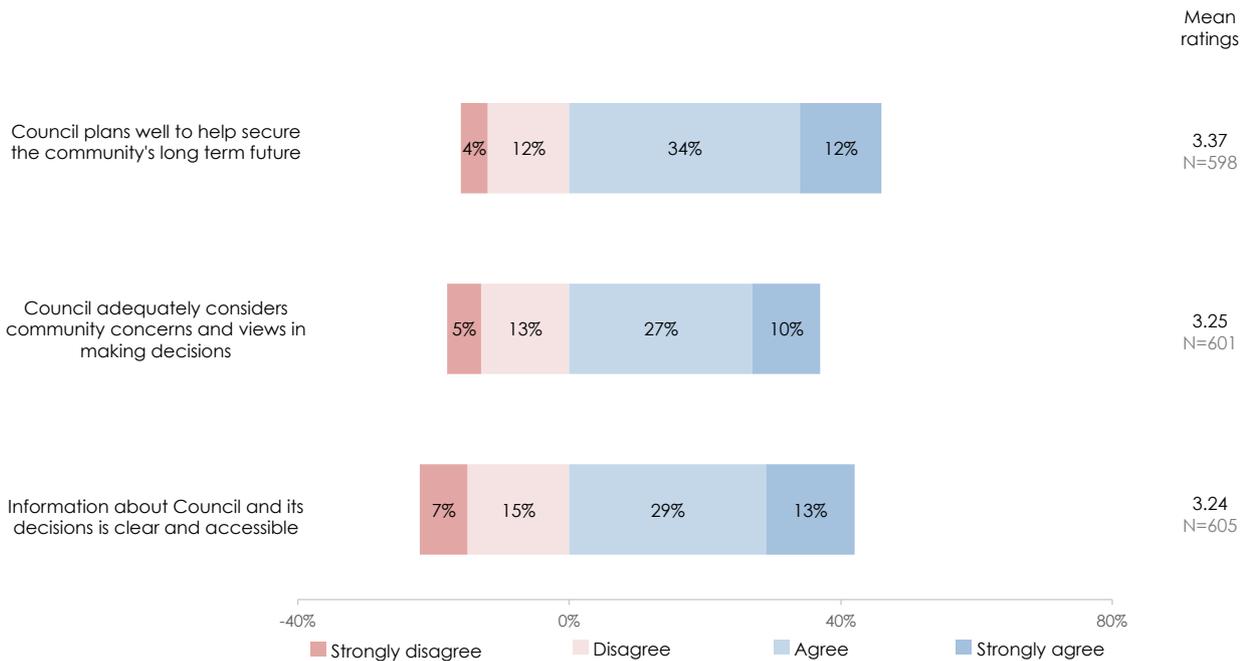
Scale: 1 = strongly disagree, 5 = strongly agree

More than half of the residents agree with the top 7 of these 10 statements, 6 of which achieved moderately high mean ratings (3.63 – 3.75)

32

Planning and Decision Making

Q9. For each of these could you please indicate your level of agreement with each statement?



Note: Detailed breakdowns by demographics are listed in Appendix A

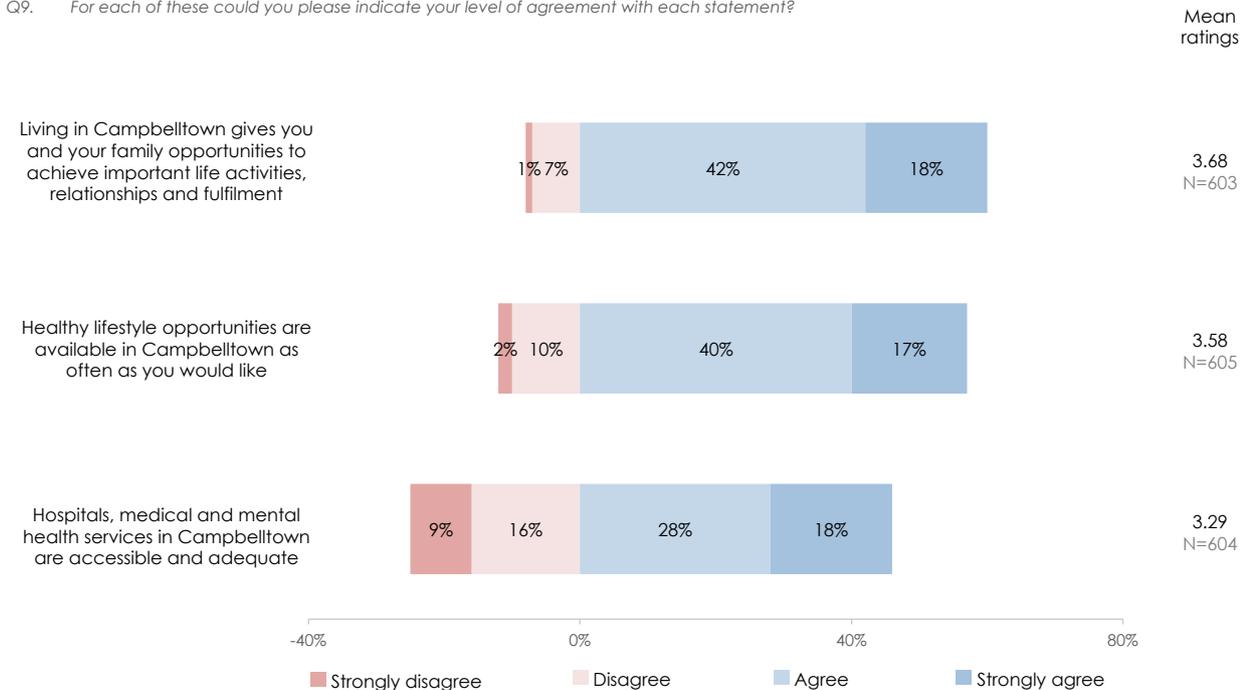
Scale: 1 = strongly disagree, 5 = strongly agree

46% of residents agree that 'Council plans well to help secure the community's long term future'. Each of these statements had a high neutral rating, with 'Council adequately considers community concerns and views in making decisions' having a neutral rating of 45%

33

Health

Q9. For each of these could you please indicate your level of agreement with each statement?



Note: Detailed breakdowns by demographics are listed in Appendix A

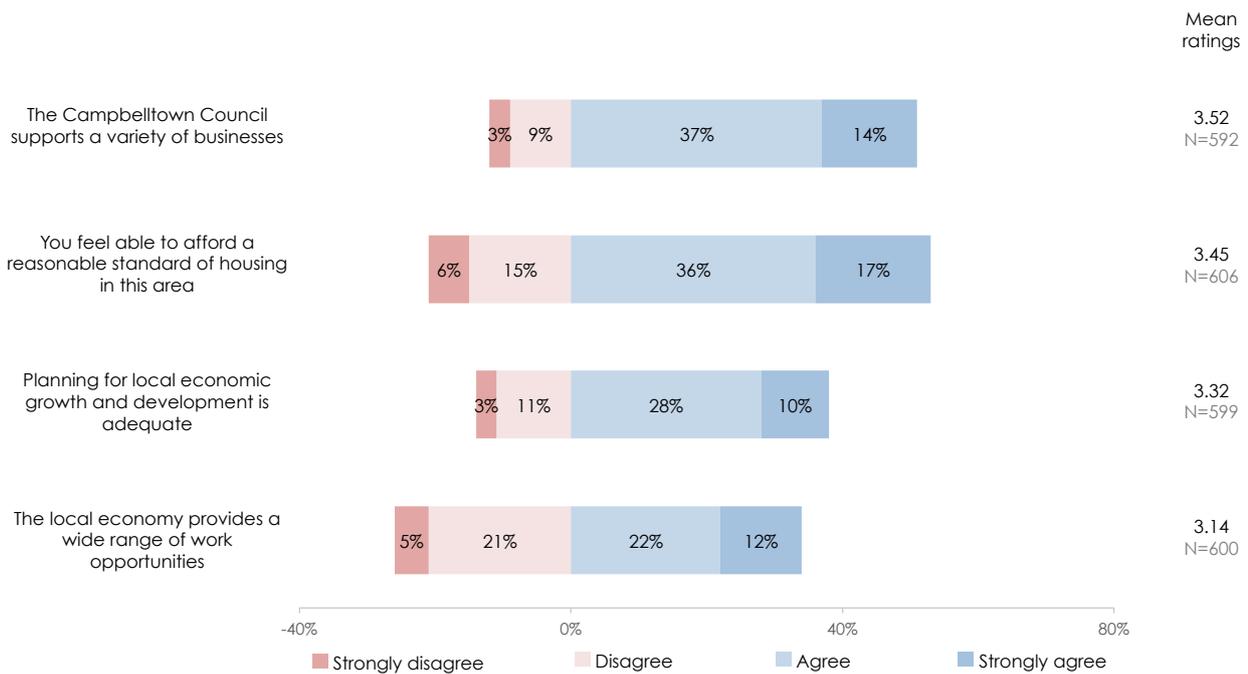
Scale: 1 = strongly disagree, 5 = strongly agree

60% of residents agree that they have opportunities to achieve important life activities, relationships and fulfilment, and 57% that healthy lifestyle opportunities are available. Whilst 46% agree that 'hospitals, medical and mental health services in Campbelltown are accessible and adequate', 25% of residents disagree

34

Economic Development and Growth

Q9. For each of these could you please indicate your level of agreement with each statement?



Note: Detailed breakdowns by demographics are listed in Appendix A

Scale: 1 = strongly disagree, 5 = strongly agree

Half the residents (51%) agree that 'the Campbelltown Council supports a variety of businesses'. 26% of residents disagree that 'the local economy provides a wide range of work opportunities'

35



Demographics

Q1. Which suburb do you live in?

Suburb	%	Suburb	%
Ingleburn	10%	Glen Alpine	3%
Minto/Minto Heights	10%	Airds	2%
Campbelltown	7%	Blair Athol	2%
Eagle Vale	7%	Blairmount	1%
Glenfield	7%	Claymore	1%
Macquarie Fields	7%	Kearns	1%
Bradbury	5%	Macquarie Links	1%
Leumeah	5%	Woodbine	1%
Rosemeadow	5%	Bardia	<1%
Ruse	5%	Bow Bowling	<1%
St Helens Park	5%	Denham Court	<1%
Ambarvale	4%	Kentlyn	<1%
Raby	4%	Long Point	<1%
St Andrews	4%	Menangle Park	<1%
Eschol Park	3%	Wedderburn	<1%

Base: N = 606

Demographics

D1. Please stop me when I read out your age group.

	%
18-34	34%
35-49	27%
50-64	26%
65+	13%

D2. How long have you lived in the local area?

	%
Less than 6 months	2%
6 months-2 years	10%
3-10 years	15%
11-20 years	22%
More than 20 years	51%

D3. In Campbelltown, do you:

	%
Rent/Other	31%
Own/Mortgage	69%

Q11. Gender:

	%
Males	48%
Female	52%

Base: N = 606

Appendix A



Most Valued Aspects of Living in the LGA

Q2a. What do you value most about living in the Campbelltown area?

Comment	Count
Access to public transport	32
Familiarity/Home	29
Close to family/friends	23
Housing affordability and availability	23
Low density living	17
Safe area to live in	11
Growth of the area	8
Close to work	7
Family-friendly area	6
Country and city atmosphere	4
Affordability of local entertainment	1
Being a member of the St Peters Church	1
Being able to travel to other areas easily	1
Clean air atmosphere	1
Cleanliness	1
Close to lots of recreational activities	1
Ease of getting around	1

Comment	Count
Good council	1
Having a brilliant council	1
Having neighbours who look after their yards makes the area look much better	1
Lack of jails	1
Minimal traffic congestion	1
Mix of cultures	1
Proximity to recreational opportunities	1
Proximity to train station, M5 and M7	1
Regular garbage collection	1
Roads are high quality	1
Small local multicultural community	1
The history of the area	1
Variation in topography and climate	1
Well maintained area, good climate	1
Wide range of activities and entertainment available in Campbelltown	1
Don't know/nothing	25

Least Valued Aspects of Living in the LGA

Q2b. And what do you value least (or what don't you like) about living in the Campbelltown area?

Comment	Count	Comment	Count	Comment	Count
Pollution/litter	23	Lack of bike tracks	4	Lack of pride for the area	1
Distance to the city and beaches	22	Lack of police	4	Lack of street lighting	1
Overpopulation	18	Lack of cafes/restaurants	3	Local government not living up to their commitments	1
Degeneration of the area, particularly Queen St	13	Lack of footpaths	3	Lousy Internet and telecom service	1
Lack of car parking	13	Amount of change going, Scenic Hill, the environment	1	Low house value	1
Area becoming too multicultural	11	Being controlled by body corporate	1	Nowhere to smoke near the shopping centre	1
Lack of employment opportunities	10	Councillors don't act on behalf of the ratepayers	1	People breaking the speed limit	1
Lack of community events/entertainment	7	Expensive house costs	1	Price increase in housing	1
Lack of playgrounds/children's recreational areas	6	Ignored by State and Federal government due to sitting Labor members	1	Rates are extremely pricey	1
Loss of country lifestyle	6	Lack of covered bus stop waiting seats	1	Rates being exorbitant	1
Noise pollution	6	Lack of easy access to public transport for disabled/elderly	1	Relocation of local motor registry	1
Climate	5	Lack of information from Council notifying of developments	1	Skatepark	1
Loss of green space	5	Lack of NBN connectivity	1	Speed limits are ignored in the Minto area	1
People from lower socio-economic areas coming to the area	5	Lack of pet/animal control, mainly cats	1	Too many cafes on Queen St	1

Priority Issues For the Next 10 Years

Q2c. Thinking of the next 10 years, what do you believe will be the highest priority issues within the Campbelltown area?

Comment	Count	Comment	Count	Comment	Count
More/Better education facilities	49	Addressing poverty	5	Better library	1
Overdevelopment	48	Embracing ethnic diversity	5	Corrupt Councillors	1
Providing more car parking	44	Growth of the area	5	Financial management by Council	1
Protecting green spaces	41	Childcare facilities	4	Flood prevention	1
Employment/business opportunities	40	General services and facilities	4	Long-term planning for the area	1
Overpopulation	31	Noise pollution	3	NBN	1
Increasing crime rate, particularly drugs	29	Waste management services	3	New Rural Fire Service	1
Youth/Children's services and activities	18	Bike lanes	2	No amalgamations	1
Services and facilities for elderly/disabled	16	Expand sporting facilities	2	No coal seam gas mining	1
Pollution/litter	13	Footpaths and pedestrian crossings	2	Preventing degradation of the area	1
Community events/entertainment	11	Improve the health of residents	2	Public seating in shopping centres	1
Management of new developments	8	Maintain current demographics	2	Public toilets	1
Maintaining rural character of the area	7	Management of street trees	2	Sheltered bus stops	1
Playgrounds	7	Reputation of the area	2	Stop the Intermodal facility in Glenfield	1
Safety on roads	7	Restaurants and cafes	2	Street lighting	1
Addressing Housing Commission areas	6	Animal control	1	Too much focus of technology	1
Airport for the area	6	Attracting young families to the area	1	Water supply	1
Cost of living	6	Better communication from Council to community	1	Don't know/nothing	39
Access to NSW Service building/RTA	5				

Priority Issues

Q4a. Thinking about the first key direction 'a sustainable environment', which of the following components do you think are important and should be considered by the plan:

	Overall	Male	Female	18-34	35-49	50-64	65+	Upper North	Lower North	City/Inner	South	Ratepayer	Non-ratepayer
Protection of natural waterways	98%	98%	98%	98%	98%	97%	99%	98%	97%	99%	98%	98%	98%
Promoting sustainability	95%	95%	95%	98%▲	93%	93%	94%	97%	95%	91%▼	97%	94%	97%
Protecting vegetation and biodiversity	93%	92%	94%	92%	94%	93%	95%	94%	96%	88%	93%	91%	97%
None of these	<1%	1%	0%	0%	0%	1%	1%	0%	1%	0%	0%	0%	0%

Base: N = 606

▲▼ = A significantly higher/lower level of support

Q4b. Can you think of any other priorities like these that should be considered in the future?

Other priorities	Count	Other priorities	Count	Other priorities	Count
Plant more flowers/trees	8	Animal control	2	Improved management of stormwater runoff	1
Education on waste and sustainability	6	Reduce carbon emissions	2	Incorporating the natural environment in the development of parks and playgrounds	1
Promote renewable energy	6	Water quality	2	Increased frequency of green waste bin collections	1
No fracking or mining	5	Weed control	2	Management of landfill	1
Increased back-burning	3	Council-run free tree service	1	Prevent the use of pesticides	1
Litter control	3	Education on environmental protection	1	Promote the development of green businesses	1
Maintenance of street trees	3	Expansion of Botanical Gardens Narellan programs	1		

Priority Issues

Q5a. Now thinking about the second key direction 'a strong and local economy', which of the following components do you think are important and should be considered by the plan:

	Overall	Male	Female	18-34	35-49	50-64	65+	Upper North	Lower North	City/Inner	South	Ratepayer	Non-ratepayer
Attracting new businesses and jobs to the local area	97%	97%	96%	95%	98%	97%	99%	95%	96%	99%	97%	98%	95%
Encouraging sustainable development within the City	94%	94%	95%	98%▲	95%	89%▼	92%	96%	93%	95%	93%	93%	97%
Promoting Campbelltown as a regional City through the growth of the City's major business centres	92%	92%	92%	93%	92%	91%	93%	90%	97%▲	95%	87%▼	93%	90%
None of these	1%	0%	1%	1%	0%	0%	1%	0%	1%	0%	1%	1%	0%

Base: N = 606

▲▼ = A significantly higher/lower level of support

Q5b. Can you think of any other priorities like these that should be considered in the future?

Other priorities	Count	Other priorities	Count	Other priorities	Count
Promote Campbelltown as a good place to live and work	6	Promote manufacturing industries	3	More approvals for business developments	1
Promote higher quality jobs	6	Increased childcare facilities for working parents	2	More assistance for unemployed people in the area	1
Upgrade/renovate the area	5	Business and career expos	1	Promoting jobs for people with disabilities	1
Increase events to bring money to the area	4	Collaborate with Federal Government to provide incentives for work opportunities	1		
Promote industrial sites	4	Extend opening hours of shops and businesses	1		
Increase variety of shops	3	Grow the size of the City	1		

Priority Issues

Q6a. Now thinking about the third key direction 'an accessible City', which of the following components do you think are important and should be considered by the plan:

	Overall	Male	Female	18-34	35-49	50-64	65+	Upper North	Lower North	City/Inner	South	Ratepayer	Non-ratepayer
Easily accessed and available public transport	99%	99%	98%	100%▲	98%	98%	98%	99%	99%	96%▼	99%	98%	99%
Adequate road infrastructure in the local area	97%	96%	98%	97%	99%	97%	96%	94%▼	100%▲	98%	97%	98%	95%
Availability of safe pedestrian options	97%	96%	98%	99%	97%	96%	95%	98%	97%	96%	98%	96%	100%▲
Availability of safe cycling options	77%	70%	84%▲	79%	77%	74%	80%	77%	80%	76%	76%	75%	82%
None of these	<1%	0%	0%	0%	0%	0%	1%	0%	0%	1%	0%	0%	0%

Base: N = 606

▲▼ = A significantly higher/lower level of support

Q6b. Can you think of any other priorities like these that should be considered in the future?

Other priorities	Count	Other priorities	Count	Other priorities	Count
Introduce trams	5	Increase clearways	1	Reliable public transport	1
More traffic lights	5	Increase the size of roundabouts	1	Shelters at bus stops	1
Fewer traffic lights	4	Longer crossing times at pedestrian crossings	1	Train link to the airport	1
Improve security on trains	3	More public seating for rest stops	1		
Improve bus shelters	1	Reduce cost of public transport	1		

Priority Issues

Q7a. Now thinking about the fourth key direction 'a safe, healthy and connected community', which of the following components do you think are important and should be considered by the plan:

	Overall	Male	Female	18-34	35-49	50-64	65+	Upper North	Lower North	City/Inner	South	Ratepayer	Non-ratepayer
Ensuring clean and safe public spaces	100%	99%	100%	100%	100%	99%	99%	100%	100%	99%	100%	99%	100%
Providing a wide range of services to the community	98%	97%	99%	100%▲	98%	96%▼	97%	97%	99%	98%	98%	97%	99%
Promoting activities that foster a sense of community spirit	96%	96%	96%	98%	94%	95%	95%	97%	98%	94%	94%	95%	97%
None of these	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%

Base: N = 606

▲▼ = A significantly higher/lower level of support

Q7b. Can you think of any other priorities like these that should be considered in the future?

Other priorities	Count	Other priorities	Count	Other priorities	Count
More sporting activities	8	More street lighting	3	More non-smoking areas	1
Increase respect/support for indigenous and multicultural communities	7	Support volunteer programs	3	More play equipment/activities for children	1
Mental health services	5	Homeless shelters	2	Public bins	1
Create a café culture	4	BBQ areas in parks	1	Stop the lockout laws	1
Larger public library	3	Educate primary school children about hygiene	1		
More public places to exercise	3	More CCTV cameras	1		

Priority Issues

Q8a. Now thinking about the fifth key direction 'responsible leadership', which of the following components do you think are important and should be considered by the plan:

	Overall	Male	Female	18-34	35-49	50-64	65+	Upper North	Lower North	City/Inner	South	Ratepayer	Non-ratepayer
An efficient and well run Council	99%	99%	99%	100%	98%	98%	99%	100%	98%	99%	99%	98%	100%
Encouraging Council's collaboration with all levels of Government	96%	96%	96%	95%	94%	97%	98%	91%▼	98%	96%	98%	95%	96%
Transparent provision of information to the community to encourage participation in decision making	96%	94%	98%	92%▼	97%	99%▲	96%	89%▼	99%▲	99%▲	96%	95%	96%
None of these	<1%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%

Base: N = 606

▲▼ = A significantly higher/lower level of support

Q8b. Can you think of any other priorities like these that should be considered in the future?

Other priorities	Count	Other priorities	Count	Other priorities	Count
Reduced corruption in Council	3	Faster responses to enquiries from the community	1	Publish Council decisions through a wider variety of media types	1
Council to follow through on plans/promises	2	More displays in Council chambers	1	Reduced political advertising	1
Longer terms for Mayors	2	No amalgamation	1	Set up community groups with specialist knowledge	1
Council should amalgamate	1	No developers on Council	1	Shorter terms for Councillors	1

Agreement Statements

Q9. For each of these could you please indicate your level of agreement with each statement?

Roads and Transport	Overall	Male	Female	18-34	35-49	50-64	65+	Upper North	Lower North	City/Inner	South	Ratepayer	Non-ratepayer
Public transport is adequate for your needs	3.50	3.44	3.55	3.58	3.60	3.30▼	3.48	3.51	3.37	3.73▲	3.41	3.43	3.65
Campbelltown is a safe area for pedestrians	3.34	3.30	3.37	3.29	3.45	3.25	3.40	3.30	3.16▼	3.59▲	3.33	3.30	3.42
Traffic systems provide for safe and efficient traffic flow	3.01	2.93	3.07	3.26▲	3.01	2.64▼	3.07	3.26▲	2.81	3.14	2.83	2.87	3.30▲
Campbelltown is a safe area for cyclists	2.98	2.92	3.03	3.08	3.00	2.84	2.91	2.95	2.89	3.20▲	2.90	2.92	3.09
Infrastructure and Development	Overall	Male	Female	18-34	35-49	50-64	65+	Upper North	Lower North	City/Inner	South	Ratepayer	Non-ratepayer
Shops and services in shopping areas meet residents' needs	3.86	3.86	3.87	3.98	3.85	3.69▼	3.96	3.62▼	3.94	4.11▲	3.80	3.76	4.09▲
There is urban vitality and a good lifestyle quality in Campbelltown	3.68	3.63	3.72	3.68	3.69	3.62	3.76	3.55	3.66	3.85	3.66	3.60	3.85▲
New developments are helping to preserve an attractive urban landscape and protect heritage	3.26	3.31	3.22	3.67▲	3.02▼	3.07▼	3.12	3.33	3.18	3.40	3.17	3.12	3.59▲
The benefits of the high density living in Campbelltown offset the disadvantages	2.86	2.77	2.94	3.27▲	2.65▼	2.64▼	2.63▼	2.91	2.75	2.91	2.88	2.74	3.11▲

Scale: 1 = strongly disagree, 5 = strongly agree

▲▼ = A significantly higher/lower level of agreement

Agreement Statements

Q9. For each of these could you please indicate your level of agreement with each statement?

The Natural Environment	Overall	Male	Female	18-34	35-49	50-64	65+	Upper North	Lower North	City/Inner	South	Ratepayer	Non-ratepayer
Campbelltown Council's planning and leadership are contributing to a sustainable environment in the LGA	3.43	3.36	3.50	3.44	3.44	3.35	3.58▲	3.52	3.28▼	3.52	3.44	3.41	3.48
The natural environment is respected	3.36	3.40	3.33	3.39	3.43	3.21	3.45	3.35	3.38	3.47	3.26	3.31	3.48
Litter is adequately controlled	3.27	3.40▲	3.16	3.23	3.47▲	3.08▼	3.37	3.27	3.19	3.28	3.37	3.27	3.28

Planning and Decision Making	Overall	Male	Female	18-34	35-49	50-64	65+	Upper North	Lower North	City/Inner	South	Ratepayer	Non-ratepayer
Council plans well to help secure the community's long term future	3.37	3.29	3.44	3.50	3.23	3.25	3.57▲	3.55▲	3.15▼	3.48	3.32	3.26	3.60▲
Council adequately considers community concerns and views in making decisions	3.25	3.16	3.32	3.28	3.24	3.17	3.32	3.32	3.07▼	3.40	3.21	3.19	3.38
Information about Council and its decisions is clear and accessible	3.24	3.09	3.38▲	3.14	3.29	3.22	3.46▲	3.31	3.21	3.27	3.18	3.17	3.39

Scale: 1 = strongly disagree, 5 = strongly agree

▲▼ = A significantly higher/lower level of agreement

Agreement Statements

Q9. For each of these could you please indicate your level of agreement with each statement?

Services and Facilities	Overall	Male	Female	18-34	35-49	50-64	65+	Upper North	Lower North	City/Inner	South	Ratepayer	Non-ratepayer
The cost of living in Campbelltown is affordable for you	3.75	3.73	3.76	3.55▼	3.80	3.79	4.06▲	3.84	3.58▼	3.88	3.72	3.82▲	3.59
Living in Campbelltown gives you a sense of living in a community	3.68	3.61	3.75	3.71	3.63	3.64	3.81	3.66	3.70	3.85	3.53	3.60	3.87▲
People in Campbelltown have fair opportunity to participate in community life	3.66	3.52	3.80▲	3.60	3.72	3.58	3.90▲	3.66	3.53	3.73	3.76	3.62	3.76
Quality education is available and accessible in the LGA	3.65	3.51	3.78▲	3.40▼	3.70	3.72	4.04▲	3.62	3.50	3.71	3.77	3.60	3.74
Sporting facilities in the area meet your needs	3.64	3.50	3.76	3.48	3.76	3.58	3.90▲	3.54	3.58	3.79	3.65	3.62	3.68
There is a good range of opportunities for cultural and artistic activities and expression	3.63	3.49	3.76▲	3.51	3.68	3.62	3.85▲	3.66	3.49	3.73	3.66	3.66	3.58
There is a good range of community groups and support networks for residents	3.53	3.44	3.60	3.45	3.50	3.50	3.85▲	3.46	3.53	3.67	3.46	3.49	3.61
There is a good range of leisure and recreation opportunities	3.47	3.38	3.56	3.53	3.44	3.30▼	3.73▲	3.42	3.49	3.56	3.42	3.37	3.70▲
The Campbelltown community is compassionate and supportive of the most vulnerable in society	3.46	3.39	3.53	3.38	3.64▲	3.33	3.60	3.47	3.33	3.46	3.60	3.43	3.53
The community in Campbelltown is harmonious, cohesive and inclusive	3.34	3.32	3.35	3.32	3.40	3.20	3.52▲	3.36	3.26	3.42	3.32	3.33	3.35

Scale: 1 = strongly disagree, 5 = strongly agree

▲▼ = A significantly higher/lower level of agreement

Agreement Statements

Q9. For each of these could you please indicate your level of agreement with each statement?

Health	Overall	Male	Female	18-34	35-49	50-64	65+	Upper North	Lower North	City/Inner	South	Ratepayer	Non-ratepayer
Living in Campbelltown gives you and your family opportunities to achieve important life activities, relationships and fulfilment	3.68	3.66	3.70	3.70	3.64	3.61	3.86▲	3.64	3.62	3.78	3.70	3.69	3.67
Healthy lifestyle opportunities are available in Campbelltown as often as you would like	3.58	3.65	3.52	3.59	3.59	3.48	3.75▲	3.54	3.50	3.68	3.61	3.55	3.65
Hospitals, medical and mental health services in Campbelltown are accessible and adequate	3.29	3.27	3.30	3.24	3.30	3.22	3.52▲	3.37	2.94▼	3.41	3.48	3.20	3.47

Economic Development Growth	Overall	Male	Female	18-34	35-49	50-64	65+	Upper North	Lower North	City/Inner	South	Ratepayer	Non-ratepayer
The Campbelltown Council supports a variety of businesses	3.52	3.43	3.61	3.61	3.49	3.35▼	3.69▲	3.43	3.40	3.64	3.64	3.42	3.74▲
You feel able to afford a reasonable standard of housing in this area	3.45	3.46	3.45	3.28	3.48	3.52	3.69▲	3.43	3.32	3.65	3.44	3.52	3.29
Planning for local economic growth and development is adequate	3.32	3.22	3.41▲	3.46▲	3.24	3.15▼	3.46▲	3.34	3.25	3.38	3.32	3.19	3.60▲
The local economy provides a wide range of work opportunities	3.14	2.95	3.31▲	3.21	3.04	3.07	3.29▲	3.17	3.05	3.18	3.16	3.07	3.28

Scale: 1 = strongly disagree, 5 = strongly agree

▲▼ = A significantly higher/lower level of agreement

Appendix B - Questionnaire



**Campbelltown Council – City Plan Survey
November 2016**

Good morning/afternoon/evening, my name is _____ and I'm calling on behalf of Campbelltown Council from a company called Micromex. We are conducting a survey on a range of local issues – the survey will take up to 15 minutes, would you be able to assist us please?

QA1. Before we start, can I please confirm that you do live in the Council area?

- Yes
- No Terminate (Unfortunately you are not eligible for the research – thank you for your time)

QA2. And are you or an immediate family member an elected Councillor, or work for Council?

- Yes Terminate (Unfortunately you are not eligible for the research – thank you for your time)
- No Continue

Q1. Which suburb do you live in?

Upper North

- Bardia
- Denham Court
- Grenfield
- Inglesum
- Long Point
- Macquarie Fields
- Macquarie Links

Lower North

- Bow Bowing
- Eagle Vale
- Eschol Park
- Kearns
- Minto/Minto Heights
- Raby
- St Andrews
- Varroville

City/Inner

- SLP Athol
- Blairmount
- Campbelltown
- Claymore
- Kentlyn
- Leumeah
- Ruse
- Woodbine

South

- Airds
- Ambarvale
- Bradbury
- Englewie Park
- Glead
- Glen Alpine
- Menangle Park
- Rosemeadow
- St Helens Park
- Wedderburn

Section B – Priority Issues

Q2a. What do you value most about living in the Campbelltown area?

.....

Q2b. And what do you value least (or what don't you like) about living in the Campbelltown area?

.....

Q2c. Thinking of the next 10 years, what do you believe will be the highest priority issues within the Campbelltown area?

.....

Q2d. Overall, how would you rate the quality of life you have living in Campbelltown?

- Excellent
- Very good
- Good
- Fair
- Poor
- Very poor

Section C – CSP Questions

Campbelltown Council will be reviewing the Community Strategic Plan over the next 12 months. This plan incorporates the community's aspirations for Campbelltown LGA in the future. I am now going to ask questions that will help Council in the development of a revised Community Strategic Plan.

The vision highlighted in the current 2013-2023 Community Strategic Plan is:

"A connected community with opportunities to grow in a safe and sustainable environment".

Q3a. Are you aware of this vision?

- Yes
- No

Q3b. How supportive are you of this community vision? Prompt

- Very supportive
- Supportive
- Somewhat supportive
- Not very supportive
- Not at all supportive

The Community Strategic Plan is divided into 5 key directions or themes. I am now going to ask a series of questions to get your ideas about community priorities for the future.

Q4a. Thinking about the first key direction "A sustainable environment", which of the following components do you think are important and should be considered by the plan: (MR) Prompt

- Protecting native vegetation and biodiversity
- Protection of natural waterways
- Promoting sustainability

Q4b. Can you think of any other priorities like these that should be considered in the future?

.....

Q5a. Now thinking about the second key direction "A strong and local economy", which of the following components do you think are important and should be considered by the plan: (MR) Prompt

- Encouraging sustainable development within the City
- Attracting new businesses and jobs to the local area
- Promoting Campbelltown as a regional City through the growth of the City's major business centres

Q5b. Can you think of any other priorities like these that should be considered in the future?

.....

Q6a. Now thinking about the third key direction "An accessible City", which of the following components do you think are important and should be considered by the plan: (MR) Prompt

- Adequate road infrastructure in the local area
- Easily accessed and available public transport
- Availability of safe pedestrian options
- Availability of safe cycling options

Q6b. Can you think of any other priorities like these that should be considered in the future?

.....

Q7a. Now thinking about the fourth key direction "A safe, healthy and connected community", which of the following components do you think are important and should be considered by the plan: (MR) Prompt

- Providing a wide range of services to the community
- Ensuring clean and safe public spaces
- Promoting activities that foster a sense of community spirit

Q7b. Can you think of any other priorities like these that should be considered in the future?

.....

Q8a. Now thinking about the fifth key direction "Responsible leadership", which of the following components do you think are important and should be considered by the plan: (MR) Prompt

- Encouraging Council's collaboration with all levels of Government
- An efficient and well run Council
- Transparent provision of information to the community to encourage participation in decision making

Q8b. Can you think of any other priorities like these that should be considered in the future?

.....

Q9. In this section I will read out a number of statements. For each of these could you please indicate your level of agreement with each statement? The scale is from 1 to 5, where 1 is strongly disagree and 5 is strongly agree. Prompt

Roads and transport

	Strongly disagree					DK
	1	2	3	4	5	
Public transport is adequate for your needs	<input type="radio"/>					
Campbelltown is a safe area for pedestrians	<input type="radio"/>					
Campbelltown is a safe area for cyclists	<input type="radio"/>					
Traffic systems provide for safe and efficient traffic flow	<input type="radio"/>					

Infrastructure and Development

	Strongly disagree					DK
	1	2	3	4	5	
Shops and services in shopping areas meet residents' needs	<input type="radio"/>					
New developments are helping to preserve an attractive urban landscape and protect heritage	<input type="radio"/>					
There is urban vitality and a good lifestyle quality in Campbelltown	<input type="radio"/>					
The benefits of the high density living in Campbelltown offset the disadvantages	<input type="radio"/>					

The Natural Environment

	Strongly disagree					DK
	1	2	3	4	5	
The natural environment is respected	<input type="radio"/>					
Litter is adequately controlled	<input type="radio"/>					
Campbelltown Council's planning and leadership are contributing to a sustainable environment in the LGA	<input type="radio"/>					

Services and Facilities

	Strongly disagree					Strongly agree					DK
	1	2	3	4	5	1	2	3	4	5	
There is a good range of leisure and recreation opportunities	<input type="radio"/>										
Sporting facilities in the area meet your needs	<input type="radio"/>										
Living in Campbelltown gives you a sense of living in a community	<input type="radio"/>										
There is a good range of community groups and support networks for residents	<input type="radio"/>										
The cost of living in Campbelltown is affordable for you	<input type="radio"/>										
The community in Campbelltown is harmonious, cohesive and inclusive	<input type="radio"/>										
People in Campbelltown have fair opportunity to participate in community life	<input type="radio"/>										
The Campbelltown community is compassionate and supportive of the most vulnerable in society	<input type="radio"/>										
Quality education is available and accessible in the LGA	<input type="radio"/>										
There is a good range of opportunities for cultural and artistic activities and expression	<input type="radio"/>										

Planning and Decision Making

	Strongly disagree					Strongly agree					DK
	1	2	3	4	5	1	2	3	4	5	
Council adequately considers community concerns and views in making decisions	<input type="radio"/>										
Information about Council and its decisions is clear and accessible	<input type="radio"/>										
Council plans will help to secure the community's long term future	<input type="radio"/>										

Health

	Strongly disagree					Strongly agree					DK
	1	2	3	4	5	1	2	3	4	5	
Hospitals, medical and mental health services in Campbelltown are accessible and adequate	<input type="radio"/>										
Healthy lifestyle opportunities are available in Campbelltown as often as you would like	<input type="radio"/>										
Living in Campbelltown gives you and your family opportunities to achieve important life activities, relationships and fulfilment	<input type="radio"/>										

Economic Development Growth

	Strongly disagree					Strongly agree					DK
	1	2	3	4	5	1	2	3	4	5	
Planning for local economic growth and development is adequate	<input type="radio"/>										
The Campbelltown Council supports a variety of businesses	<input type="radio"/>										
The local economy provides a wide range of work opportunities	<input type="radio"/>										

Q10. How supportive would you be of a health and medical precinct within the Campbelltown LGA? Prompt

- Very supportive
- Supportive
- Somewhat supportive
- Not very supportive
- Not at all supportive

Section D – Demographic & Profiling Questions

D1. Please stop me when I read out your age group. Prompt

- 18 – 34
- 35 – 49
- 50 – 64
- 65 – 74
- 75+

D2. How long have you lived in the local area? Prompt

- Less than 6 months
- 6 months – 2 years
- 3 – 5 years
- 6 – 10 years
- 11 – 20 years
- More than 20 years

D3. In Campbelltown, do you? Prompt

- Rent
- Own/Mortgage
- Other

As a participant in this research, you may be invited to participate in further community consultation, such as focus groups, about specific issues. At this stage, Council is developing a register of interest in this and other consultation coming up in the future.

R1. Would you be interested in registering?

- Yes
- No (If no, go to Q11)

R2. (If yes), May I please confirm your contact details?

Title (Mr/Ms/Ms etc).....

First name.....

Surname.....

Email.....

Mobile.....

Suburb.....

Postcode.....



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Campbelltown City Council

Community Strategic Plan

Councillor and Executive Team Workshop

Prepared by: Micromex Research
Date: February 8, 2017

Background and Methodology

On the 31st of January, 2017, a workshop was conducted by Micromex Research with the Councillors and Executive team of the Campbelltown City LGA. The purpose of the workshop was to identify the key strengths and challenges of the Campbelltown City Council area, establish how these fit within the current Community Strategic Plan (CSP), and propose projects and ideas that will support and address these issues.

The outcomes of this workshop will be used along with findings from a community survey (conducted by telephone in November and December 2016) and community/business workshops (to be conducted in February 2017) to create a new CSP for Campbelltown City Council.

Activities included:

- Participants were separated into two groups
- Participants independently wrote down on post-it notes what they felt were the top two strengths and challenges for the Campbelltown City LGA
- Participants assigned the strengths and challenges they previously identified on post-it notes to one of the five existing CSP Principle Activity Areas – or they had the freedom to create new areas
- Participants used sticky dots to identify the top priorities within each strengths and challenges group
- The groups then discussed projects and plans to support and address these issues, before presenting back to the whole room

Councillors and Executive team members that participated in the workshop:

Councillors*

Mayor Cr George Brticevic
Cr Margaret Chivers
Cr Ralph George
Cr George Greiss
Cr Karen Hunt
Cr Paul Lake
Cr Darcy Lound
Cr Ben Moroney
Cr Warren Morrison
Cr Meg Oates
Cr Ted Rowell
Cr Bob Thompson

Executive team

General Manager, Lindy Deitz
Director City Growth and Economy, Jeff Lawrence
Director Business Services, Michael Sewell
Director City Lifestyle, Lisa Miscamble
Director City Planning and Environment, Jim Baldwin
Acting Director City Delivery, Kevin Lynch

*Two Councillors were unable to attend the session

Summary



Summary

Strengths and Challenges

- Councillors and executive team members collectively identified the greatest Strength of the Campbelltown City LGA to be the community spirit and people within the area
- The second most mentioned Strength of the LGA was services and facilities, however when asked which Strengths should be priority areas for support over the next 10 years, Councillors and executive team members identified the community spirit/people again, followed by the natural environment and open green spaces
- The greatest Challenge for Campbelltown City over the next 10 years is creating new employment and business opportunities, particularly white collar
- The second greatest Challenge Councillors and executive team members believe should be prioritised over the next 10 years is the image of the City, with the intention that addressing any stigma attached to the LGA from the past or incorrect information will strengthen the area in many ways, including employment by attracting new business investments and high quality employees to the area

Community Strategic Plan

- Whilst the Principle Activity Area 'a safe, healthy and connected community' had the most Strengths attributed to it, 'a strong economy' was the Principle Activity Area that participants felt had the most challenges to be addressed in the next 10 years, followed by 'an accessible city'

Projects

Signature projects that Councillors and executive team members identified focused on employment, connectivity, green spaces and the image of the LGA:

1. Employment: Creation of Business Parks and projects to support new employment and business opportunities
2. Connectivity: A bridge connecting Badgally Road and Broughton Street, public transport advocacy and accessibility to the city
3. Green spaces: Protecting and sustaining open green spaces
4. Image of the LGA: City branding and marketing

Key Findings



Strengths

The strengths of Campbelltown City, based on initial unbiased thoughts recorded on post-it notes, focussed on community spirit and the people of the LGA, followed by the services and facilities available (with a particular focus on sport and recreation facilities) and transport connections for the area.

Whilst 'community spirit/people' also topped the list for dot count when participants were asked to use sticky dots to identify the strengths they feel should be priority areas to be supported/sustained over the next ten years, 'natural environment/open spaces' was the second most important priority identified. This suggests that whilst the natural environment and open green spaces within the LGA are not at the forefront of respondents minds when asked about the strengths of the LGA, they are an asset that is highly valued and one that participants want to protect.

Comment	Post-it count	Dot count
Community spirit/people	9	12
Services and facilities available (especially sport and recreation)	7	2
Transport connections	5	6
Natural environment/open spaces	4	9
A growing economy	3	6
Diversity and quality of Council	2	2
Lifestyle/quality of life	2	6
Location (proximity to other cities, bushland and proposed Western Sydney Airport)	2	5
Self contained area	1	3



'Post-it count' refers to the number of responses from participants written independently on post-it notes that fell within each category

'Dot count' refers to the number of dots participants placed on each category when given three sticky dots and asked to identify their top priorities out of all categories

Challenges

Employment and business opportunities were seen to be the greatest challenge for Campbelltown City over the next 10 years, with the subsequent challenges identified on post-its associated with growing and connecting the LGA via infrastructure and transport.

'Image of the City' was a challenge initially mentioned on only 3 post-its, but received 9 dots assigning it as a priority challenge to be addressed. Discussions on why image is an important challenge focused on how peoples' perceptions of Campbelltown City LGA can influence businesses choosing to invest in the area, its attractiveness to potential new residents, and the number of tourists that visit its facilities and events.

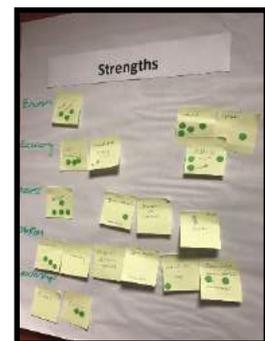
Comment	Post-it count	Dot count
Employment and business opportunities	9	20
Infrastructure (to keep up with the growth of the area)	7	8
Transport connections	4	7
Image of the City	3	9
Affordable housing	2	3
Growth of the area (economically and population-wise)	2	1
Maintain and protect open green spaces	2	1
Quality of council facilities	2	1
Encouraging tourism	1	1
Getting residents to embrace change	1	0
Public and community ownership of services and assets	1	0
Sustainability	1	1



Principle Activity Areas - Strengths

The Strengths identified in the previous activity were separated by each group into the five Principle Activity Areas of the existing Community Strategic Plan. The table below provides a post-it count for the number of Strengths assigned under each of the five pillars by the two groups.

Principle Activity Area - Strengths	Total: post-its	Group 1: post-its	Group 2: post-its
A safe, healthy and connected community	14	6	8
An accessible city	8	4	4
A strong economy	5	5	0
A sustainable environment	4	1	3
Responsible leadership	4	2	2

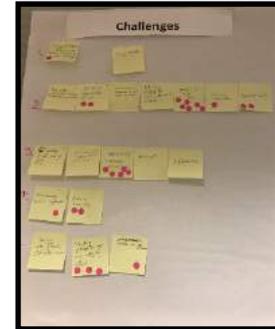


Overall, Campbelltown's Strengths centred around the Principle Activity Area 'a safe, healthy and connected community', with both groups independently allocating this pillar the most strengths. A key difference identified however was that whilst Group 1 assigned 5 strengths to 'a strong economy', making it their second biggest pillar, Group 2 did not allocated any Strengths to this pillar at all.

Principle Activity Areas - Challenges

Next, the Challenges previously identified were separated by each group into the five Principle Activity Areas of the existing Community Strategic Plan. The table below provides a post-it count for the number of Challenges assigned under each of the five pillars by the two groups.

Principle Activity Area - Challenges	Total: post-its	Group 1: post-its	Group 2: post-its
A strong economy	15	8	7
An accessible city	11	6	5
A safe, healthy and connected community	5	3	2
Responsible leadership	4	1	3
A sustainable environment	1	0	1



Both Group 1 and Group 2 allocated the most challenges for the LGA over the next 10 years under the 'a strong economy' pillar, followed by 'an accessible city'.

The 'image of the City' challenge was allocated to the Principle Activity Area 'responsible leadership' by both groups. However participants discussed the suitability of this category and whether it would be more appropriate to create a 6th pillar, considering the importance of this challenge and how it is intricately linked to other priority areas, such as increasing the attractiveness of the area to businesses, employees, residents and tourists.

Signature Projects

Business Parks – Group 1

The creation of Business Parks within Campbelltown City LGA, utilising the Council land already available near the area's seven railway stations.

Potential outcomes of this project would be:

- Increasing employment, particularly white collar technical jobs
- Complementing and supporting local TAFE and Universities, with a focus on health education
- Creating work locations that employees can walk to, or are in close proximity to public transport, reducing congestion on the roads
- The presence of facilities and services within the Businesses Parks, such as childcare centres and restaurants, helps to create a good work-life balance for residents
- The presence of Business Parks will attract new businesses to the area, including 4*+ hotels, shops and entertainment facilities
- Growth of the city will be supported by building high density living near to the business parks
- The reputation/image of Campbelltown City will be improved



Strengths supported:

- A growing economy
- Services and facilities available
- Transport connections
- Lifestyle/quality of life
- Location
- Self contained area

Challenges targeted:

- Employment and business opportunities
- Infrastructure
- Transport connections
- Image of the City
- Growth

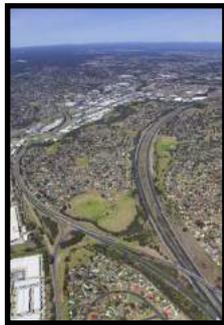
Signature Projects

Badgally/Broughton Bridge – Group 1

A bridge connecting Badgally road and Broughton street.

Potential outcomes of this project would be:

- Linking together the east and west parts of Campbelltown
- Reduced congestion
- Connecting potential new business parks
- Creating access to new public transport links
- Connection to the airport



Strengths supported:

- Services and facilities available
- Transport connections
- Lifestyle/quality of life
- Location
- Self contained area

Challenges targeted:

- Infrastructure
- Transport connections
- Growth

Signature Projects

Employment– Group 2

Focussing on supporting and creating employment and business opportunities.

Potential actions of this project would be:

- Reassessing industrial zones and land use availability
- Creation of a tech hub (similar to the Business Parks suggested by Group 1)
- Address flexibility issues with DA approvals
- Advocate on behalf of Campbelltown LGA to the State and Federal Governments
- Improve ease of access to the area for employees via transport links

Potential outcomes of this project would be:

- Increase quality employment opportunities
- Create a vibrant city
- Support local business



Strengths supported:

- A growing economy
- Lifestyle/quality of life
- Location
- Self contained area

Challenges targeted:

- Employment and business opportunities
- Infrastructure
- Transport connections
- Image of the City
- Growth

Signature Projects

Open Green Space – Group 2

Protecting and sustaining the open green spaces within the LGA.

Potential actions of this project would be:

- Ensure that new development is balanced with open green spaces
- Promote the green spaces that are within the LGA to residents
- Increase accessibility to green spaces, e.g. footpaths, bike paths, public transport links
- Ensure appropriate zoning is in place to protect green space from development
- Improve the quality and maintenance of green spaces

Potential outcomes of this project would be:

- Increase the proportion of residents that utilise the green space within the LGA, creating a healthy city
- Make the area more attractive
- Environmental and sustainability benefits



Strengths supported:

- Community spirit/people
- Natural environment/open spaces
- Lifestyle/quality of life
- Location
- Self contained area

Challenges targeted:

- Maintain and protect open green spaces
- Image of the City
- Encouraging tourism
- Sustainability

Signature Projects

Connectivity– Group 2

Making Campbelltown City an easily accessible LGA.

Potential actions of this project would be:

- Community walkways
- Advocate to the State and Federal Governments to increase public transport links (including a light rail) and road infrastructure, particularly with Campbelltown's proximity to the proposed Western Sydney Airport
- Advocate to neighbouring LGAs, e.g. establishment of park and ride

Potential outcomes of this project would be:

- Reduced commute times
- Increased attractiveness of the area for businesses and employees
- Easier access to services and facilities across the LGA



Strengths supported:

- Transport connections
- Lifestyle/quality of life
- Services and facilities available
- Location
- Self contained area

Challenges targeted:

- Transport connections
- Image of the City
- Employment and business opportunities
- Growth

Signature Projects

City Branding and Image– Group 1 and 2

Both groups 1 and 2 discussed the need to address how the LGA is perceived by other people, improving the image of the area not just for potential residents but also for businesses looking to invest.

Potential actions of this project would be:

- Opinions of Campbelltown are often based on outdated information and misconceptions. Promotion and marketing should therefore be used to highlight what the LGA has offer, e.g. access to M5 and M7, 7 railway stations, art and culture, education facilities, diversity of housing choice, heritage and the natural environment, shopping facilities, multicultural population, festivals, events and the growth potential

Potential outcomes of this project would be:

- Improve the reputation and attractiveness of the area
- Increase urban vitality

Strengths supported:

- Community spirit/people
- Lifestyle/quality of life

Challenges targeted:

- Image of the City
- Encouraging tourism
- Employment and business opportunities



Conclusions



Conclusions

Councillors and executive team members spoke about the great potential of the Campbelltown City area to grow economically, in density and in vibrancy:

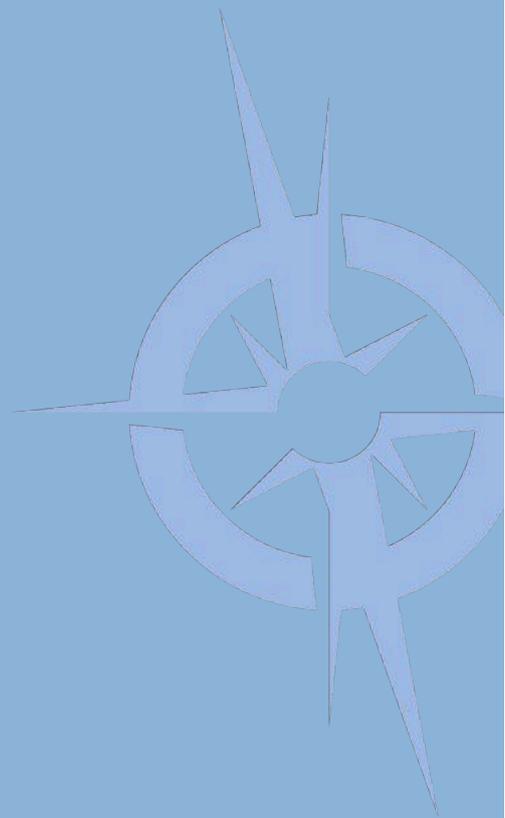
- The LGA already has the NBN, 7 railway stations, access to the M5 and M7, land availability and is in close proximity to the proposed Western Sydney Airport

Overall, the five core pillars of the current Community Strategic Plan were supported, though 'a strong economy' and 'an accessible city' were clearly considered to be greater challenges for the LGA over the next 10 years. Participants allocated the challenge of needing to address the negative image of the City to the 'responsible leadership' pillar, however there were discussions on whether this was appropriate or if a 6th pillar needed to be created to correctly highlight and address the challenge.

The key actions that Council could undertake to support the key strengths and tackle the key challenges over the next 10 years include:

1. Developing a marketing strategy to change peoples' perceptions of the LGA, attracting new business investments, residents and tourists
2. Rezone for industrial estates, businesses and higher density housing, and support development applications
3. Advocate on behalf of the LGA to State and Federal Governments, explaining the great potential of Campbelltown City to be the 3rd CBD of Sydney, and the need to invest in infrastructure (including business parks) and transport links to achieve this
4. Developing a strategy to increase the night economy and vibrancy of the area
5. Protect open green spaces and promote their availability to residents to encourage active lifestyles
6. Conduct workshops with community members and local business owners to compare their views with that of Councillors and executive team members, and use this information along with results from community surveys to aid in the development/enhancement of the new CSP

Appendix 1: Moderators Guide





Draft Session Guide

Introduction:

- 5 mins 1. Council to explain IP&R and the role of a CSP – stress that this session is about big picture/strategic issues

- 20 mins 1. Discuss and wrap up

Admin issues:

- Please provide first names of all attendees – Micromex will prepare name badges for all attendees

Where are we now?

- 10 mins 2. Micromex to summarise key community survey findings

- 20 mins 3. Micromex to ask all to write down on post it – top 2 things you think are the strengths of the local area
- o All read out and put on strengths board

Where do we want to be in 10 years' time?

- 20 mins 4. Micromex to ask all to write down on post it – top 2 existing challenges within the area to be improved/enhanced over the next ten years

- o All read out and put on Challenges board

- 5 mins 5. All then given 3 dot stickers to assign priorities to each of the boards

How will we get there?

- 20 mins 6. Break out into 2-3 groups (each group must have a mix of experienced Councillors, new Councillors, and Executive Staff – suggest this be planned in advance) – one for each of Strengths and Challenges.

Group inputs into the existing CSP themes (have a poster of the existing 'Principle Activity Areas') – for all others create a miscellaneous name.

Think of any obvious 'signature projects' or plans that would support position.

- 20 mins 7. Each group presents back to team



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Campbelltown City Council

Online Community Survey

Prepared by: Micromex Research
Date: February 2017

Background

Methodology & Sample

Survey design

Campbelltown City Council, developed the questionnaire.

Data collection period

Data collection was conducted via an online survey during the period 25th October 2016 – 3rd February 2017. The survey was made available on Campbelltown City Council's website to residents, employees, business owners, developers, Council staff and community/interest group members within the LGA.

Sample

N=568 online interviews were conducted.

How to interpret the results?

The results represent the attitudes of those who participated and may not be representative of the broader community

Percentages

All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%.

Word Frequency Tagging

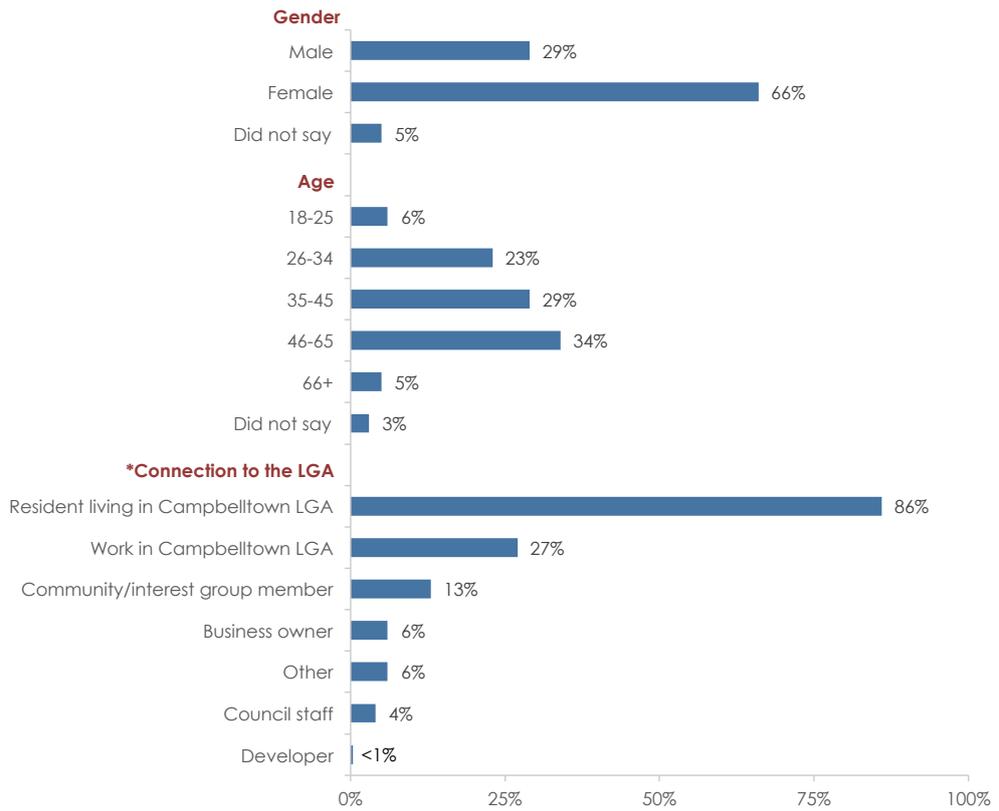
Verbatim responses for open questions were collated and entered into analytical software. This analysis 'counts' the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned. **Fieldwork**

Sample Profile





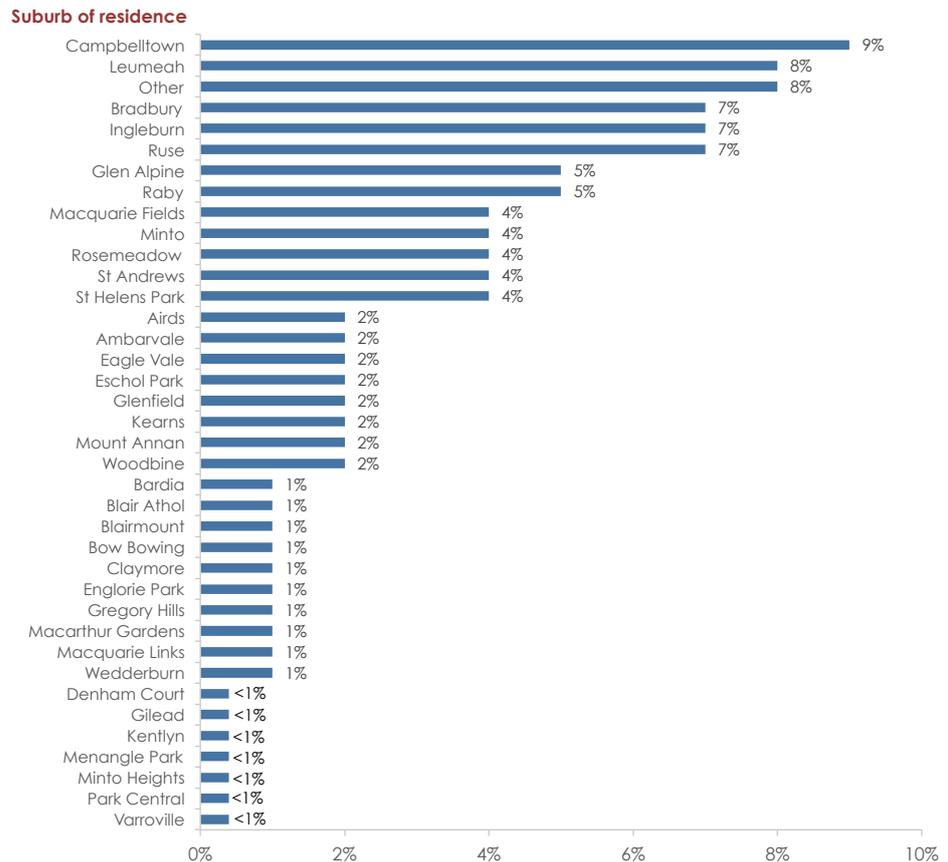
Sample Profile



Base: N = 568 *Connection to the LGA exceeds 100% as some respondents selected multiple categories



Sample Profile



Base: N = 568

Key Findings



What Do You Really Like About Campbelltown

Q1. What do you really like about Campbelltown? What keeps you here and what brings people here?

'Everything we need is close by and easy to access'

'I love the natural surroundings'

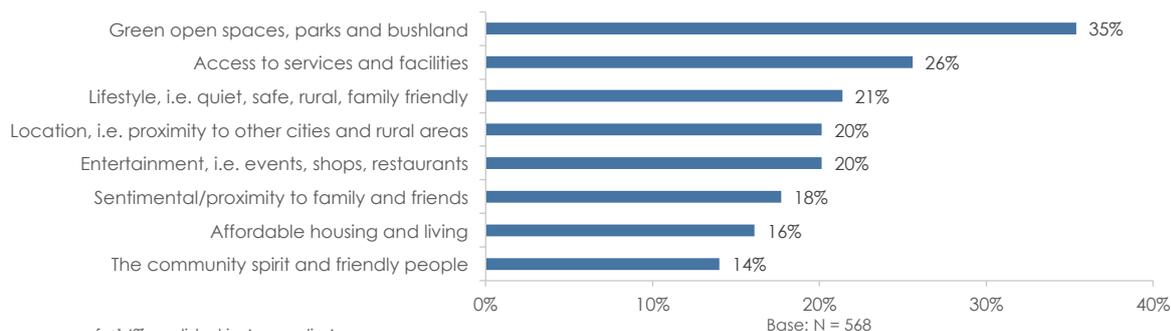
'Beautiful natural area, and not being in the craziness of Sydney City'



'Family and friends nearby, and ability to afford a nice home'

'I love that I can drive 10 minutes from my house and be seeing large grass fields with horses'

'Laid back community'

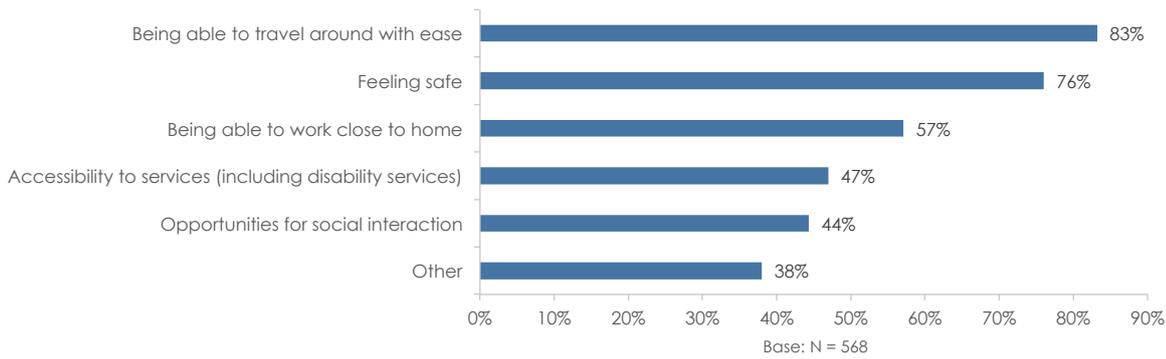


Note: responses of <14% are listed in Appendix A

Base: N = 568

Important in a Newly Developed Area

Q2. Campbelltown is expecting significant growth and development over the next 20 years. Tell us what is important to you in a newly developed area?



Attribute	Percentage
'Quality education and preschools'	15%
'Fun stuff to do for children and adults, e.g. water parks and theme parks'	7%
'Keep our heritage buildings'	5%
'Open spaces and places for children to play'	5%
'Protecting our wildlife and bushlands'	4%
Other Specified	3%
Green open space and parks	2%
Access facilities, e.g. medical and educational	1%
Community spirit/family friendly	1%
Entertainment, i.e. events, shopping, restaurants	1%
Low density population/housing	1%
Heritage, arts and culture	1%
Infrastructure to support growth	1%
Clean and environmentally sustainable area	1%
Economically sustainable	1%
Effective Council	1%

Note: responses of <14% are listed in Appendix A

When asked if a set of specific attributes were important in a newly developed area, respondents selected 'being able to travel around with ease' (86%) and 'feeling safe' (76%) as the most important qualities

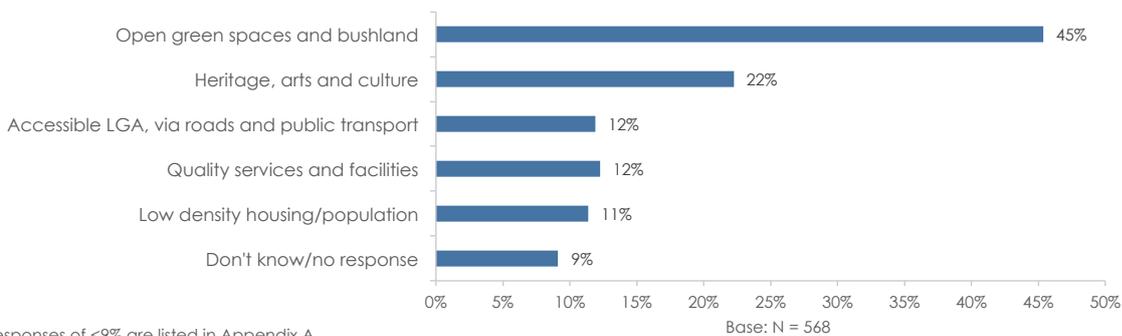
Important Aspects of Campbelltown Worth Keeping

Q3. What is important about Campbelltown that is worth keeping in the future? Why is it important to you?



Why is it important to you?	Percentage
Maintain our character/heritage	28%
Children and families are important	19%
Environmental concerns/climate change	15%
Brings the community together	10%
Improves quality of life	9%

Base: N = 165

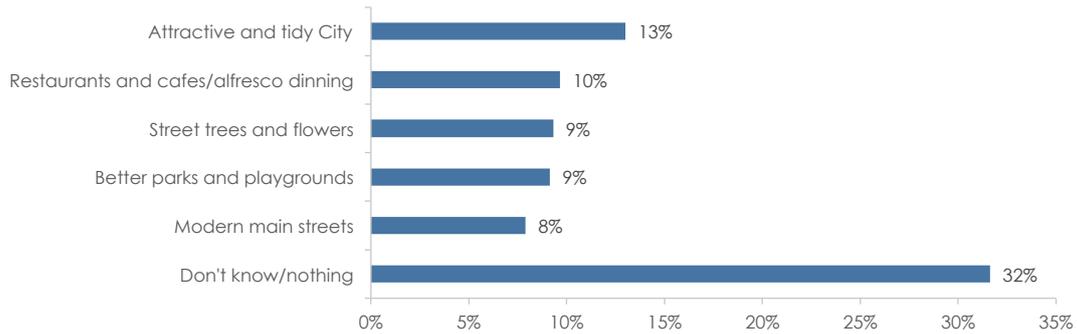


Note: responses of <9% are listed in Appendix A

The natural environment was by far the aspect of Campbelltown that residents would most like to see preserved for the future (45%), followed by heritage buildings and areas of artistic and cultural importance (22%). Of those that described why these aspects are important to them, 28% discussed the benefits of retaining the rural and historical character of the area, along with the benefits these create for children and families (19%)

Aspects wished for Campbelltown

Q8. When you have visited other towns or cities, have you ever looked at aspects of that place and wished Campbelltown had the same thing?



Note: responses of <8% are listed in Appendix A

Base: N = 568

An attractive and tidy City (13%) was the desire most commonly mentioned, supported by street trees and flowers (9%) and modern main streets (8%). Respondents also commented on wanting higher quality and more variety in restaurants and cafes, especially those with alfresco dining.

One third of respondents (32%) were unable to identify an aspect of another town or city that they wish Campbelltown had

Summary

Summary

Conducting an online survey of open-ended discussion questions to local residents, employees, business owners, developers, Council staff and members of community/interest groups, identified some key themes regarding the Campbelltown City LGA:

Valued Aspects of Campbelltown

- The green natural environment
- Rural/country lifestyle and community
- Location, being a rural area whilst still having the attributes typically associated with more urban LGAs, such as services, facilities and proximity to other Cities

Disliked Aspects of Campbelltown

- Run down streets and housing developments
- Image and reputation of the City
- Infrastructure of the roads and congestion

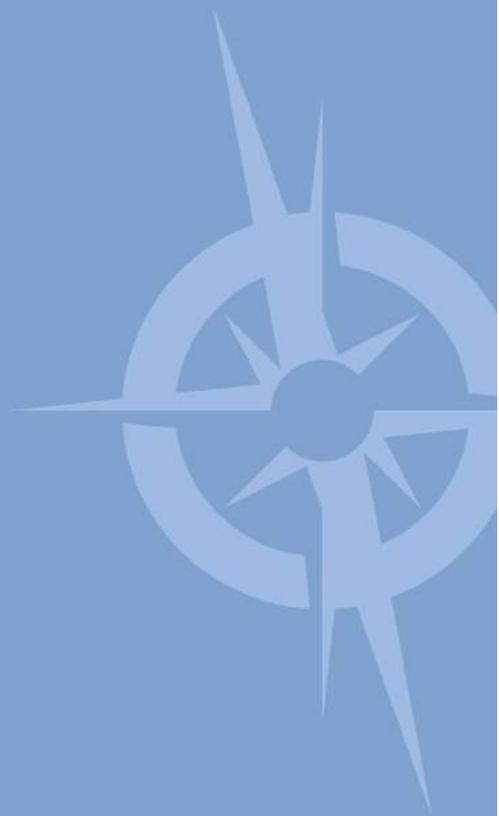
The Future of Campbelltown

- Accessibility, with improved roads and public transport
- A safe city, with low crime, drugs and antisocial behaviour
- Services and facilities to remain available, and a high quality, as the population grows
- Protection of the natural environment and parks
- A more vibrant City with entertainment, nightlife, restaurants and cafes
- A City that supports employment and businesses

Respondents want an LGA that has advanced infrastructure and services, with accessible roads and public transport, whilst retaining their rural character. This vision may be difficult to achieve, as development and population growth are typically required to drive the improvements to modernise a City.

Communication on how growing the LGA will lead to a variety of benefits, including transport, services and entertainment options, will help residents and interested parties of the LGA to accept and embrace change. An important component of any promotion on development however is to emphasise the desire of Council to protect and maintain the rich natural environment, with Campbelltown's semi-rural identity remaining a vital part of the future of the LGA.

Appendix A



Appendix A

Q1. What do you really like about Campbelltown? What keeps you here and what brings people here?

Category	Count
Accessibility, roads and public transport	67
Heritage, arts and culture	51
Low density/population	47
Employment opportunities/close to work	40
Growing area	19
Don't know/no response	33

Q3. What is important about Campbelltown that is worth keeping in the future? Why is it important to you?

Category	Count
Diverse and friendly community	47
Entertaining and vibrant area	37
Rural character/lifestyle	32
Family friendly	25
Safe area with low crime	15
Affordable housing and living	11

Why is it important to you?	Count
Important for our health and mental health	16
Do not want to live in an overcrowded and ugly area	11
It is good for Campbelltown's economy	7
Diversity/multiculturalism is good for society	6
Old age/retirement requirements	3

Appendix A

Q4. What kind of city do you want to grow in? (Consider what you and your family will need in the next 10 years)

Category	Count
Not over-populated/over-developed	45
Affordable housing and living	18
Multicultural	16
Rural character/heritage preservation	15
A stable and growing economy	13
Environmentally sustainable	13
A big city	12

Q5. What can we do as a community and as a Council to create the best possible future for Campbelltown?

Category	Count
Sustainable/environmentally friendly initiatives (clean and tidy)	69
Modernise/revitalise the city and it's aesthetics	66
Entertainment, i.e. events, shopping, restaurants	63
Long term planning for the LGA	58
Employment/support for businesses	57
Improve community safety/address crime and antisocial behaviour	54
Providing a family friendly environment	31
Quality education	30
Access to recreational facilities	28
Support for disadvantaged/disabled/elderly people	26
Provide affordable living	20
Grow economically	17
Adequate youth services	14
Access to medical facilities and hospitals	13
Accessible community services	9
Preserving heritage of the area	9
Promote tourism/people to the area	6
No response/don't know	49

Appendix A

Q6. What main elements would drive the biggest improvement to the quality of life you and others will enjoy in the future?

Category	Count
Environmentally friendly initiatives (Litter/pollution and renewable energy)	47
Modernise/revitalise the city	47
Improve community safety/address crime and antisocial behaviour	43
Do not overdevelop/populate	39
Foster a sense of pride/inclusiveness within the community	39
Access to quality medical/health services, facilities and hospitals	36
Quality and diverse range of education services and facilities	31
Improved quality/aesthetics of development	25
Provide for a family friendly environment	25
Accessible services and facilities	19
Community and health/lifestyle initiatives	19
Provide affordable living	16
Council to consult more with the community/involved in decision making/provide adequate information	11
Trustworthy and transparent Council leadership	10
Support for disadvantaged/disabled people	9
Promote tourism/attract people to the area	6
Preserving heritage of the area	3

Q7. If you could change anything to do with Campbelltown, what would it be?

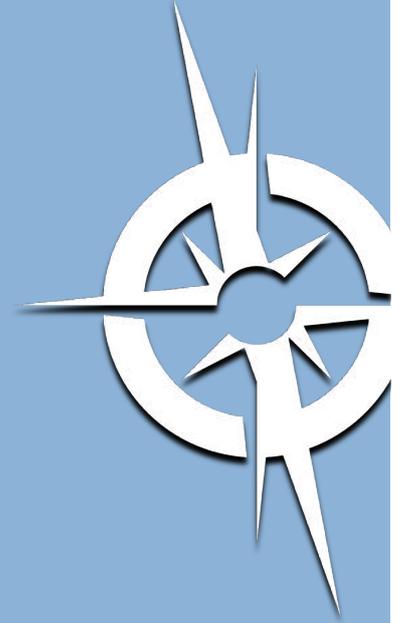
Category	Count
Council to encourage sustainable initiatives	56
Stop overdevelopment/overpopulation	54
Preservation of the natural environment/parks	47
Public transport facilities/options to be increased and upgraded	38
Provision of more public car parking facilities	35
Recreation facilities to grow and be updated safely (including playgrounds and sporting fields)	35
Support employment and businesses	24
Preserve and promote our heritage and character	21
Access to education facilities/community programs	20
Expansion of the area through mixed-use development, allow medium/high density zoning	17
Rates, housing and cost of living to be more affordable	17
Promote tourism	16
Make the area more family-friendly/provide youth services	15
Ensure adequate infrastructure is in place for population growth	14
Create a pedestrian only zone in Queens St/main streets	12
More support services for people who are disabled or disadvantaged	11
Open and transparent communication between Council and the community	11
Council to promote health and wellbeing programs/initiatives within the community	9
Access quality health care/medical services and facilities	6
Lobbying State and Federal Government to increase funding in the LGA	5
Multicultural community to be supported	4

Appendix A

Q8. When you have visited other towns or cities, have you ever looked at aspects of that place and wished Campbelltown had the same thing?

Category	Count
Attractive city	39
Clean and tidy	34
High speed/connected public transport	30
Water parks/features in parks	30
A well planned city	25
Bike paths, along both roads and parks/bush trails	22
Entertainment parks/centres	20
Out door recreational areas	20
Community feel to the place	19
Free/cheap community events	17
Night life/bars	17
Performing arts centres and museums	17
Safe area with low crime	17
Historic buildings alongside modern ones	13
Community gardens	12
Walking tracks/footpaths	11
Wider/better roads	11
Farmers markets	10
Swimming pool/leisure centre	10
Better car parking/multistorey carparks	9
A town square where people socialise	8
Better employment opportunities/variety	7

Category	Count
Wildlife/conservation areas and centres	7
Big businesses, both shops and offices	6
Less graffiti/climbing street plants as graffiti deterrent	6
Youth centres and services	5
Environmental/sustainability initiatives	4
Great libraries	3
Smoking not allowed in public places	3
Support for local businesses	3
Dog parks	2
Good reputation/image	2
Ice skating rink	2
Self contained area	2
Skate parks	2
Water taps/bubblers	2
Fishing areas	1
Free local bus	1
Information signs on historical buildings	1
NSW service centre	1
Online Council services/application processes	1
Resident football team	1
Visitor centre	1



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Engagement Framework and Toolkit

November 2015

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Getting started

Acknowledgement

Council acknowledges the traditional custodians of the land, the Dharawal people and their unique and spiritual connections to the land. We also respectfully acknowledge Elders past and present for the role they continue to play in guiding future generations.

What is engagement?

Engagement is a broad term with different meanings for different people. For some, engagement may refer simply to the process of providing information about a project. To others it implies involvement in decision making and effecting change. In truth, engagement can be all of these. Engaging with stakeholders in a way that is meaningful to them means you can understand their perspectives, manage risk, build partnerships and achieve positive project and community outcomes.

Done well, engagement is also respectful and helps build valuable and long-lasting relationships with local communities and other stakeholders. It can generate useful and important information about a project that may otherwise not be considered and help shape genuinely meaningful discussion and debate.

On the other hand, poorly planned and executed engagement can give rise to misunderstanding or resentment resulting in a loss of trust in both the project and the organisation sponsoring it.

It is important that good engagement is not seen in isolation. Poorly explained or implemented engagement on one project by an organisation can influence people's responses and opinions on subsequent projects, even if they are unrelated or led by different staff.

Consistently effective and well planned engagement by an organisation does not just make good business sense, it plays a crucial role in managing reputation and building trust with the community and other stakeholders.

Done well, engagement can:

- inform Council's decision making
- increase community understanding of Council's role and the rationale behind decisions
- improve perception of Council as an engaging and responsive organisation
- drive better community outcomes by providing insight into people's aspirations and priorities
- drive overall community satisfaction.

TOP TIP

There is no 'one size fits all' model for stakeholder engagement. The engagement framework described in this document will help you tailor your engagement to fit your project.

Why has this document been prepared?

This document will provide Council staff with a strong foundation and useful tools to develop robust and coordinated engagement with local residents, service users and other stakeholders. It has a strong practical focus and was developed with the participation and insight of staff from across the organisation at a series of meetings and interviews.

By developing and following an agreed community engagement framework, Council staff can be assured there is:

- a consistent approach and common standards for community engagement across all Divisions, ensuring communities get the same standard of engagement
- coordinated and targeted engagement ensuring that engagement activities are delivered as efficiently and reliably as possible
- better conversations about Council services, projects and initiatives, providing valuable insight into community perceptions and allowing staff to listen and respond effectively
- an opportunity to build trust and foster positive relationships with the local Campbelltown community and other key stakeholders
- more efficient delivery of Council services, programs and other initiatives based on a clearer understanding of community and customer needs and expectations.

This community engagement framework and toolkit also sits at the heart of Council's operating model and reinforces Campbelltown's Community Strategic Plan vision for a *connected community with opportunities to grow in a safe and sustainable environment*.

Planning effectively for community engagement is just as important as the enthusiasm and passion with which it is executed. It takes the guesswork out of selecting the best techniques for engaging about particular projects and ensures that you speak to the right people at the right time.

What kinds of activities does – and doesn't – this framework apply to?

This framework has been developed to guide Council staff undertaking engagement associated with a wide range of projects and activities, from small local activities to high profile city-wide projects. It focuses on the activities and projects where Council has discretion about the engagement level, methods or timeline.

The framework does not provide a substitute for understanding and complying with legislated engagement requirements. Prominent examples include requirements in the *Local Government Act 1993* and *Environmental Planning and Assessment Act 1979* for notification, consultation and exhibition associated with certain kinds of plans and other activities.

Council also has adopted policy positions which provide direction on particular communication and engagement activities. These include:

- Media Policy, which guides Council's proactive and reactive engagement with the media
- Social Media Authorised Statement, which provides direction regarding Council's use of social media for communications and engagement
- Part 9 of the Campbelltown (Sustainable City) Development Control Plan 2015, known as the DCP, which contains requirements for public consultation relating to strategic planning documents and development applications.

What principles guide Campbelltown’s engagement approach?

For engagement to be effective and consistent across an organisation, particularly large and often complex organisations like local councils, it is important to establish consistent principles and strong values to underpin the engagement approach.

The following six principles emerged from discussion with staff from Divisions across Campbelltown City Council. They build on the good foundation provided by Council’s existing engagement practices.

These principles align with the social justice principles which engagement associated with Council’s integrated planning and reporting framework is based upon. Those principles are: equity, access, participation and rights.

Principle	Community benefit	Council benefit
Proactive We anticipate and act on community needs for information and involvement from the beginning of a project	Community members can be assured they will be informed and have an opportunity to be involved in all appropriate projects	Council’s relationship with the community is strengthened Council projects are not unexpectedly delayed
Accessible Our engagement materials and activities are easy to understand, find and participate in	Community members of all backgrounds and abilities are able to provide informed input on projects	Council receives informed input on our projects from a wide variety of community members and stakeholders
Timely We prepare early to ensure we engage in the right way, at the right time, with the right people	Community members have sufficient time to act on information, attend events and provide input	Council staff in other sections are informed about and able to effectively support engagement activities Council resources are used efficiently
Consistent Our approach to community engagement consistently reflects the scale and likely impact of the project	Community members have a clear understanding of the way in which they can engage with Council on different projects	Council staff have clear direction on engagement expectations and processes Council targets its engagement resources so they are proportionate to the significance and impact of each project
Realistic We set realistic expectations about the purpose of engagement and communicates this clearly	Community members understand what aspects of a decision they can and cannot influence	Council’s relationship with the community is strengthened Council projects are not unexpectedly delayed
Evidence-based We understand and use the engagement approaches that work best for our community and stakeholders	Community members have engagement activities targeted to their needs and interests	Council staff have guidance on the best engagement approaches for different kinds of projects

What do we want to achieve?

Helping Council staff to actively seek out and take into account the views of residents as part of their day-to-day decision making processes is vitally important.

This framework and toolkit will ensure that these processes are coordinated and result in improved services, greater confidence in Council's decision-making and more meaningful and coordinated conversations with the community and other stakeholders.

Who should use this document?

Any staff member thinking about informing or engaging with the community or other stakeholders about a project, service or initiative should make this framework and toolkit one of the first steps in their planning process.

The framework and toolkit have been designed to provide staff with useful and practical support when developing project engagement strategies. Ideally, discussions about engagement should be held as early as possible in the project planning process.

Campbelltown City Council is likely to conduct many projects that require community engagement of some type. While the context may be similar, each project will require a different approach depending on the size and likely level of impact of that project.

This framework and toolkit have been designed so that all areas of Council, delivering any size or type of project, can engage in a way that meets Council and community expectations.

How should I use this document?

The engagement framework and step-by-step guide set out in this document will help you prepare for and choose the most appropriate engagement approach for your project.

This document contains three key sections:

1. **Getting started** is an introductory section which outlines Campbelltown City Council's overall engagement approach and assumptions.
2. The **step-by-step guide** takes you through the key stages to consider as you prepare for and implement the most appropriate level and methods of engagement for your project.
3. A comprehensive **toolkit** provides a range of practical resources to help you plan and manage your engagement process. It is expected that this toolkit will be amended and added to over time, ensuring it continues to provide Council staff with the most up-to-date and relevant information and advice.

To help you navigate within the document, the sections have been **colour coded**, with links to resources in the toolkit **hyperlinked**.

Step-by-step guide

Introduction

This section provides a step-by-step guide to selecting, preparing and implementing the most appropriate purpose and level of engagement for your project. It is structured around a 10-step process, which is shown in the flowchart on the following page.

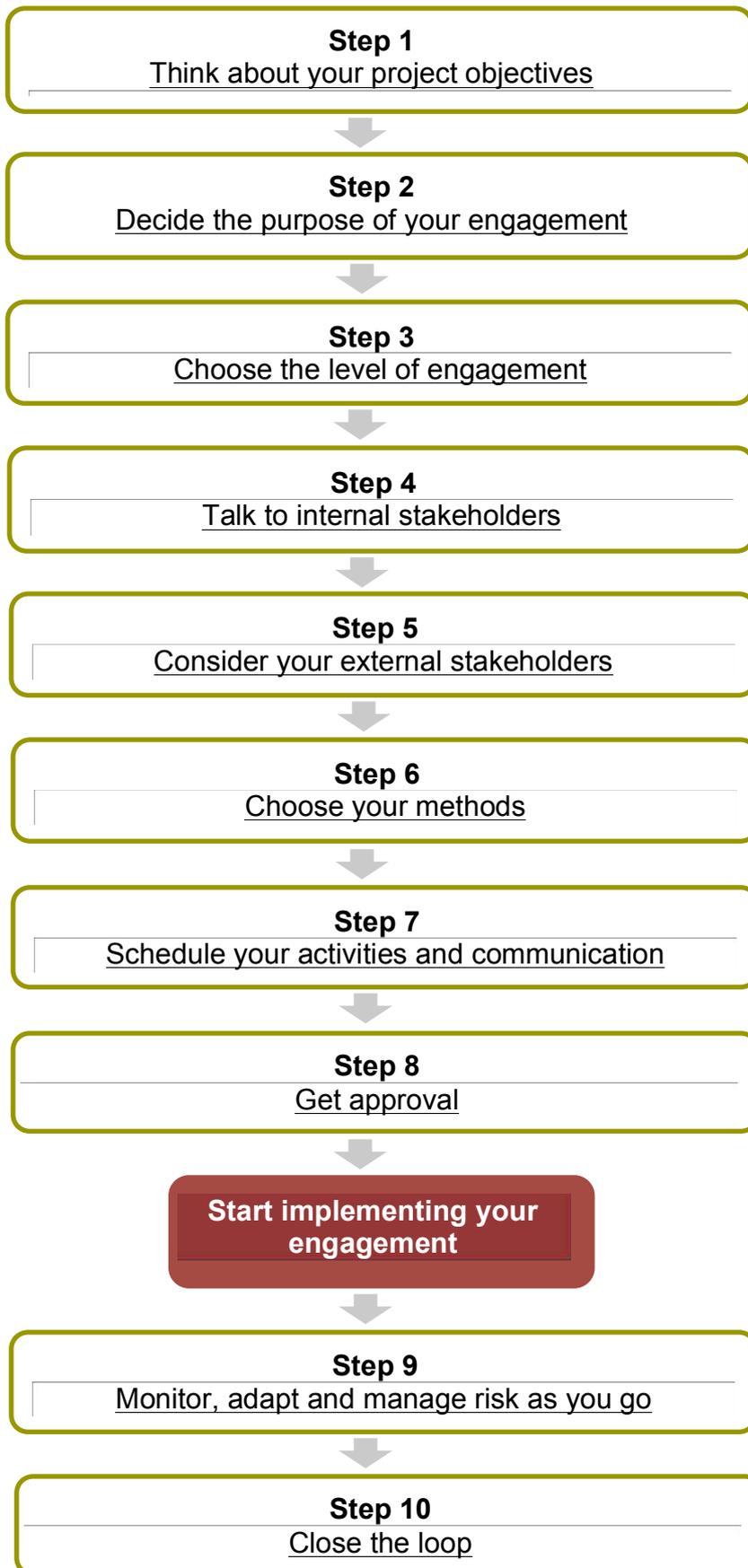
A quadrant provides an 'at a glance' tool to help you determine the likely level of impact your project will have and the level of engagement required. It contains four distinct levels of engagement:

Level 1 }
Level 2 } You will need to document your planned engagement approach using a simple checklist.

Level 3 }
Level 4 } You will need to prepare a community engagement plan.

A more detailed matrix has provides more detailed direction about the methods which are highly recommended, recommended and optional for each level of engagement.

10-step process for engagement at Campbelltown City Council:



Step 1 - Think about your project objectives

Before you start thinking about engagement activities, you should have a good understanding of your project and its objectives. Understanding the project scope, purpose, context, timing and deliverables is critical to determining the engagement requirements of the project and integrating them to add value to the project.

For example, an 18 month project to develop a new Recreation Plan for the entire Campbelltown local government area would require a very different engagement approach to a project to upgrade playground equipment in a local park.

Key questions to consider at the start of every process are:

- Where is the project happening?
- What is the topic of the engagement?
- What are the likely changes?
- Who is going to be affected by the changes?
- What can people influence?

The last of these questions is particularly important. Setting clear expectations for both the project team and, eventually, the people you engage with will help manage expectations. It also makes it clear to people what are the negotiable and non-negotiable elements of the project.

Deciding this early on in the process will help eliminate confusion and minimise the potential for people to feel disempowered or disregarded during the engagement process.

TOP TIP

Negotiables are the aspects of the project that can be influenced, or changed, as a result of feedback.

Non-negotiables are those that cannot be changed.

Step 2 - Decide the purpose of your engagement

One of the biggest risks in community engagement is launching into activities without thinking carefully about their purpose. Enthusiasm is great, but enthusiasm paired with careful planning is even better!

Campbelltown City Council's approach follows three main purposes of engagement. These are based on best practice and the International Association for Public Participation's (IAP2) Public Participation Spectrum, an internationally recognised standard designed to help you determine the kind of engagement you need.

Purpose	What is it?	When does it occur?
Inform	One-way communication providing balanced and objective information to promote understanding about something that is going to happen or has already happened.	Throughout a project and/or after a decision has been made
Consult	Two-way communication designed to obtain public feedback about ideas, alternatives and proposals to help inform decision making.	At key points in the project process and before a decision has been made
Involve	Working directly with the public to ensure that concerns and aspirations are consistently understood and considered.	Throughout a project and before a decision has been made
Collaborate	Partnering with the public in each aspect of the decision including the development of alternatives and identifying the preferred solution.	Throughout a project and before a decision has been made
Empower	Placing final decision making in the hands of the public.	At key points in the project process and before a decision has been made

When thinking about the purpose of your engagement, carefully consider what can and cannot be influenced during the engagement process.

For example, if a decision has already been made about a matter it would be irresponsible to waste resources or raise false expectations by doing anything more than informing people of the outcome of that decision.

If you choose to consult with the community or have them participate in the decision making process, you need to be sure that you are embarking on the engagement exercise with an open mind and are willing to accept - or at the very least consider - new, innovative and perhaps controversial suggestions.

Finally, it is important to remember that more rigorous levels of engagement - particularly those encouraging people to participate in creating or designing solutions - will in all likelihood require greater resources, time and cost to Council as you support the community and stakeholders throughout the participation process.

TOP TIP

Remember, all engagement processes need to **inform**, most will have some level of **consultation** and some may include **active participation**.

Step 3 - Choose the level of engagement

This quadrant is a simple device to help you calculate the likely level of engagement required for your project. Simply estimate the likely level of impact (high or low) and the scale (local as opposed to city-wide) of your project to help select the best engagement methods for your needs.

Project impact	High	<p>LEVEL 3 High impact, local projects</p> <p>Examples:</p> <ul style="list-style-type: none"> • Preparing a master plan for a town centre • Building a new skate park • Closing a childcare centre 	<p>LEVEL 4 High impact, city-wide projects</p> <p>Examples:</p> <ul style="list-style-type: none"> • Preparing a new Community Strategic Plan • Preparing a new Local Environment Plan • Preparing flood risk management plans
	Low	<p>LEVEL 1 Low impact, local projects</p> <p>Examples:</p> <ul style="list-style-type: none"> • Upgrading a local road or footpath • Upgrading an existing playground • Minor changes to the operating hours of a local library 	<p>LEVEL 2 Low impact, city-wide projects</p> <p>Examples:</p> <ul style="list-style-type: none"> • Temporarily closing a facility for short term maintenance • Implementing a public domain master plan for a CBD
		Local	City-wide
		Project scale	

- Level 1 } You will need to document your planned engagement approach using a simple
 Level 2 } checklist, which is included in the toolkit at the end of this document.
- Level 3 } You will need to prepare a community engagement plan. A template for
 Level 4 } engagement strategies is also included in the toolkit.

LOW IMPACT PROJECTS

- Are lower risk
- Are unlikely to generate a lot of community interest
- Are likely to result in outcomes that are mostly seen as positive

Example: Replacing a soccer field fence is unlikely to cause conflict and most people who notice the work will be pleased with the outcome.

HIGH IMPACT PROJECTS

- Are often controversial
- Are likely to generate significant community interest
- Are often subject to media attention and scrutinised by prominent local figures

Example: Closing a child care centre will impact families using the centre and potentially local residents who oppose the site's planned development.

Step 4 – Talk to internal stakeholders

Campbelltown is a large local council covering 37 suburbs and over 300 square kilometres. It also has over 900 staff running 36 services and functions. To ensure Council's many engagement activities are coordinated and aligned, talk to relevant internal stakeholders before beginning community engagement. This has the benefit of:

- Helping you leverage off other Council engagement to reach a greater number and diversity of community members and stakeholders.
- Saving resources. It may be possible to link your engagement with that being conducted by other Divisions within Council, or by Council's partners. Alternatively, you may be able to use the results of similar engagement to either refine your engagement approach or obtain information about your key stakeholders.
- Avoiding engagement 'fatigue'. Local residents are often consulted about a number of issues and projects, sometimes leading to 'consultation overload'.

For **Level 1** and **Level 2** projects, this could be as simple as contacting key parts of Council to ensure they can resource your proposed engagement methods and timing. Sections to talk to at this stage include:

- Customer Service
- Communications and Marketing
- Information Management and Technology.

These sections can also provide you with guidance on preparing your communications and engagement materials.

For **Level 3** projects, it is recommended that you meet with relevant Council sections, either individually or collectively, to understand:

- **Previous engagement:** What engagement activities have recently occurred with that community or local area? Was there information gathered from those activities that could be useful for your project?
- **Planned engagement:** What engagement activities are planned to occur with that community or area? Is there overlap between the proposed activities? How can they best be coordinated?
- **Engagement methods:** What engagement methods have worked well with that community or area in the past? Do they relate to your project?
- **Internal communications:** What internal communication methods should be used to keep everyone up to date as your project progresses? Should there be other meetings planned or will emails or a Q&A at particular project milestones be enough?

For **Level 4** projects, you will need to set up a centralised project management or working group, with representatives from all relevant sections of Council. This group will provide an ongoing project 'command centre' for the engagement process, providing advice, direction, monitoring and in some cases resources. Regular meetings will need to be scheduled with the working group to ensure members are kept informed and engaged in the project.

Membership of the working group, and any additional resourcing required, will need to be included in the community engagement plan, and be considered and approved by the Executive Team.

TOP TIP

Talk to the Community Resources and Development team before engaging with ATSI communities, people from CALD backgrounds, young people and people with a disability.

Step 5 – Consider your external stakeholders

The next step when planning your engagement is to think about who you need to engage with about your project. This can occur at a higher level by identifying the types of communities and stakeholders which are likely to have an interest in the project.

It is important to remember the difference between communities of interest and communities of place, and to recognise that individuals can sometimes belong to both. People will identify with different communities according to their circumstances and the issues under discussion.

It can therefore be useful to start by asking:

- Who will have an interest in the outcomes of the project?
- Who holds knowledge that could be of value to the project?
- Whose views could influence the outcomes of the project?

For a **Level 1** and **Level 2** projects, you will probably have a good idea of your relevant stakeholders in advance, and can simply list them on your checklist. For example, these may be the residents of a street on which footpath works are occurring or an existing advisory group which will have a special interest in a new plan or policy.

For **Level 3** and **Level 4** projects, you will need to undertake a more detailed stakeholder analysis. Identifying the type of stakeholders who may need to be engaged will help to determine the most appropriate engagement approach for the project.

When planning your engagement it is important to think about who you need to engage with about your project. The types of communities and stakeholders which are likely to have an interest in the project may include some or all of the following:

- Residents, ratepayers and local businesses
- Community organisations and advocacy groups
- Chambers of Commerce and other local business groups
- Federal and State Members of Parliament
- Federal and State Government agencies
- Neighbouring councils and regional organisations of councils
- Local media
- Schools and educational institutions.

See the toolkit for a more examples of external stakeholders to consider.

TOP TIP

For **Level 1** and **Level 2** projects, your most likely stakeholders will be local residents and businesses, community groups and Council's advisory committees.

Step 6 – Choose your methods

It is important to match engagement methods to the project objectives, timing and available resources. When thinking about methods, you should consider the:

- amount of time community members are likely to be able or willing to commit to the process
- availability of community members to attend events or participate in activities at different times
- ability of community members to access and use technology
- ability and experience of the project team, including any consultants, in using the various techniques.

There are a wide range of engagement methods available. Selecting the methods that are most appropriate will be crucial to ensuring you receive information and feedback that will be valuable to your project.

Try to use a variety of methods for most projects, even if you are simply informing about a Level 1 project. This generally results in a greater level of understanding, support or consensus for a project - as well as a more robust process. For projects involving consultation or participation, this approach also helps to make sure that it's not just the 'usual suspects' who contribute to the discussion.

The matrix on the following page has been developed to help you decide what engagement methods to use. Highly Recommended methods are indicated so you understand what the minimum requirement is and additional methods have been provided depending on the level and purpose of engagement. Highly Recommended methods however, should be carefully considered for suitability to projects that particularly fall into a Level 3 or 4 category, as defined in the table on page 13 of this document. If by legislation you are required to implement additional engagement methods for a project, speak to the communications and marketing team for assistance.

TOP TIP

When choosing your methods, think about what resources are available to you, what type of information you require and how your target audience would most like to be engaged.

Key	
HR	Highly Recommended – these methods are highly recommended and should be carefully considered for suitability to any project
R	Recommended – These methods are recommended and should be carefully considered for suitability to any project
O	Optional – these methods may be appropriate depending on the project objectives, engagement purpose, time and budget
N	Not recommended – these methods are not appropriate for this level

Engagement method	L1	L2	L3	L4
	Low impact Local scale	Low impact City-wide scale	High impact Local scale	High impact City-wide scale
External methods				
Advisory group	O	O	R	R
Council's website and intranet	HR	HR	HR	HR
Compass	R	HR	R	HR
Deliberative workshop	N	O	O	R
Drop in session	O	O	R	R
Emails to key stakeholder groups	O	O	R	HR
eNewsletter	R	HR	R	HR
Factsheet	O	R	R	R
Focus group	N	O	O	O
Letterbox drop	R	O	HR	O
Media - advertisement	R	HR	HR	HR
Media - release	O	HR	R	HR
Media - other	O	O	O	R
Messages on hold	O	R	R	HR
Online forum	O	R	R	HR
Social media	O	R	R	HR
Survey	O	O	R	R
Website	R	HR	HR	HR
Internal methods				
Executive agenda item	O	O	O	HR
Information on intranet	R	R	HR	HR
Information to customer service	HR	HR	HR	HR
Internal Committee	Highly Recommended where a relevant committee exists			
Weekly communications bulletin	HR	HR	HR	HR
Weekly Councillor memo	O	HR	HR	HR

Step 7 – Schedule your activities and communication

One of the final steps before you obtain approval for your project is to develop a timeline, or action plan, of key project milestones and actions required to deliver your engagement effectively.

For **Level 1** projects, this may be as simple as ensuring you have liaised with internal stakeholders, including sections such as Customer Service and Communications and Marketing, and allowed enough lead time for your communications activities, such as getting information on the website or including it in local newspapers.

For **Level 4** projects, your timeline can be discussed with members of your internal project management group, even if exact dates of activities are not yet known.

Consideration should be given to staffing, communication materials, technology, budget and other resources that will be required to support and deliver engagement for your project. Ensure that the methods you select fit with the overall project timelines and that responsibility for the engagement process is clearly identified.

When scheduling activities for larger projects, think about whether your timeframes are reasonable and provide regular opportunities for engagement. Is it clear who will be responsible for delivering each activity and collecting and reporting on feedback and information received?

Now is also a good time to think about the communication material you will need to promote the engagement about your project, service or initiative. Preparing well-crafted material with clear messages will promote trust in your process, reduce the chance for confusion and make it clear how you are asking people to contribute to your project. See [20 tips for effective web writing](#) for further guidance.

TOP TIP

Remember not to schedule consultation between mid-December and late January unless approved by your Director.

TIPS FOR COMMUNICATING WELL

- Make sure you are clear about the subject of your engagement
- Messages should be clear, concise and delivered so they coincide with key project milestones
- Be open and honest about what you are engaging about and how feedback will be considered
- Use plain English and minimise jargon
- Ensure messages are targeted and suitable to the audience
- Ask Communications and Marketing to review your content

Step 8 – Get approval

All community engagement undertaken by Campbelltown City Council will need internal approval. The level of approval is linked directly to the level of the project.

Remember that for:

- **Level 1** and **Level 2** projects, you need to document your planned engagement approach in the checklist
- For **Level 3** and **Level 4** projects, you need to prepare a community engagement plan.

	What do you need?	Who signs it off?
Level 1	<u>Completed engagement checklist</u>	Your manager
Level 2	<u>Completed engagement checklist</u>	Your manager and then your director
Level 3	<u>Completed engagement plan</u>	Your manager and then your director
Level 4	<u>Completed engagement plan</u>	Executive Team

In some cases, you manager or director may decide that the engagement checklist or engagement plan needs to be considered by the Executive Team.

Section 9.4 of the DCP contains direction for consultation on the large number of **development applications** received by Council. The Development Services section also has processes, templates and proformas to support public consultation associated with development applications.

You are therefore *not required* to complete a checklist or prepare an engagement plan for consultation associated with a development application. However, where a particularly complex or contested development application is received, it is *recommended* you consider preparing an engagement plan to help gain organisational oversight and minimise risk associated with the consultation process.

Part 9 of the DCP also contains direction for public consultation on **strategic planning documents**, including local environmental plans, development control plans, plans of management and Section 94 plans. Many of these requirements are set in legislation.

As they are likely to be high impact activities, you are required to prepare an engagement plan for consultation on a strategic planning document. This must, as a minimum, comply with the requirements in relevant legislation and the DCP. It should also consider the guidance contained in this Framework and be signed off at the appropriate level.

Step 9 – Monitor, adapt and manage risk as you go

One of the keys to successful engagement is to monitor the project as it progresses. The reason for doing this is not only to understand what worked - and why - but also to be able to respond flexibly to events as they unfold. This is often one of the most important keys to success. No matter how well an engagement is planned, circumstances can change and there will always be elements which are difficult or impossible to predict.

Monitoring should occur throughout the engagement process and is particularly important for complex, multi-staged engagement associated with larger projects over longer timeframes – typically **Level 3** and **Level 4** projects.

It is the responsibility of the Project Leader to ensure the project is constantly monitored however this can be raised by anyone, particularly in projects where a working group is established.

The most effective techniques for monitoring engagement processes and developing contingency plans are not always highly formal. They may include:

- team brainstorms, typically undertaken as a debriefing at the end of an event or phase
- ongoing gathering and evaluating of media, online forum responses, correspondence and submissions
- checking in with key community members, stakeholders or members of advisory groups.

These techniques will all help you understand how your engagement process is travelling and where improvements can be made.

Some signs you may need to tweak your engagement approach are:

- many more – or many fewer – people are turning up at engagement activities than you expected
- people feel excluded from the engagement, for example if activities are scheduled at times or locations inconvenient to them
- the number and quality of submissions or other forms of input is limited
- there is insufficient time for people to contribute to the process
- the project is being misrepresented or misunderstood by the community and/or media
- your project team and internal stakeholders can't resource all of the project demands
- there's a lack of cross-Council understanding and coordination.

If you find that your engagement approach needs updating to address emerging issues, you will need to provide your manager with an amended engagement plan. Your manager may then seek Director or Executive Team approval if necessary.

TOP TIP

Remember to inform internal stakeholders in other sections of Council before your engagement kicks off

Step 10 – Close the loop

When you have finished the community engagement associated with your project, you may want to breathe a big sigh of relief. But before you move on to other tasks, make sure you close the loop on the activities you have just completed.

Depending on the level of your engagement, things to consider when 'closing the loop' are:

- removing information relating to the engagement from the website
- reminding community groups that the engagement process is about to or has closed
- including the outcomes in Compass
- issuing a media release or including a paragraph in Council's public notices
- sharing what you heard and likely outcomes with the community
- letting people know what the next steps are likely to be and thanking them for their participation
- meeting with internal stakeholders or project management group to formally debrief and discuss outcomes
- making sure your record keeping is up to date and comprehensive, including all submissions and correspondence associated with the project.

TOP TIP

When closing the loop, revisit the steps you took at the start of the project and consider whether you need to do each one in reverse.

ENGAGEMENT EVALUATION

Evaluating the effectiveness and outcome of your engagement is an important final step.

For **Level 1** and **Level 2** projects this may be as simple as collating and evaluating the results of your engagement activities, such as tallying the number of completed surveys and reporting on the number of people who attended information sessions and the feedback they provided.

For **Level 3** and **Level 4** projects this process may also involve evaluating the outcomes or effects of the engagement activities on project, policy or strategy development to determine the success of the engagement.

Here are some questions to ask when evaluating your engagement:

- Did the engagement meet its overall objectives?
- Did you reach the stakeholders required to give you the range of views required?
- What feedback – formal and informal – did you receive from people who participated in the engagement?
- What engagement methods worked well and what could have been improved?
- What could have been improved or done differently?
- Has Council's relationship with its key stakeholders improved as a result of the engagement?
- Have we provided feedback to our participants about the outcome of the engagement?

Toolkit

Engagement checklist

Level 1 and Level 2 projects

1. What are the project objectives?

2. What are the key dates for the project? (Duration of engagement)

3. What is the engagement purpose? (Select as many as needed)

- Inform Consult Participate

If **consult** or **participate**, what aspects of the project will the community be able to influence?

4. What is the intended level of engagement? (Please tick one box)

- Level 1 (low impact, local projects)
 Level 2 (low impact, city wide projects)

5. Who are the external stakeholders?

- Residents and ratepayers
 Local businesses
 Community organisations and advocacy groups (sporting and recreational groups, cultural groups, environmental groups and resident action groups)
 Chambers of Commerce and other local business groups
 Neighbouring councils or regional organisations of councils
 Local media
 Schools and educational institutions
 Other: _____

6. Which internal stakeholders have you discussed your project with?

- | | |
|--|--|
| <input type="checkbox"/> Customer Service | <input type="checkbox"/> Executive Team |
| <input type="checkbox"/> Communications and Marketing | <input type="checkbox"/> Information Management and Technology |
| <input type="checkbox"/> Community Resources and Development | <input type="checkbox"/> Councillors |
| <input type="checkbox"/> Other: _____ | |

Stakeholders (Please insert in table below)

Influence	High	Chambers of commerce Councillors
	Low	Committee
Low		High
Interest ➔		

7. What engagement methods will you use?

Methods of Engagement:	L1 Low impact Local scale	L2 Low impact City-wide scale
<input type="checkbox"/> Compass	Recommended	Highly Recommended
<input type="checkbox"/> Customer Service	Highly Recommended	Highly Recommended
<input type="checkbox"/> Direct mail / letterbox drop	Recommended	Optional
<input type="checkbox"/> eNewsletter	Recommended	Highly Recommended

<input type="checkbox"/>	Executive agenda item	Recommended	Highly Recommended
<input type="checkbox"/>	Factsheet	Optional	Recommended
<input type="checkbox"/>	Intranet - advertising	Optional	Optional
<input type="checkbox"/>	Media - advertisement	Recommended	Highly Recommended
<input type="checkbox"/>	Media - release	Optional	Highly Recommended
<input type="checkbox"/>	Messages on hold	Optional	Recommended
<input type="checkbox"/>	Online forum	Optional	Recommended
<input type="checkbox"/>	Social media	Optional	Recommended
<input type="checkbox"/>	Website	Highly Recommended	Highly Recommended
<input type="checkbox"/>	Weekly communications bulletin	Optional	Recommended
<input type="checkbox"/>	Weekly Councillor Memo	Optional	Highly Recommended

Other methods *(please describe)*

8. How will you close the loop?

For all projects, you will need to make sure information is taken down from the website, let customer service staff know engagement activities have been completed and make sure your record keeping is up to date and comprehensive. For this project the additional steps will include:

- | | |
|---|---|
| <input type="checkbox"/> Removing signs from the project site | <input type="checkbox"/> Sending an email to participants |
| <input type="checkbox"/> Letting community groups know | <input type="checkbox"/> Sending a letter to participants |
| <input type="checkbox"/> Including the outcomes in Compass | <input type="checkbox"/> Reporting to the Executive Team |
| <input type="checkbox"/> Including the outcomes in an eNewsletter | <input type="checkbox"/> Reporting to Council |
| <input type="checkbox"/> Sending out a media release | |
| <input type="checkbox"/> Other: _____ | |

9. Budget

Consider the costs that may be associated with the methods you have chosen. You need to consider internal costs such as printing, as well as external costs such as mail delivery etc.

Breakdown of cost: _____

Total cost of engagement activities: _____

**10. Approval
Level 1 Project**

Officers Name:	Managers Name:
Officers Signature:	Managers Signature:
Date:	Date:

Level 2 Project

Officers Name:	Managers Name:
Officers Signature:	Managers Signature:
Date:	Date:

Directors Name:
Directors Signature:
Date:

Engagement plan template

Level 3 and Level 4 projects

This template gives you a starting point for preparing your engagement plan. It is based on the form of the successful engagement strategies prepared for Council's Integrated Planning and Reporting and Special Rate Variation. The headings in this table relate directly to the steps in the step-by-step guide.

You are encouraged to adapt this template to best meet the needs of your project. For example, it is expected that an engagement plan for a Level 4 project may be longer and more detailed than for a Level 3 project.

1. Introduction (see Step 1)

This section should include a short description of the project:

- **Background:**

Council is about to develop a new Community Strategic Plan (CSP) and various other high level strategies that will inform the strategic direction of the organisation. These documents will consider the thoughts, aspirations, opportunities and challenges that the community has and forecasts for the future of Campbelltown City.

- **Objectives:**

- Identify aspirations of the community
- Align Council's objectives with the aspirations of the community
- Identify gaps in services available/accessibility
- Identifies opportunities and issues
- Develop ongoing internal and external working relationships
- Understand what is happening in the lives of the Campbelltown community at this current point in time
- Understand the thoughts of local businesses operating in Campbelltown, their thoughts on growth opportunity and where they believe the risks are in the operation of their businesses
- Evaluate the themes and objectives of the current Community Strategic Plan

- **Timing:**

The final CSP must be adopted by Council by 30 June 2017. The Community Strategic Plan is required to be on public display for 28 days prior to this. There will therefore be three main stages to the development of the document.

- Stage 1: Engagement period – occurring between November 2016 and End of January 2017.
- Stage 2: Analysis of data and construction of new strategy – occurring from February to April 2017.
- Stage 3: Public display of the document before adoption by council. Closing the loop with all stakeholders involved in the process.

2. Engagement approach (see Steps 2 to 4)

In this section you should describe the

- **Engagement purpose:**

The Community Strategic Plan is to be informed by stakeholder participation. Internal commitment to gathering relevant information to best inform the document is required. This plan suggests the formation of a multi-disciplinary working party, potentially lead by an executive team member.

- **Engagement level:**

This is a level 4 project as it has potential to have a high impact, on a city wide scale.

3. Stakeholder analysis (see Step 5)

In this section you should describe the stakeholders you intend to target as part of your engagement process.

1. Sporting and Recreation Associations
2. Local Police and emergency services
3. Health, Social Housing
4. Preschool and school aged children, Youth, Aged, Disability, Aboriginal, Target Groups. (Place Based and Issues Based).
5. Community Service Providers (not for profit)
6. Tourism Network Group.
7. MACROC
8. TAFE, WSU, Schools
9. Hospitals (Private and public)
10. Local Businesses through Campbelltown and Ingleburn Chamber of Commerce
11. Local Residents
12. Employees of council that are also residents
13. Councillors, Local members
14. Local media
15. Western Sydney Business Connection
16. Local artists, artists groups
17. Religious groups
18. Transport providers
19. Developers
20. Private adult education providers

Stakeholders (Please insert in table below)

Influence	High	<p>Staff</p> 	<p>All Target Groups Chambers of commerce Councillors/ Local Members Local Residents MACROC Local Businesses Community Service Providers Local Business Education Providers</p>
	Low		<p>Local Media Committee</p>
		Low	High
Interest			

4. Methods (see Step 6)

Describe the methods you will be using as part of your engagement process. These should preferably be linked to your engagement timing. The [engagement summary](#) table on the following page provides a handy tool to help link the methods with the timing.

Engagement method	L4 High impact City-wide scale	
Advisory group	R	<ul style="list-style-type: none"> Develop an advisory group with representation from all divisions. The advisory group's role is to comprehensively identify and consult with stakeholders and evaluate the effectiveness of the consultation they are involved in.
Council's website and intranet	HR	<ul style="list-style-type: none"> The Have Your Say page will be utilised with a community survey. A Video will be posted on the website to explain what the CSP is and how to have your say. A news item will be posted on the webpage. A banner on the home page will be developed to promote the engagement process and link to the have your say page.
Compass	HR	<ul style="list-style-type: none"> Advertise in Compass completed in November 2016.
Deliberative workshop	R	<ul style="list-style-type: none"> Deliberative workshops- It is recommended that a deliberative workshop is facilitated by a third party for this level project. Micromex consultants will facilitate these workshops.
Drop in session	R	<ul style="list-style-type: none"> The use of drop in sessions has not been recommended for this process.
Emails to key stakeholder groups	HR	<ul style="list-style-type: none"> E-mail key stakeholder groups. Standard message has been sent to the working group who will forward to their contacts/ community groups, directing them to the have your say page.
eNewsletter	HR	<ul style="list-style-type: none"> Advertise in e-newsletter by Tuesday 29 November

Factsheet	R	<ul style="list-style-type: none"> • Advertise/Flyer – directing community to the website to complete a survey. • Posters developed for the civic centre foyer, libraries and leisure centres. • Create a brief fact sheet that can be downloaded or available in council services.
Focus group	O	<ul style="list-style-type: none"> • 4 sessions to be run by consultant. • Consultant will also facilitate one workshop for the Councillors.
Letterbox drop	O	<ul style="list-style-type: none"> • No to be completed for this project
Media - advertisement	HR	<ul style="list-style-type: none"> • Local paper advertisement. (public notice)
Media - release	HR	<ul style="list-style-type: none"> • Media release to be organised through Communications and Marketing.
Media - other	R	<ul style="list-style-type: none"> •
Messages on hold	HR	<ul style="list-style-type: none"> • Message on hold to be organised.
Online forum	HR	<ul style="list-style-type: none"> • Not required for this project.
Social media	HR	<ul style="list-style-type: none"> • Advertise on Facebook. Completed in November and to be re-posted weekly.
Survey	R	<ul style="list-style-type: none"> • Telephone survey to be conducted by consultant. • Online survey developed for the community, residents and separate survey for staff.
Website	HR	<ul style="list-style-type: none"> • Set up a Have your say page on the internet as well as information on the IP&R page. • A website video will also be produced to explain what the CSP is and how the community can have their say.
Executive agenda item	HR	<ul style="list-style-type: none"> • Regular executive agenda items will be submitted to keep the executive team updated on the process.
Information on intranet	HR	<ul style="list-style-type: none"> • This will not be required.
Information to customer service	HR	<ul style="list-style-type: none"> • Information has been shared with

		customer service.
Internal Committee	HR	
Weekly communications bulletin	HR	<ul style="list-style-type: none"> Weekly communications bulletin will be used to promote the survey's and events internally.
Weekly Councillor memo	HR	<ul style="list-style-type: none"> To be done fortnightly to keep councillors up to date on the process.
Events	HR	<ul style="list-style-type: none"> Information stall at Macarthur Square, Campbelltown and Minto Mall. Stall at Festival of Fishers Ghost Street Fair, 12 November. Conduct surveys at the Christmas Carols Event, 3 December.

5. Timing

This should outline the timeline for your engagement activities, including the lead times and internal sign offs required. The timeline should be aligned to the methods.

See engagement summary below. It is anticipated that the engagement process has concluded by the end of January 2017 to allow sufficient time to analyse the data received and produce the new Community Strategic Plan before the public exhibition period.

6. Monitoring (see Step 9)

This is a short section which will show you have considered the monitoring and evaluation of your project.

Evaluations will be completed at each step of the engagement process to allow improvement to occur. Examples will include feedback surveys at the completion of workshops/key activities and at the completion of the engagement process.

7. Further information

In order to communicate, engage and have meaningful conversations with the community, specifically at public events, materials that support education of the community need to be developed, such as:

- I. Develop a showcase of Campbelltown's assets. Discuss this with the working group and employ the help of the marketing team to create materials. This can be used to drive discussion regarding what people are most proud of.
- II. We need a list of "givens" as discussed within the working group. This will inform the education process and discussions with the community. An example of this is that Campbelltown Macarthur has been identified as a priority growth area.

Establishing the distinctiveness of Campbelltown will come from community engagement and internal engagement. Need to review proposed survey from consultant to ensure it addresses this.

Include details about the relevant contact/s within Council.

1. Andrew Bennison - Acting Coordinator Corporate Strategy and Reporting
2. Bernice Naylor – Manager City Marketing and Economy
3. Kim Bray – Executive Manager City Growth and Strategy
4. Jeff Lawrence – Director City Growth and Economy
5. Lisa Miscamble – Director City Lifestyles

Engagement summary

The following table may to assist you in planning your community engagement approach and could be included as part of an engagement plan. It is based on the form of the successful engagement strategies prepared for Council's Integrated Planning and Reporting and Special Rate Variation.

Relevant headings are linked through to the steps in the step-by-step guide.

<u>Engagement level</u>	<u>Method</u>	<u>Location</u>	<u>Lead responsibility</u>	<u>Timing</u>	<u>Evaluation measure</u>
4	Executive Endorsement	Council	Andrew Bennison	November 2016	N/A
	Councillor Memo	Council	Andrew Bennison	October 2016 (Complete) 18 November 2016 (Complete)	N/A
	Set up advisory group internally (Chaired by exec)	Council	Andrew Bennison	October 2016 First meeting held 14 November 2016.	N/A
	Set up a "Have Your Say" web page with survey.	Council	Andrew Bennison and Sheila McLean	November 2016 (Complete)	Build in an evaluation question into survey.
	Message in weekly communications bulletin	Council	Andrew Bennison	October 2016 (Complete) – to run weekly till end of Jan.	N/A
	Message in Compass	Council	Andrew Bennison	Summer edition copy due 19 Oct. Distributed by 21-25 Nov.(Complete)	Participation in online survey as a result of message in compass.
	Advertise on Facebook	Council	C&M	November 2016 (Complete) Re-post weekly?	Feedback given via social media
	Produce and distribute a flyer/ factsheet	Council	Andrew Bennison, C&M and Design	Produce by November for ongoing distribution (Complete)	N/A
	Messages on Hold	Council	Customer Service and C&M	November 2016	N/A
	E-mail/ phone Stakeholders	Council	Advisory Group	Feedback from stakeholders due by end of January 2017 (Standard e-mail distributed 16/11/16)	Participation Rate
	Host deliberative workshops	4 x workshops to be held and delivered by	Advisory Group	November 2016 to January 2017	Participation rate and evaluation survey

		Micromex consultants @ council venues.			
	Public Engagement at Community Events	<p>External Community Engagement opportunities:</p> <p>November 2016 4 – 13 Nov Festival of Fisher's Ghost – Street Fair (general community),</p> <p>December 2016 3 Dec Christmas Carols (families, general community)</p> <p>5 Dec Citizenship Ceremony (CALD community)</p> <p>January 2017 26 Jan Australia Day (families, general community)</p>	Advisory Group	Plan with advisory group.	Participation rate
	Use Council Services to promote and provide opportunities for feedback	<p>Child Care Services will to conduct Childrens drawing activity. "When I grow up I want Campbelltown to look like...."</p> <p>Promotional material to be provided at Customer service, Libraries, Liesure sites, Arts Centre, bicycle education centre.</p>	Andrew Bennison	November 2016	Designed and printed. To be sent to relevant sites.

Engagement methods

The following engagement methods and techniques are described, along with their strengths and weaknesses, in this attachment.

- [Advisory group](#)
- [Compass](#)
- [Deliberative workshop](#)
- [Drop in session](#)
- [Email](#)
- [eNewsletter](#)
- [Facebook](#)
- [Factsheet](#)
- [Focus group](#)
- [Letterbox drop](#)
- [Media](#)
- [Messages on hold](#)
- [Online forum](#)
- [Survey](#)
- [Twitter](#)
- [Website](#)

There are a variety of other engagement methods which have been used in varying contexts. Further information, ideas and case studies can be found at:

<http://www.digitalengagement.info/>

<https://www.iap2.org.au/awards/awards>

<http://participation.usa.gov/>

Advisory group

Also known as: reference group

Description

Advisory groups often comprise **representatives** from external stakeholder groups, such as relevant business and community groups and non-government organisations. They may also include influential individuals and representatives from government agencies.

Generally an advisory group includes up to 12 members. It can provide **input** to the development of policies, plans, programs or services, as well as to the engagement process itself.

Council has a large number of **existing** advisory groups, which provide ongoing input to a range of activities. A list of non-government organisations and community groups is provided later in the toolkit.

For some larger initiatives, **project-specific** advisory groups may be created. These are generally formed in the early stages of a project and run throughout the course of the project.

Strengths

- Brings diverse stakeholders with a high level of interest in a project 'in the tent'
- Captures diverse expertise
- Is an opportunity to build understanding, relationships and consensus over time
- Members will often formally or informally champion the process and the project

Weaknesses

- Can perpetuate existing dialogues
- Can require strongly opposing views to be carefully managed
- Not statistically representative, although if members are carefully selected can represent a variety of views
- Needs to be well chaired
- Ongoing resourcing required, often including preparation and distribution of agendas and minutes
- Need to manage actual and perceived conflicts of interest

Compass

Also known as: community newsletter

Description

Compass is a **quarterly** newsletter published by Campbelltown City Council and delivered to over 55,000 houses across Campbelltown at the start of each season. It is an effective way to keep the community up to date with Council related activities and services, and generate interest for upcoming events.

A **recorded** version of Compass is available for the visually impaired, and copies are distributed to local libraries for members of the community to take home and listen to.

Use Compass to **share** your project details with the community, alert them to an information session, or provide feedback on the consultation process. It is always preferable to include **contact** details or methods for the reader to submit, ask questions or provide feedback.

Contact the Communications and Marketing team for more information and the timeframes involved.

In addition to Compass, you may want to consider preparing project-specific newsletters for larger projects. Distribution companies can print and **deliver** your newsletter for you.

Strengths

- Easily reaches a wide audience
- Great support to accompany other engagement methods
- Can be used effectively at all stages of engagement

Weaknesses

- Only produced quarterly, so has to be carefully programmed into an engagement schedule
- To provide feedback the reader must submit a written response or access the internet
- Favours people from an English speaking background

Deliberative workshop

Also known as: deliberative forum

Description

Deliberative workshops differ from traditional workshops in several ways. They aim to build a deep, and preferably shared, understanding of an issue and to **build consensus** on the preferred approach or solution.

Deliberative workshops also generally:

- involve a series of **two or more** workshops, or alternatively workshops held over two or more days, which allows participants to consider and develop their views and understandings between events
- provide a large amount of **information** to participants in clear and understandable ways, both before and during the workshops.

Deliberative workshops are usually attended by 50 or more participants. Some use **representative sampling** to select some or all participants. They include a variety of tasks and activities, such as presentations, expert panel discussions and game playing.

Small group work is often a feature of a deliberative workshop, with each small group reporting their input back to the wider group. The small groups are preferably facilitated by volunteers or project team members who have been trained or briefed in advance.

Reporting back from small groups can be done verbally or through the use of electronic technologies. Council has a set of electronic **keypads** which can help support report backs in deliberative workshops.

NOTE: A deliberative Survey can also be an effective tool if a workshop is not able to be organised.

Strengths

- Develops deep understanding of an issue and highly informed input
- Can build understanding, relationships and consensus over time
- Participants will often formally or informally champion the process
- Can result in a generally agreed approach or solution to a previously contentious issue

Weaknesses

- Requires a significant time commitment from participants
- Can require strongly opposing views to be carefully managed
- Needs to be very well structured and facilitated
- Significant lead time, preparatory work and resourcing needed

Drop in session

Also known as: information and feedback session

Description

A drop in session is usually held for several hours in a **central** location that people can easily access, such as a Council building, park or at a community event such as a festival or show.

The community and stakeholders are **invited** to view displayed material, written and graphic, about the project. They are then asked to provide verbal and/or written feedback on an individual basis to members of the project team, on a printed survey or entered into a tablet if available.

Information can be presented on large **storyboards** that people gather around and read. If the content is complex, it can be useful to have a project team member give a 5-10 minute project summary at different times during the drop in session.

Drop in sessions give the project team an opportunity to build **rapport** with members of the community and develop a personal connection. This relationship will **continue** to help with communication and engagement on future projects when speaking with the same community.

Detailed information and **conversation** about specific issues will provide the team with insight into the community's views, and individual feedback can be captured on feedback sheets or through project team recording.

Think carefully on **who** your community is before deciding when to hold your drop in session. Ask yourself whether they are most likely to be available on the weekend, weekdays, or a combination of both. It is recommended to hold more than one session to help ensure you capture a range of views.

Holding your drop in session at the same time as another community **event**, such as festivals, will maximise attendance without incurring a large cost.

Strengths

- Project team can interact with people informally on a one to one basis and build rapport with the community
- Enables people to come and go at their own convenience
- Less risk of people grouping together and dominating
- Participants can provide contact details and be kept in touch with updates
- Can be conducted in association with other methods

Weaknesses

- Hard to set a time that everyone can attend
- Some stakeholders prefer a more structured opportunity to share their views
- Can be expensive to prepare information materials if you are only holding one session
- Can be expensive to have experts on hand to answer questions
- Can generate a large amount of material (eg feedback sheets) that needs analysing which is time consuming

Email

Description

Email is a **widely** used form of communication and can be a highly effective communication method.

Emails are **inexpensive** and can deliver as much or as little information as you require. They can also reach as many staff or community members as you need all at the same time.

Before composing your email, think about whether email is the right vehicle for the communication in the first place. Emails should not **replace** face-to-face communication.

Also consider whether you have access to relevant email addresses. Remember that Council does not have a database of emails for all residents or ratepayers. However, it is a particularly good method to use with people who have **signed up** for information about a project, to help keep them informed as the project progresses.

If kept, emails can function as **proof** of a message sent or received. They are also an easily accessible resource to remind the recipient of pertinent information.

Always keep your emails **concise** and to the point. Use plain text and common fonts as fancy graphics can take up unnecessary storage space in the recipient's inbox and may load slowly, or not at all. Ensure that any attachments are prepared in a **format** that any recipient can easily access. Remember to ask Communications and Marketing to review your email prior to sending it out.

Well-formatted, **clear**, concise email messages are critical to getting your message read and getting the response you need.

Strengths

- Emails allow you to exchange essential information and project updates and outcomes with a wide audience at the same time
- Cost effective
- Provide a searchable record that readers can refer back to
- You can attach additional information for the reader to look at when they want to
- Reader is likely to access the information at a time that they choose, making them more receptive to the information

Weaknesses

- Content of emails can be misinterpreted
- Potentially a time demanding resource if a large volume of the community replies
- Difficult to resolve issues via email, which can be a challenge if an agitated community member prefers to correspond using this method

eNewsletter

Description

Effective and **timely** distribution of quality information is crucial for any engagement process.

Campbelltown City Council's eNewsletter is sent to an events and activities mailing list at the beginning of every **month**. The eNewsletter provides information on upcoming events, activities, Council services and ways the community can get involved.

eNewsletter articles should be designed to **support** the website. You should always aim for a shorter length, with links to more detailed information on the website. This will also help keep the content **interesting**.

It is always preferable to include **contact** details or methods for the reader to submit, ask questions or provide feedback.

Strengths

- Cost effective
- Produced relatively frequently
- Great support to accompany other engagement techniques
- Can be used effectively at all stages of engagement

Weaknesses

- Needs to be supported by good information on the website
- Favours people from an English speaking background
- People with a print handicap who prefer to read in hardcopy are unlikely to access the information

Facebook/ Social Media

Description

Facebook allows users to create online **profiles** and interact within the website. Stakeholders can connect to other users as 'friends,' and they can also join groups or follow companies and organisations.

Campbelltown City Council has **11** Facebook pages that allow open interaction with the Facebook community, as well as private communication with a select group of stakeholders.

For example the Communications Resources and Development Sector has established **private** group messages that involve members who are familiar with the Sector. This forum provides a safe, comfortable environment where members can easily ask questions and receive information.

Some popular Council Facebook pages include:

- Campbelltown City Council
- Campbelltown Public Library
- Campbelltown Arts Centre
- Campbelltown Council Youth
- Campbelltown Council Education and Care Services

Always use **minimal** information when you post on Facebook and direct readers to the website where they can find further details. From January to April 2015, **35%** of people reading the website were directed from Facebook.

Facebook is great for **promoting** good news stories, information sharing and generating interest for upcoming events. It can also be used for information gathering, such as short surveys. All of these uses, especially promotion of an event, project or positive news story, require **planning ahead** to ensure content is approved and posted in a timely manner.

If it is appropriate to establish a Facebook page, you need your Director's approval. Facebook is **not** a one-way communication system and users expect quick responses. This requires **ongoing** monitoring and you will need to resource for this when planning to use Facebook for your project.

To **prepare** for community comments it is helpful to have a response ready that acknowledges you have seen the comment, and then directs the reader to the website or a formal feedback channel.

Council's Social Media Policy provides more information use of the media at Campbelltown, which all staff must abide by.

Strengths

- Easy to use
- Access to a large, diverse mix of people both within and outside of Campbelltown
- Used to create online communities and as a platform for like-minded people to share content, opinions and ideas
- Can involve people who may normally be apprehensive about committing to a group
- Can involve people who are time poor or who travel frequently

Weaknesses

- Complex privacy settings: too private and online communities cannot evolve, too public and pages become spammed
- Must be kept up-to-date to avoid communities becoming disengaged
- Potential for issues and discussion to escalate and attract significant attention very quickly
- Can involve high staffing costs depending on level of moderation, sign off procedures for posts, and desired response time
- Support and encouragement may be required to engage people who have not previously been active in this medium
- The page must be liked for the user to receive ongoing information

Factsheet

Description

Factsheets are generally short, A4 sheets that **emphasise** the key points of your project concisely. The layout is best kept **simple** with bullet points and headings used when possible.

Factsheets are an effective way of pulling out the important bits of **information** and putting them together in the one place so that the reader can get a basic understanding of the project without spending a lot of time looking through detailed documents.

Using a factsheet presents the opportunity to **engage** community members who may not otherwise bother to read project documents and become informed on your project.

When writing a factsheet try to answer the most **common** questions that a member of the community is likely to have, and address any key issues of the project. Include **contact** details or methods for the reader to ask questions about the project or provide further input into the process.

Remember to factor in time for editing by the Communications and Marketing sector, layout by the design team, printing of the Factsheet, and distribution if it is being mailed out to the community. It is often easiest to determine when the Factsheet will be first required, then work backwards to establish when you will need to have the first draft ready.

Strengths

- Easily transmittable to a wide audience across a range of platforms
- Integrates well with other engagement techniques
- Can be used effectively at all stages of engagement

Weaknesses

- When written with no flow or structure it can create confusion
- Can be a time demanding resource to develop
- Limited room for text
- Keeping it eye-catching can be a challenge

Focus group

Description

A **small group** of people are asked about their perceptions, opinions, beliefs and attitudes by a facilitator. Focus group participants can be:

- randomly selected
- self selected from groups with common interest or needs
- self selected.

When participants are **randomly** selected, focus groups can be used to test proposals or approaches on a representative sample of community members. Focus groups can also be used to involve **hard-to-reach** groups in the engagement process, or gain in-depth insight and feedback on an issue, problem or scenario.

Focus group participants may be paid for their time and/or may receive assistance with childcare and travel expenses.

Strengths

- Can be effective to reach hard-to-reach or groups with special needs or interests eg young people, people with a disability, CALD community members or homeless people
- Less threatening for people who don't like to talk in large groups
- Enables activities to be targeted directly to the group, maximising participation
- Provides finely grained information

Weaknesses

- Need skilled facilitation to engage all group members
- Groups are not large enough to be a fully representative sample of a population: insights are indicative only
- Often time consuming to recruit participants

Letterbox drop

Description

A letterbox drop involves the **distribution** of a leaflet or letter to residents living in the area you have identified as relevant or impacted.

Letterbox drops are an effective method of distributing information to a **geographically** determined audience. If your project impacts a local community, a letterbox drop allows you to inform them of your work and when relevant ask them to provide feedback.

The Communications and Marketing team can assist you with **identifying** the postcode ranges and boundaries, and arrange a distribution company to deliver the letters for you. Often a tracking device is used to help guarantee the delivery of information to the community.

Your distribution area depends on who will be interested or affected by your project. A letterbox drop is effective at informing local **residents**, but it will not capture ratepayers. For a more comprehensive engagement process consider contacting the Rates team for distribution to ratepayers within your selected area.

When **writing** information to be used in a letterbox drop keep your messages clear, simple and direct. Always include **contact** details or methods for the reader to ask questions or provide feedback.

Strengths

- Easy to reach residents
- Appeals to a broad audience
- An effective method of targeting only the residents who are impacted by your project
- Provides record of delivery

Weaknesses

- Less targeted form of communication
- Doesn't allow you to target by demographics
- Only useful for an audience determined by geographic location
- Doesn't capture ratepayers, only residents living in the area
- People may not read it

Media

Description

Media covers print and online journalism, television and radio. Media can take many forms, including:

- advertisements
- articles
- interviews
- media releases.

For most projects, Council will limit its media engagement to **advertisements** and potentially media releases.

Council advertises its projects and activities through public notices in the Campbelltown-Macarthur Advertiser, and Macarthur Chronicle.

A media release is used to raise the profile of an issue and **generate** debate or interest. Advertising your project through this channel is a cost effective way to **inform** the community and get their involvement.

Before writing a first draft of a media release you need to understand the key details of your project.

These include:

- Who – Who is involved?
- What – What is happening?
- When – When will it take place?
- Where – Where will it take place?
- Why – Why is it happening?

For larger projects, a media release can be a useful method for reporting **back** to the community on the outcomes of an event or project.

Once you have the relevant content for your Media Release, the Communication and Marketing (C&M) team will **draft** the media release and go through the necessary approval processes. The media release will then be sent out to the local media and put onto the Campbelltown City Council website.

Council's [Media Policy](#) provides more information use of the media at Campbelltown, which all staff must abide by.

Strengths

- Useful for sharing information to a wide audience in a timely and cost effective manner
- Can effectively raise the profile of an issue and generate debate or interest
- Provides Campbelltown community members with an opportunity to provide feedback when contact details are included

Weaknesses

- Not all residents and stakeholders will read newspapers or listen to the radio
- May take time for media releases to be approved
- Building media organisation contacts can be necessary to generate significant interest in a story or information

Messages on hold

Description

Messages on hold are the verbal messages which play on Council's customer service line when a call is placed on hold or transferred to another line.

Messages on hold provide an opportunity to promote Council events and activities, including engagement activities.

They are particularly well suited to providing a short burst of information about a project, such as an invitation for community members to have their say or the date, time and location of an event.

Strengths

- Useful for sharing information in a timely and cost effective manner
- Can reach people who would not otherwise hear about a project
- Frequently updated

Weaknesses

- Can only convey a small amount of simple information
- Need to plan in advance to have your message added – and removed
- Only a small proportion of the community who happen to phone Council will hear a message

Online forum

Description

An online forum is created by posting a topic or **series** of questions to a project website for comment and discussion by the community.

Council has the ability to moderate the online forum and you can control whether **approval** is required for users to post new comments, or respond to the views of other users.

The level of **moderation** may vary from low (e.g. only removing offensive language) to high (e.g. reviewing content and checking for posts that are off topic).

Online forums allow the project manager to better **understand** the views of the community and stakeholders and how they impact each other's views

You can set the discussion forum up so that it is only available for a **set** period, or if it is beneficial for your project you can choose to keep it open ended.

Online forums should be **complemented** by further project information and updates. This is especially useful as not all community members are comfortable talking in online forums, meaning they won't contribute to discussions.

Your Director will need to approve the use of an online forum, your approach to moderation and the initial content that is posted.

Online techniques should always form part of a **suite** of engagement methods to help ensure you capture all of the community's views.

Strengths

- Transparent form of engagement
- Allows interested people and organisations to express views directly and interact with each other
- Allows users to make posts in their own time
- Gives Council the ability to intervene if misconceptions are gaining credibility
- Creates a focus point for discussions on the topic and a source of information for future participants

Weaknesses

- Not all community members are comfortable talking in online forums, meaning they won't contribute to discussions
- Can be time consuming and expensive to maintain
- Usually requires participants to create an account requiring some level of personal information (e.g. email address and name)

Survey

Also known as: poll, questionnaire

Description

A survey is a **structured** method of gaining feedback about particular issues.

A survey can be face-to-face, online, paper based or telephone.

A survey gives you **responses** to a set of already constructed questions, usually from a large range of participants. Respondents can be selected or weighted to be a **representative** sample of a community within Campbelltown, or self-selecting members of the public.

Include **base-line** questions in all Council surveys so that you can build a consistent database and cross-reference responses. Base-line questions are **structured** questions that are not deviated from.

These include:

- Do you live in the Campbelltown local government area?
- What suburb do you live in?
- How long have you lived in this area?
- What is your gender?
- What is your age bracket?
 - Under 18
 - 19-29
 - 30-39
 - 40-49
 - 50-59
 - 60-69
 - 70 and over
- Would you like to be added to our email database so you can receive regular updates from Council about events, engagement opportunities and other activities?

Talk to internal stakeholders before creating a survey and find out if anyone is planning to release one within a similar timeframe, targeting a similar audience.

Remember to get your Directors approval before commencing with any type of Survey. Your content, approach and expenses will need to be signed off before starting.

Discuss the option of **combining** your survey as this can save on resources and is less demanding on the community.

Strengths

- Can be representative of a group of people, or a random selection
- Can engage people who might not attend meetings
- Facilitates an efficient reporting process
-

Weaknesses

- Does not create dialogue or build consensus
- Can be resource intensive
- Generally low response rate
- Limited detail able to be provided in responses
- Demanding of the audience's time and resources

Campbelltown City Council Website and Intranet

Description

A website is an online collection of individual webpages **providing** information on almost any topic. The purpose of a website is to communicate and facilitate. A website will usually *say* something and sometimes allow the reader to *do* something i.e. provide feedback or sign up to a newsletter.

The Campbelltown City Council website is a '**one stop shop**' where stakeholders can access information on all projects, including the history and structure of Council, services provided by Council, community news and events, regulation and policies, building and development processes and career vacancies.

The **Website Style Guide** details how the website is managed and provides resources to help you use the website for your project.

If you choose to use the website for your project, you must then determine what you want to get out of it. For example, do you want to just provide information - or gather information as well?

Talk to the Information Management and Technology (IMT) team so they can advise you on the best method to use. Doing this **before** finalising your content will help avoid the need for changes at a later stage. Discuss timeframes at this early stage so you know the **deadline** for providing approved content to IMT, to ensure it is uploaded on the day you need it to be.

The Home page and News and Events portals are likely to be where your project information needs to go. Your content must be **approved** by your manager and then published by the Web Content Administrator.

Anyone involved with the website can access the **Website Workspace**, which has the standards and operational guidelines, as well as other material such as images and design specifications.

Read [20 quick tips for highly effective web writing](#) for ideas on how to structure your content.

Strengths

- Central component of contemporary communications
- Easy to use
- Accessible to multiple participants across a wide geographical area
- You can present information in written, audio and visual formats
- Allows interactive elements
- Holds a very large amount of information related to Council and the Campbelltown community

Weaknesses

- Maintenance is resource intensive
- Can be hard to keep information organised and easy to navigate as the site grows
- Should not be relied on as the only source of information

Stakeholders to consider

The types of communities and stakeholders which are likely to have an interest in the project may include some or all of the following:

- **Residents, ratepayers and local businesses**
- **Community organisations and advocacy groups**
See [non-government organisations and community groups](#)
- **Chambers of Commerce and other local business groups**
 - Campbelltown Chamber of Commerce
 - Ingleburn Business Chamber
- **Federal and State Members of Parliament**
 - Federal: Mr Russell Matheson (Member for Macarthur) and Mr Laurie Ferguson (Member for Werriwa)
 - State: Mr Greg Warren (Member for Campbelltown)
- **Federal and State Government agencies**
- **Neighbouring councils and regional organisations of councils**
 - Camden Council
 - Liverpool City Council
 - Sutherland Shire Council
 - Macarthur Regional Organisation of Councils (MACROC)
- **Local media**
 - Print media: Campbelltown-Macarthur Advertiser, Macarthur Chronicle
 - Radio stations: c913FM, 2MCR
- **Schools and educational institutions**
 - University of Western Sydney
 - TAFE South Western Sydney Institute
 - [Primary schools in Campbelltown](#)
 - [High schools in Campbelltown](#)

Non-government organisations and community groups

The following table provides lists existing community groups and non-government organisations in Campbelltown.

Group	Targeted community	Contact officer
Northcott Aboriginal Carers Circle	Aboriginal carers	Strategic Aboriginal Development Officer 4359
Opportunity Hub Steering Committee	Aboriginal community	Strategic Aboriginal Development Officer 4359
Tharawal Aboriginal Corporation Community Kitchen	Aboriginal Community	Strategic Aboriginal Development Officer 4359
Burrung Gurung Aboriginal families (parents with children with disability)	Aboriginal Community	Strategic Aboriginal Development Officer 4359
Campbelltown Police Aboriginal Advisory Committee	Aboriginal community	Strategic Aboriginal Development Officer 4359
Partnerships for Success Steering Committee (can arrange consultation with young people as well)	Aboriginal community	Strategic Aboriginal Development Officer 4359
Rosemeadow Elders Groups (x2)	Aboriginal Elders	Strategic Aboriginal Development Officer 4359
Sutton Place Aboriginal Elders Group	Aboriginal Elders	Strategic Aboriginal Development Officer 4359
Dharawal Men's Aboriginal Corporation	Aboriginal Men and Youth	Strategic Aboriginal Development Officer 4359
Sista Girl Yarnz Group	Aboriginal Women	Strategic Aboriginal Development Officer 4359
Muru Nanga Mai Women's Group	Aboriginal Women	Strategic Aboriginal Development Officer 4359
Macarthur HACC Network	Aged and Disability	Strategic Aged and Disability Officer 4903
Senior and Disability Advisory Group	Aged and Disability	Strategic Aged and Disability Officer 4903
Macarthur Transport Working Group	Aged and Disability	Strategic Aged and Disability Officer 4903
Bradbury Airs Neighbourhood Connection	Bradbury Airs community	Strategic Aged and Disability Officer 4903
Macarthur Homelessness Steering Committee	Community	Coordinator Community Development Team 4577
Macquarie Fields Police Aboriginal Advisory Committee	Community	Strategic Aboriginal Development Officer 4359
Macarthur Hoarding and Squalor Forum	Community	Strategic Aged and Disability Officer 4903
AECG Campbelltown (South)	Community and Education	Strategic Aboriginal Development Officer 4359

AECG Northern Campbelltown	Community and Education	Strategic Aboriginal Development Officer 4359
Sector Connect Management Committee	Community and services	Coordinator Community Development 4577
ClubGRANTS	Community and services	Strategic Aged and Disability Officer 4903
Claymore Action Network (CAN)	Claymore community	Community Project Officer 4327
Claymore Communication and Engagement Working Group	Claymore community	Community Project Officer 4327
Claymore Steering Committee	Claymore community	Community Project Officer 4327
Macarthur Multicultural Services Network	Cultural and Linguistically Diverse communities	Community Project Officer 4902
Waranwarin Child and Family Centre (various groups)	Children and Family Play Groups	Strategic Aboriginal Development Officer 4359
Campbelltown Domestic Violence Committee	Domestic Violence advocacy and awareness	Community Project Officer 4327
Campbelltown White Ribbon Men's Group	Domestic Violence	Community Project Officer 4327
Macarthur Family and Youth Services – Nabu team	Families and Youth	Strategic Aboriginal Development Officer 4359
Macquarie Fields Interagency	Macquarie Fields community	Youth Project Officer 4816
Macunity	Macarthur based interagency	Strategic Aboriginal Development Officer 4359
Macarthur Access Group for Inclusive Communities	People with disability	Strategic Aged and Disability Officer 4903
Macarthur Disability Network	People with disability	Strategic Aged and Disability Officer 4903
MADD Action Group	Rosemeadow community	Strategic Aboriginal Development Officer 4359
(RACI) Community Safety Committee	Rosemeadow community	Strategic Aboriginal Development Officer 4359
Rosemeadow/ Ambarvale Community Interagency (RACI)	Rosemeadow community	Strategic Aboriginal Development Officer 4359
YWCA Playgroups (Yummy Café)	Rosemeadow community playgroups	Strategic Aboriginal Development Officer 4359
Future of Forum Working Group	Seniors	Strategic Aged and Disability Officer 4903
Seniors Issue Group	Seniors	Strategic Aged and Disability Officer 4903
Macarthur Youth Services Network	Youth Services	Strategic Youth Development Officer 4835
Claymore Youth Advisory Committee	Youth	Youth Project Officer 4816

20 quick tips for highly effective web writing

1. Make it easy for readers to scan the page

People are impatient online and immediately search for something of interest. Help them by using clear headlines and subheads, short paragraphs, bulletpoints and hyperlinks.

2. Less is more

Cut out unnecessary words and, where possible, use words with three syllables or less.

3. Use everyday language

Limit jargon, buzzwords and Council-speak.

4. Write like you talk

Use a personal, conversational tone and involve the reader e.g. 'you' rather than 'residents'.

5. Know your audience

Before you start writing, learn as much about your audience as possible.

This will help you understand:

- the kind of information they want/need
- the most appropriate tone to use
- how to structure your content.

6. Focus on benefits

Explain how your service/department/etc can help your audience:

- A benefit is only a benefit if it solves a problem.
- Don't assume you know what your audience wants. Find out.
- Use real life scenarios they can relate to.

7. Use facts, statistics and stories

They are a fast and effective ways to grab and keep people's attention.

8. Keep important information 'above the fold'

Make good use of the precious space on your web page that shows in the top screen - many people won't bother to scroll down if you haven't captured their interest at first glance.

9. Choose keywords and phrases for each page

Include keywords in your title, headline, subheads, body copy, and meta descriptions that specifically relate to the page:

- Use Google Keyword Tool to find and compare popular keywords/phrases
- Choose a different main keyword/phrase for each page.
- Don't overuse keywords - focus on the reader first and search engines second.

10. Metas...don't forget your 'free ads' on Google!

To boost your search engine position include a unique meta title and meta description for each page - that's what people see when they search on Google and other search engines.

11. Spend time on your headline

Five times more people read headlines than body copy. So make yours clear and beneficial, and include your main keyword/phrase.

12. Tempt with teasers on your overview pages

Make summaries helpful at a glance, yet intriguing enough to prompt readers to click.

13. Break it up with subheads

Use them every 1-3 paragraphs to break up long chunks of text. Include keywords (either your main keyword or a closely associated one) in one or more of the subheads.

14. Keep paragraphs short

One idea per paragraph. Each sentence should be less than 20 words (3 - 10 words is best) and paragraphs less than 80 words total (1 - 2 sentence paragraphs are ok).

15. Use bullet points to highlight important information

Try to keep bulletpoints all the same length e.g. one line, two lines etc. If you have a lot, look for ways to break them up into logical groups under subheads.

16. Take advantage of hyperlinks

Use them to let people click to sections on the same page (anchorlinks), more information on a new page of your site or to another site:

- Where possible hyperlink on a keyword rather than "more' or "click here'.
- Try to put links at the end of a paragraph so people read the copy before clicking.

17. Make use of images

Could an image make your copy more effective, or do a better job than words? If you decide to use an image make sure it's easy to recognise or include short, descriptive text.

18. Before creating a PDF, think about your readers

If it's short, and not a form of some kind, make it a web page. If it needs to be in PDF format, write a short summary on a web page. If it's a long document, break it into chapters too.

19. Let your audience know what you want them to do

Don't assume your readers will take action. Tell them what you want them to do at the bottom of the page e.g. call us today, fill in this form, learn more about recycling, etc.

20. Believe everything you hear

The best way to learn how your copy sounds to your audience is to read it out loud, or get a colleague to read it back to you. And don't forget to double check everything for errors.

(This page has been inserted as a “tear out” to support ease of use)

Community Engagement Framework Quick Reference Tool

The following pages can be printed for ease of use when planning your engagement. They are a quick reference guide for completing your engagement plan or checklist.

Project impact	High	<p>LEVEL 3 High impact, local projects</p> <p>Examples:</p> <ul style="list-style-type: none"> • Preparing a master plan for a town centre • Building a new skate park • Closing a childcare centre 	<p>LEVEL 4 High impact, city-wide projects</p> <p>Examples:</p> <ul style="list-style-type: none"> • Preparing a new Community Strategic Plan • Preparing a new Local Environment Plan • Preparing flood risk management plans
	Low	<p>LEVEL 1 Low impact, local projects</p> <p>Examples:</p> <ul style="list-style-type: none"> • Upgrading a local road or footpath • Upgrading an existing playground • Minor changes to the operating hours of a local library 	<p>LEVEL 2 Low impact, city-wide projects</p> <p>Examples:</p> <ul style="list-style-type: none"> • Temporarily closing a facility for short term maintenance • Implementing a public domain master plan for a CBD
		Local	City-wide
Project scale			

LOW IMPACT PROJECTS

- Are lower risk
- Are unlikely to generate a lot of community interest
- Are likely to result in outcomes that are mostly seen as positive

Example: Replacing a soccer field fence is unlikely to cause conflict and most people who notice the work will be pleased with the outcome.

HIGH IMPACT PROJECTS

- Are often controversial
- Are likely to generate significant community interest
- Are often subject to media attention and scrutinised by prominent local figures

Example: Closing a child care centre will impact families using the centre and potentially local residents who oppose the site's planned development.

Key	
HR	Highly Recommended – these methods are highly recommended and should be carefully considered for suitability to any project
R	Recommended – These methods are recommended and should be carefully considered for suitability to any project
O	Optional – these methods may be appropriate depending on the project objectives, engagement purpose, time and budget
N	Not recommended – these methods are not appropriate for this level

Engagement method	L1 Low impact Local scale	L2 Low impact City-wide scale	L3 High impact Local scale	L4 High impact City-wide scale
External methods				
Advisory group	O	O	R	R
Council's website and intranet	HR	HR	HR	HR
Compass	R	HR	R	HR
Deliberative workshop	N	O	O	R
Drop in session	O	O	R	R
Emails to key stakeholder groups	O	O	R	HR
eNewsletter	R	HR	R	HR
Factsheet	O	R	R	R
Focus group	N	O	O	O
Letterbox drop	R	O	HR	O
Media - advertisement	R	HR	HR	HR
Media - release	O	HR	R	HR
Media - other	O	O	O	R
Messages on hold	O	R	R	HR
Online forum	O	R	R	HR
Social media	O	R	R	HR
Survey	O	O	R	R
Website	R	HR	HR	HR
Internal methods				
Executive agenda item	O	O	O	HR
Information on intranet	R	R	HR	HR
Information to customer service	HR	HR	HR	HR
Internal Committee	Highly Recommended where a relevant committee exists			
Weekly communications bulletin	HR	HR	HR	HR
Weekly Councillor memo	O	HR	HR	HR

Macarthur Youth Services Network	Youth Services	Strategic Youth Development Officer 4835
Claymore Youth Advisory Committee	Youth	Youth Project Officer 4816

Common Council Projects – Impact and Scale Level

The following table lists some commonly undertaken projects at council and categorises them according to their appropriate level of scale and impact.

LEVEL 1 Low impact, local projects	LEVEL 2 Low impact, city-wide projects	LEVEL 3 High impact, local projects	LEVEL 4 High impact, city-wide projects
<ul style="list-style-type: none"> • The local road and footpath maintenance schedule • Upgrading an existing playground • Minor changes to the operating hours of a local library • Walkway closures • Establishment of an alcohol free zone • Temporary changes to the operating hours of the animal care facility • 	<ul style="list-style-type: none"> • Temporarily closing a facility for maintenance • Organising an event such as: <ul style="list-style-type: none"> ○ Challenge Walk ○ Fishers Ghost fun run ○ Bicycle and road safety open days ○ Ready to Ride (NSW Bike Week) • Learn to Ride Program • Childhood immunisation clinics • Implementing a public domain master plan for a CBD 	<ul style="list-style-type: none"> • Preparing a master plan for a town centre or open space • Closing a child care centre • Building a new skate park • Establishing a new local or neighbourhood park or play space 	<ul style="list-style-type: none"> • Preparing a new strategic plan such as: <ul style="list-style-type: none"> ○ Community Strategic Plan ○ Local Environment Plan ○ Sport and Rec. Strategy ○ Play Space Strategy • Changes to IP&R documents • A new or reviewed council policy • Preparing a structure or master plan for a CBD • Establish a new district or regional park or play space



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