

# CAMPBELLTOWN

## Community Engagement Strategy



CAMPBELLTOWN

We acknowledge 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.



# CONTENTS

|  |           |
|--|-----------|
| <b>Message from our Mayor</b>  | <b>4</b>  |
| <b>Our Story</b>   | <b>5</b>  |
| <b>Community Engagement Strategy in context</b>  | <b>6</b>  |
| <b>Our Objective</b>   | <b>7</b>  |
| <b>Measuring Success</b>   | <b>8</b>  |
| <b>What is Community Engagement?</b>   | <b>9</b>  |
| <b>The Campbelltown Community</b>  | <b>10</b> |
| <b>Our Stakeholders</b>  | <b>11</b> |
| <b>Inclusive Participation</b>   | <b>12</b> |
| <b>Principles and Strategic Goals</b>  | <b>13</b> |
| • <b>Strategic Goal 1:</b> Comprehensively understand our diverse, growing community                       | <b>14</b> |
| • <b>Strategic Goal 2:</b> An informed, aware, and engaged community                                       | <b>15</b> |
| • <b>Strategic Goal 3:</b> Embed community engagement into decision-making processes                       | <b>16</b> |
| • <b>Strategic Goal 4:</b> Build organisational capacity and capability for effective community engagement | <b>17</b> |

All councils in NSW are required to operate within an Integrated Planning and Reporting (IP&R) framework. The IP&R framework guides how each council develops, documents and reports on their strategic plans under the Local Government Act 1993. This Community Engagement Strategy is a requirement under the IP&R framework, and has been developed to comply with all essential elements outlined in the IP&R Guidelines.

# MESSAGE FROM OUR MAYOR



The needs and aspirations of our community underpins everything that we do as a council. Every strategy, project or event that we deliver should aim to realise the ambitions of our residents and ultimately enhance the lives of the people who call Campbelltown home. The best way to accomplish this is through an effective Community Engagement Strategy that informs residents and gives them an opportunity to input their feedback and ideas into our processes and decision-making.

This strategy aims to achieve this by establishing a consistent approach to community engagement that recognises the diversity of our community and provides opportunities for meaningful engagement to people of all abilities, ages, cultural backgrounds and experiences.

An authentic engagement process uses a variety of communication tools to reach residents and other stakeholder groups to create the opportunity for an exchange of ideas and information. It is just as important that we report back to the community with the results of our engagement to foster trust and be transparent about the reasoning behind our decisions.

The coming years represent a unique opportunity for Campbelltown as we experience an unprecedented level of growth and investment in the region. It is important that our community is a core part of this journey and has the chance to help shape the future of the city if we are to truly build a place of opportunity for all.

I'm proud to share our Community Engagement Strategy with you and look forward to seeing how the community can work together with Council to help build the future of our city and truly bring opportunity to life.

A handwritten signature in black ink that reads "G Greiss". The signature is written in a cursive style.

**Cr George Greiss**  
Mayor of Campbelltown

# OUR STORY

We are a city at the heart of things. A place that's naturally welcoming, where paths and people of the world come together to write their own stories.

This Dharawal land has always been a place united by strong ties of kinship and compassion, caring for one another and for the landscape we're deeply connected to.

Our people, culture, nature and the way we do business inspires all those who engage with us – and surprises those who discover us afresh.

We are already a place for opportunity. Supported by our natural landscape, connected location, inventive spirit and vibrant community, we will strength that role.

We are a wide open, straight up and onto it community that looks to new possibilities with positive determination.

We are about actions over words and real progress over promises. We're doing what it takes to make the most of opportunities that lie ahead and we're doing it now.

We are Campbelltown, where opportunity comes to life



# COMMUNITY ENGAGEMENT STRATEGY IN CONTEXT

**Campbelltown**  
A City of  
Opportunity for All

**Community Engagement Strategy 2022 - 2026**

**Our Community Engagement Mission**  
Provide meaningful and accessible engagement opportunities for all community members

**Our Community Engagement Principles**  
Purposeful | Inclusive | Authentic | Transperant | Responsive

**Strategic Goal 1**  
Comprehensively understand our diverse, growing community

**Strategic Goal 2**  
An informed, aware, and engaged community

**Strategic Goal 3**  
Embed community engagement into decision-making

**Strategic Goal 4**  
Build organisational capacity and capability for effective community engagement

Community Engagement Policy | Community Engagement Toolkit | Community Engagement Process

# OUR OBJECTIVE:

## Provide meaningful and accessible engagement opportunities for all community members

Community engagement is at the heart of local government. Community members increasingly want to actively participate and have a say in shaping the future of their local area. This has the potential to strengthen social cohesion and sense-of-community, promote positive outcomes for disadvantaged or underrepresented groups, and lead to more robust decision making.

This Community Engagement Strategy provides the direction for all of our community engagement activities between 2022 and 2026. These activities relate to the development of our plans, policies, programs and key activities. This overarching strategy seeks to drive a coordinated, purposeful and effective community engagement approach that delivers positive outcomes for Campbelltown.

This strategy directly addresses community focus areas and strategies outlined in Campbelltown: Community Strategic Plan, as summarised below.

| Focus Area                       | Strategies  |
|----------------------------------|---|
| 5.1 Responsive customer service  | 5.1.1 Increase opportunities for the community to engage and collaborate with Council and key delivery partners           |
|                                  | 5.1.2 Ensure the community is continuously informed about current and future issues affecting Campbelltown                |
| 5.2 Plan and lead for the future | 5.2.1 Provide proactive and collaborative leadership on issues that are important to Campbelltown now and into the future |
|                                  | 5.2.2 Ensure that public funds and assets are managed strategically, transparently and efficiently.                       |

This strategy is closely aligned with the Community Participation Plan and supported by an underlying Community Engagement Implementation Plan, Community Engagement Policy and associated tools and resources.

# MEASURING SUCCESS

We will monitor the implementation of the strategy to ensure we are achieving our objectives and successfully delivering on the Strategic Goals. We will use a variety of evaluation and reporting methods to assess and communicate its progress including:

- Evaluating specific engagement activities to assess appropriateness, reach and outcomes
- Gauging community sentiment with Council's engagement activities through the Community Satisfaction Survey, as part of the Campbelltown 2032 - Community Strategic Plan Indicators
- Reviewing the strategy, framework and toolkit every four years
- Reviewing participation levels in engagement activities including the Over to You consultation platform.
- Ensuring learnings from engagement activities are used to inform future engagements and continuously improving our ability and methods to engage the community
- Maintaining and building on data sets to inform future engagements and ensure we maintain a clear understanding of our community
- Embedding key actions into our Operational Plan for delivery

# EVALUATING ENGAGEMENT ACTIVITIES

We will evaluate our engagement in four areas:

1. **Process** - how well the engagement was designed and implemented
2. **Appropriateness** - was the engagement appropriate and how well did the public and stakeholders accept the process?
3. **Reach** - were the people we reached representative of those affected by the decision?
4. **Outcomes** - were the intended outcomes of the engagement process achieved?

Learnings from these are used to inform recommendations for the next stage of the process and future projects.



# WHAT COMMUNITY ENGAGEMENT MEANS

Community engagement is a process of directly involving community members in the decision making process. For example, the United Nations (2020) defines community engagement as a "...strategic process to directly involve local populations in all aspects of decision-making and implementation." (United Nations, 2020).

It is an inclusive process that ensures our community has an opportunity to be informed or have a say on decisions that impact upon their lives, now and into the future. It allows us to continue to develop and enhance our relationship with our community. We engage our community using a range of engagement tools and activities including information on our website and online engagement platform, social media, surveys, focus groups and workshops.

To understand our process for community engagement, we have summarised it in the table below

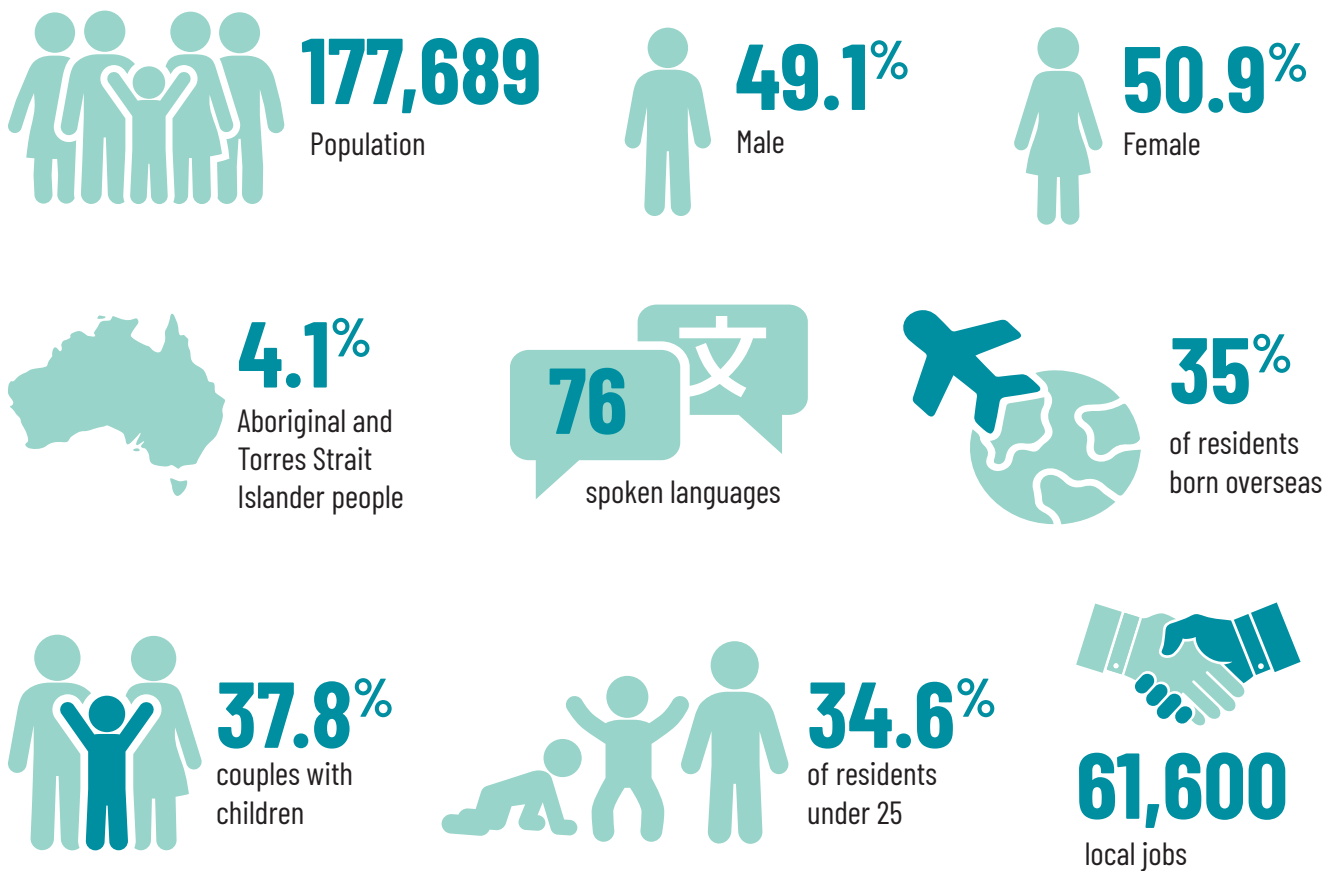
| Level       | Description   | Ways we engage our community  |
|-------------|---|---|
| Inform      | "Here's what's happening"   | <ul style="list-style-type: none"> <li>• Compass Community Newsletter</li> <li>• Social media</li> <li>• Website</li> <li>• E-newsletters</li> <li>• Flyers, posters, signages</li> </ul> |
| Consult     | "Here are some options - what do you think?"  | <ul style="list-style-type: none"> <li>• Survey</li> <li>• Submissions</li> <li>• Quick polls</li> <li>• Drop in / pop up sessions</li> </ul>   |
| Involve     | "Here's a problem, what ideas do you have?"   | <ul style="list-style-type: none"> <li>• Workshops</li> <li>• Focus groups</li> <li>• Community reference groups</li> </ul>   |
| Collaborate | "Let's work together to solve this problem"   | <ul style="list-style-type: none"> <li>• Advisory groups</li> <li>• Working groups</li> <li>• Deliberative panel</li> </ul>   |
| Empower     | "You care about this issue and are leading an initiative - how can we support you?" | <ul style="list-style-type: none"> <li>• Delegated committees</li> <li>• Citizens Juries</li> </ul>   |

# THE CAMPBELLTOWN COMMUNITY

Campbelltown is a diverse and growing community of over 177,000 people. The population is expected to grow to almost 250,000 by 2036. Rich in experience and culture, we come from a wide range of backgrounds. Today, 35% of our residents were born overseas.

Our city is bursting with potential, we are diverse with many young families who are professionals, speak multiple languages and have a range of backgrounds and experiences that make up our great city.

We are a naturally welcoming place, inclusive and kind. We look for ways to work together and support each other, treating people and our place with consideration and care. We're at our best when we're working alongside each other.



# OUR STAKEHOLDERS



# INCLUSIVE PARTICIPATION

We recognise that some communities are harder to reach as they may have barriers to participation such as experience, language and accessibility. We are committed to providing opportunities for these communities to participate and have a say.

## **We do this by:**

- Translating resources and information where necessary
- Communicating warmly, simply and clearly so we're accessible to all
- Providing information in accessible formats
- Ensuring a variety of engagements methods are made available
- Ensuring venues are accessible
- Considering age appropriate engagement and participation activities

## **Aboriginal and Torres Strait Islander communities**

We recognise the Dharawal people and land has always been a place united by strong ties of kinship and compassion. We are committed to working with Traditional Owners on matters of land, water, language, culture, and cultural heritage.

We want to ensure that the voices of Dharawal people are included in this process and that our relationships with our Aboriginal and Torres Strait Islander communities are meaningful.

## **Culturally and Linguistically Diverse (CALD) communities**

We recognise that our diversity of cultures and sense of community are our greatest strengths. Diversity is fundamental to our identity with 35% of residents born overseas and 35.8% speaking a language other than English at home.

We often translate our communications and engagement materials according to the demographic profiles of the residents, visitors, and workers in our city.

We work closely with a range of community, sporting, and cultural organisations to build strong and resilient communities. We celebrate culture and diversity, past, present, and future.

## **Young people**

We are committed to building a city that is welcoming and inclusive of young people.

We provide opportunities for young people to become active citizens through co-design initiatives, online engagement and face to face activities such as school workshops.

## **Vulnerable people**

We have vulnerable people that live, work, study and visit Campbelltown, including low-income households, social housing tenants, the elderly, people with disabilities and people experiencing homelessness.

We are committed to creating engagement opportunities that allow vulnerable and harder-to-reach groups to have their views heard.

# OUR PRINCIPLES AND STRATEGIC GOALS

## Our Community Engagement Principles

Our Community Engagement Strategy is guided by a set of principles, which align strongly with social justice. These guiding principles are:

- **Purposeful:** All engagement activities will have clear objectives, scope, and outcomes. We will engage to inform our projects, actions, and plans, and to advocate for Campbelltown.
- **Inclusive:** Equitable and easy access to engagement opportunities for all our community, including voices not normally heard or well represented.
- **Authentic:** Actions over words, with a genuine two way exchange of ideas and information to make the most of opportunities.
- **Transparent:** Explaining the purpose, process, and outcomes of engagement. This includes closing the loop and showing how engagement informed decisions.
- **Responsive:** Community engagement will be continually refined and improved to meet the diverse and dynamic needs of our community.

## Our Community Engagement Strategic Goals

Our Community Engagement Strategy is structured around 5 strategic goals that will inform our Community Engagement Implementation Plan, and relevant actions and projects in our annual Operational Plans.



**GOAL** 1

Comprehensively understand our diverse, growing community



**GOAL** 2

An informed, aware, and engaged community



**GOAL** 3

Embed community engagement into decision-making



**GOAL** 4

Build organisational capacity and capability for effective community engagement

# STRATEGIC GOAL 1

## Comprehensively understand our diverse, growing community

Campbelltown is a diverse and growing community of over 177,000 people. Rich in experience and culture, we come from a wide range of backgrounds. For example, 35% of our residents were born overseas, and 62% have parents who were born overseas.

We are also diverse in terms of our employment and education, religious affiliation, social attitudes, needs, interests, wants, and aspirations. It is important that we monitor and understand our diverse community, perspectives, and attitudes, so we can plan and deliver our programs, actions, and projects.

| We will  | Responsibility  |
|--|---|
| Regularly monitor the social, demographic, and economic profile of our community               | - Insights and Corporate Strategy<br>- Corporate Support Systems  |
| Conduct a comprehensive community stakeholder analysis   | - Communications  |
| Maintain and update a comprehensive database of stakeholder groups                             | - Communications Corporate<br>- Support Systems Insights and<br>- Corporate Strategy  |
| Regularly engage with our community to understand their changing needs, wants, and aspirations | - Insights and Corporate Strategy<br>- Communications City Marketing and Economy City Lifestyles<br>- Sustainability and Resilience<br>- Open Space |
| Ensure we engage with hard-to-reach communities so their voices are heard and understood       | - Communications City Lifestyles<br>- City Marketing and Economy<br>- Insights and Corporate Strategy   |



## STRATEGIC GOAL 2

### An informed, aware, and engaged community.

Our community has a strong desire to stay informed about what is happening in Campbelltown and their local area. This includes timely information about community events, projects, and initiatives, as well as significant planning matters, strategies, and decisions.

We recognise that our community is diverse, and that information needs to be tailored so it is accessible and appropriate for all groups and so that everyone has equal opportunities. We need to continually refine our approach as people's needs, expectations, and use of technology changes.

| We will   | Responsibility                                    |
|---|---|
| Use diverse, tailored communication channels to ensure all community members are informed and aware about what is happening in Campbelltown | - Communications                                  |
| Drive 2-way communication with our community to foster information exchange between the community and Council                               | - Communications                                  |
| Provide timely and transparent progress reporting on key projects for the community   | - Insights and Corporate Strategy                 |
| Keep the community informed about significant planning matters through our Community Participation Plan                                     | - Urban Release and Engagement<br>- Urban Centres |

# STRATEGIC GOAL 3

## Embed community engagement into decision-making

The community has consistently told us they want to have a say on the future of Campbelltown. We will continuously engage with the community so that their voices are heard, and inform the development and enhancement of our plans, policies, projects, and programs.

We also recognise that many factors influence decision making, including community input but also legislative requirements and resourcing. We will endeavour to explain why decisions have been made, and the factors that have been considered.

| We will   | Responsibility  |
|---|---|
| Increase opportunities for community members to inform decision making  | - All staff   |
| Build and maintain our community engagement database, to provide timely and accurate evidence to inform decisions | - Insights and Corporate Strategy<br>- Communications   |
| Ensure community engagement is embedded into Council processes and systems  | - Communications Governance<br>- Project Management Office<br>- Insights and Corporate Strategy |
| Provide feedback to the community on how their views and recommendations informed decisions                       | - Communications  |



# STRATEGIC GOAL 4

## Build organisational capacity and capability for effective community engagement

Community engagement is a whole-of-organisation responsibility and commitment. Our staff continually engage with the community on a wide range of issues in many different ways. We aim to continually improve the capacity and capability of our organisation to undertake purposeful and impactful community engagement that makes a positive difference. This involves clear policies and procedures, up-to-date community engagement processes and practices, and sharing of community engagement across the organisation.

| We will  | Responsibility  |
|--|---|
| Develop and implement a Community Engagement Policy  | - All staff   |
| Develop and disseminate a suite of community engagement toolkits and resources                     | - Communications                                      |
| Develop and deliver a Community Engagement Implementation Plan through our annual Operational Plan | - Communications<br>- Insights and Corporate Strategy |
| Refine and maintain Council's online community engagement platform                                 | - Communications                                      |
| Drive a culture of community engagement  | - Council Executive<br>- Council Leadership Group     |



#### Contacting Us

**24 hour telephone service** (02) 4645 4000

**Email** [council@campbelltown.nsw.gov.au](mailto:council@campbelltown.nsw.gov.au)

**Postal address** PO Box 57, Campbelltown NSW 2560

**Visit us** Corner Queen and Broughton Streets,  
Campbelltown, NSW 2560