

Community Strategic Plan

Engagement Outcomes Report

March 2018



Creating
Our
Inner West
2036

INTRODUCTION

Overview

The Community Strategic Plan (CSP) is the most important plan that sits above all Council's other plans and policies. The CSP identifies the community's main priorities and aspirations for the future, and plans strategies to achieve them. It takes into account the issues and pressures affecting the community and the level of resources that will realistically be available.

While Council is responsible for managing the planning process on behalf of the Inner West, delivery of the plan's long-term outcomes relies on strong partnerships including with state agencies, community groups and the wider community. A successful CSP is one in which the whole community feels ownership.

The CSP addresses four key questions for the community:

- Where are we now?
- Where do we want to be in 10 years' time?
- How will we get there?
- How will we know we've arrived?

To answer these four questions and create the Inner West's first CSP, Council engaged broadly across the new local government area in a two-stage process from September 2016 to March 2018.

A diverse range of people provided input that helped to shape the vision and strategic directions of the plan *Creating our Inner West 2036* that will guide community aspirations in the area for the next two decades. In total more than 7,000 people participated in the process, across all age groups, geographic areas, cultures and languages.



Council's Community Engagement Framework, adopted in June 2017, guided the engagement that aligned with the Framework's principles: authentic, planned, tailored, inclusive and transparent.

The Engagement Outcomes report outlines the means by which opportunities for participation were promoted, engagement methods used, analysis of who participated, what they said and how their input was used.

ENGAGEMENT PROGRAM AND ANALYSIS

Engagement program

The community and key stakeholders were engaged in a two-stage process

- Stage one — Statement of Vision and Priorities September–November 2016
- Stage two — Informing the draft Community Strategic Plan March 2017– March 2018

Stage one


The purpose of stage one was to involve the community in the development of an interim Statement of Vision and Priorities, required by the NSW Government for all newly amalgamated councils. It served as a bridging document between the CSPs of the former councils and the first CSP for the new council.

The engagement program, in which more than 1,700 people participated, consisted of:

- Community forums
- Focus groups
- Community festivals
- *Your Say Inner West*
- Community satisfaction research
- Staff survey
- Local Representation Advisory Committee workshop

The engagement program was promoted by:

- Media releases
- Social media
- Posters
- Flyer to all businesses and residences in the local government area
- E-newsletters
- Emails/letters to targeted stakeholders
- Community pop-ups

 INNER WEST COUNCIL

Help Council develop a
Statement of Vision and Priorities

The **Vision** will guide Council's direction over the next couple of years and will feed into the development of a new longer term Community Strategic plan in 2017

The **Priorities** will determine what Council focuses on in the next 12 – 18 months




Council will adopt a Statement of Vision and Priorities by 31 December 2016. This will be developed with input from the community.


Council has begun gathering the community's input through:

- A community engagement forum held on 5 September 2016 at Ashfield Town Hall
- Focus groups with members of the Aboriginal & Torres Strait Islander, Youth and Access communities
- Festivals and events held throughout October at Ashfield, Summer Hill, Leichhardt and Marnickville

Council would like to hear from the broader community about what they would like to see in the future Inner West local government area and how Council should prioritise its work.

Your contribution is valuable to this work.



 **Have your say**

- Fill in a hardcopy feedback form here today
- Online at www.yoursayinnerwest.com.au

Closing date is Sunday October 30

What happens next?

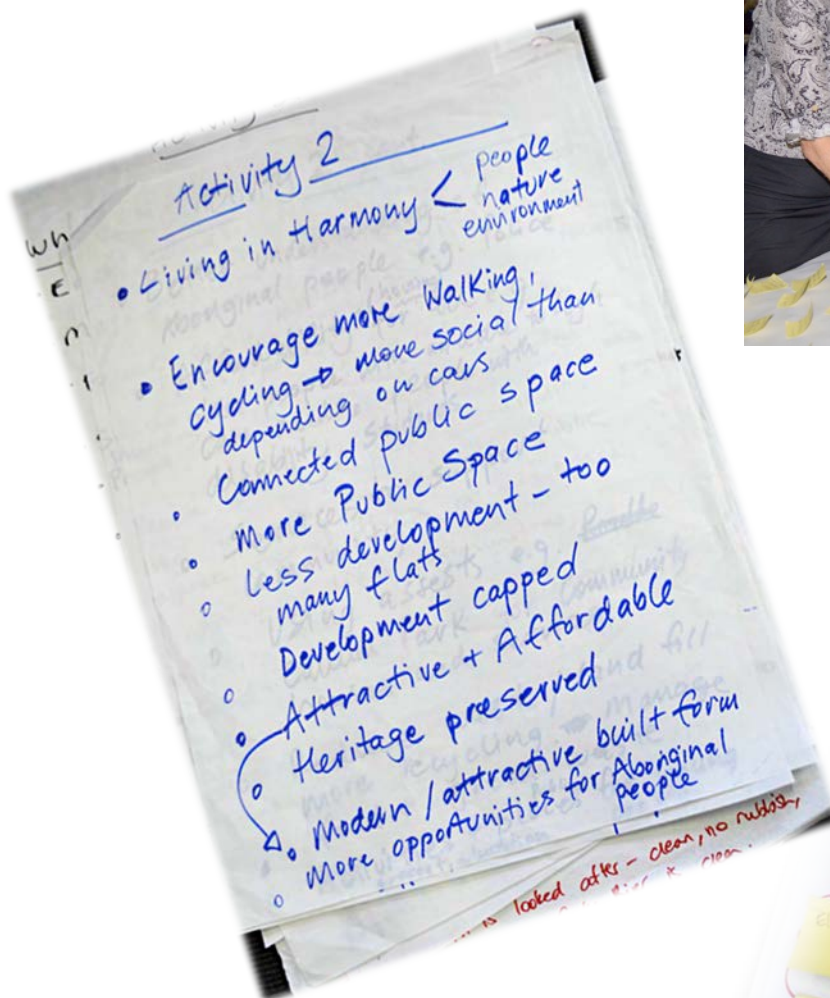
Your input, along with information gathered from forum attendees and focus groups will be used to develop a Statement of Vision and Priorities. This will be considered by the Local Representation Advisory Committee and then Council at forthcoming meetings.

Keep informed at www.yoursayinnerwest.com.au

Community forum

A community forum was held on 5 September 2016 at Ashfield Town Hall, attended by over 100 people including 53 members of the former councils' advisory and consultative committees (invited directly), 17 general members of the community (invited through social media and newspaper advertisements), 10 Local Representation Advisory Committee members, Inner West Council Administrator Richard Pearson and staff.

Participants heard a presentation about the Inner West's community demographic profile and were taken through a series of facilitated exercises to commence the process of gaining information. Discussion included a future vision for the community, issues and challenges, and priorities for action.



Participants' comments were captured and later analysed by subject area. The most frequent subject areas were further analysed to identify recurring themes.

Focus groups

Focus groups were held with former committee members from Council's Aboriginal and Torres Strait Islander, Youth and Access communities. Responses from the forum and focus groups were used to develop initial priorities.

Festivals

Face-to-face surveys were undertaken at four Council festivals throughout October:

- Ashfield Taste of Asia 7 October 2016
- Summer Hill Neighbourhood Feast 9 October 2016
- Marrickville Festival 23 October 2016
- Norton Street Festa (Leichhardt) 30 October 2016

In total 296 people participated at the festivals.



Marrickville Festival

Your Say Inner West

Community members could view information about the process, a report about the engagement undertaken at the forum, and complete a survey online at Council's online engagement hub, *Your Say Inner West*. One hundred and twenty-five surveys were completed online.

The festival and online comments were analysed and compared to the draft priorities established from the forum and focus groups engagement.

Community satisfaction research 2016

Council commissioned independent research organisation Micromex to undertake a statistically valid community satisfaction survey during October 2016. The survey was conducted by telephone with residents using random numbers generated from the White Pages, with number harvesting, an innovative method used to increase response rates from younger people and those without a landline, used to supplement the random phone calls.

In total 1,008 people across the local government area were surveyed, proportionately across the five wards. One of the questions was designed to inform the development of priorities. The question asked was:

'Thinking of Inner West as a whole what you say are the three biggest challenges?'

Responses were coded by Micromex and cross-referenced against the priorities identified in the broader community engagement. The results of the representative survey validated the results obtained through the broader community engagement.



Community satisfaction research 2016 word cloud – key challenges

Staff engagement

Staff were engaged from 25 October 2016 to 4 November 2016 through a survey available online or in hard copy for those without computer access. There were 232 responses to the survey, which replicated the questions asked at the festivals and online.

Local Representation Advisory Committee workshop

A workshop was held for Inner West Council's Local Representation Advisory Committee (LRAC), comprising former councillors from the three former councils on 8 November 2016. The members reviewed the process and data obtained from the community and staff, and provided feedback on gaps in the draft vision and priorities.

Aboriginal and Torres Strait Islander focus group follow-up

Members of the Aboriginal and Torres Strait Islander focus group reviewed the draft vision statement and provided feedback which was incorporated into an amended vision.

Responses

More than 1,700 responses were received and incorporated into the development of the Statement of Vision and Priorities.

A breakdown of responses according to engagement method is as follows:

Source	Participants
Forum	80
Focus groups	25
Festivals	300
Online	125
Staff	230
Community satisfaction survey	1,000
Total	1,760

Outputs – stage one

Statement of Vision and Priorities

Stage one was finalised in March 2017 when the Inner West Administrator adopted the interim Statement of Vision and Priorities, after public exhibition.

Interim Vision and Priorities

The Vision

"We are Inner West, land of the Gadigal and Wangal peoples, whose rich cultures, heritage and history we acknowledge and respect. Together we are an inclusive, passionate, creative, vibrant community united in our desire to build a great future for all who live and do business here."

#	Priorities
1	Planning and Development
2	Transport
3	Social vitality, creativity, quality of life
4	Sustainability and environment
5	One Council
6	Local business and industry
7	Advocacy; representing the community
8	Local democracy



Issues paper and community engagement report

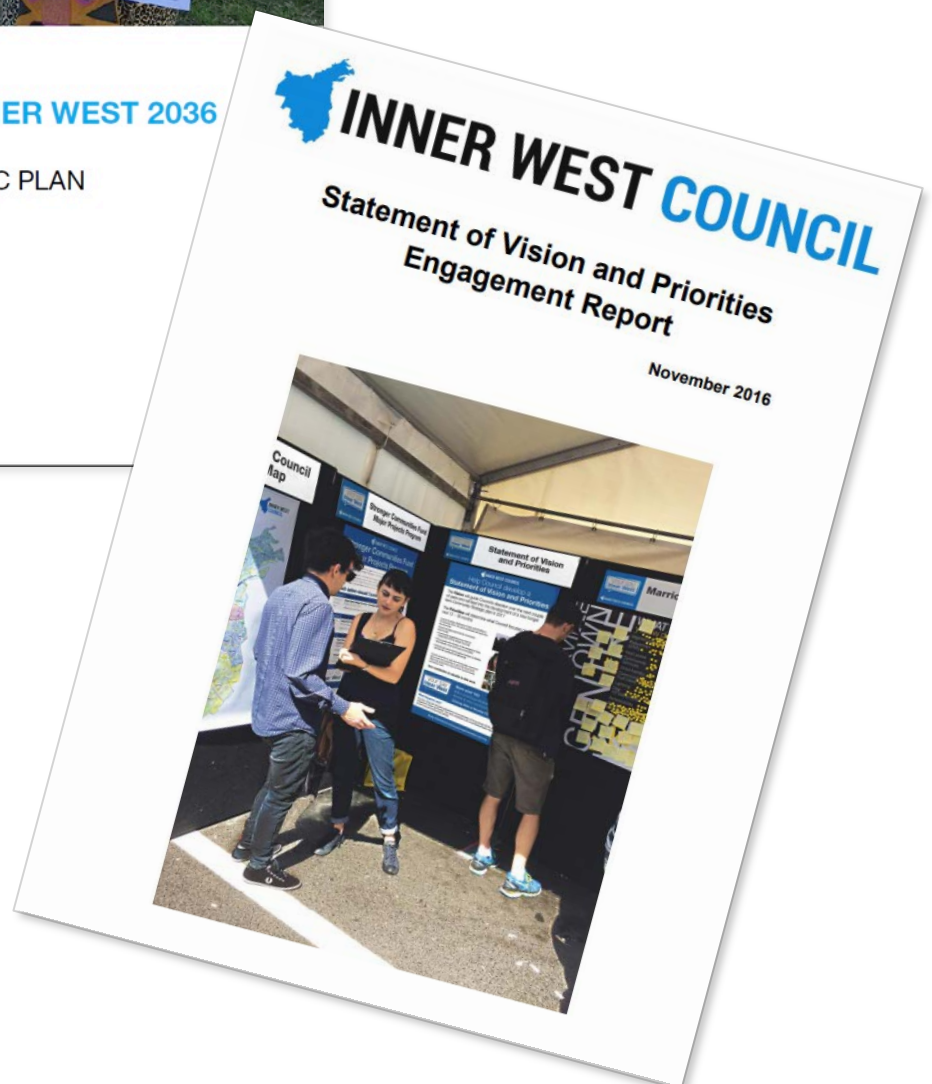
An engagement report was published to demonstrate how community input informed the project.

Staff also developed an Inner West issues paper outlining the context, challenges and opportunities for the local area and community, to inform the next stage of engagement.



CREATING OUR INNER WEST 2036

COMMUNITY STRATEGIC PLAN ISSUES PAPER

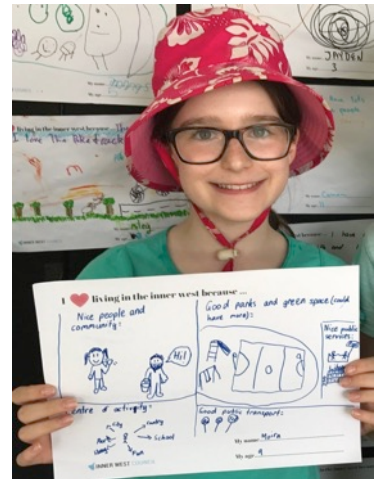


Stage two

The purpose of stage two was to build on and confirm the direction of the Statement of Vision and Priorities; and develop the long-term objectives, strategies, resourcing and targets.

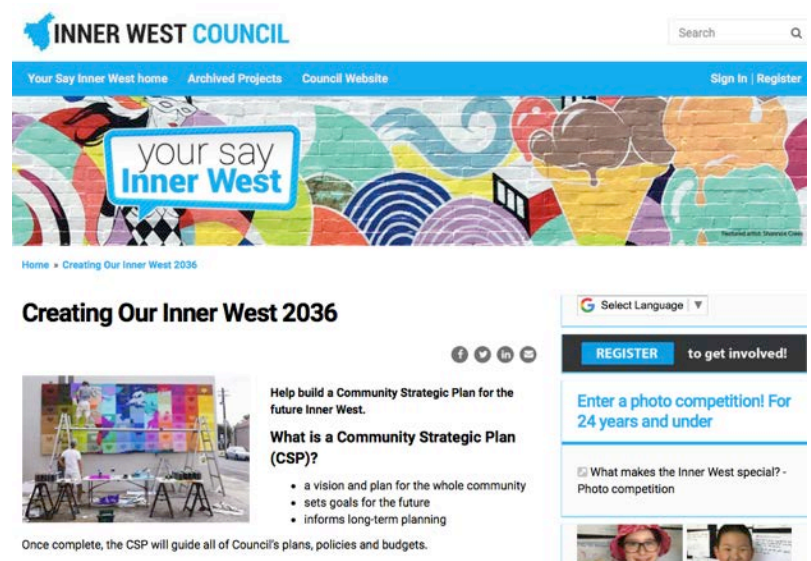
The engagement, which took place from March 2017- March 2018 involving more than 5,300 people, consisted of:

- Community survey (self-selecting)
- Youth survey
- Children's drawings
- 'Children as Citizens' engagement
- Youth Week engagement
- Photo competition for under-25s
- Deliberative groups:
 - Arts and creatives' futuring workshops
 - Key stakeholder roundtable
 - Strategic Reference Groups
 - Aboriginal and Torres Strait Islander
 - Economic development
 - Environment
 - Housing affordability
 - Heritage and planning
 - Social inclusion
 - Transport
 - Young Leaders
- Key stakeholder submissions to issues paper
- Community festivals
- Community pop-ups
- *Your Say Inner West*
- Community satisfaction research 2017
- Staff workshops, reference group, steering group and Leadership team
- Councillor workshops



The engagement program was promoted by:

- Media releases
- Social media
- Posters
- Local newspaper council column and advertising
- Flyer to all businesses and residences in the local government area
- E-newsletters
- Emails/letters/invitations to targeted stakeholders
- Community pop-ups, festivals and events



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Community survey

A Council-designed survey was available online at *Your Say Inner West* and as a paper-based version, contained in a brochure delivered to every household and business in the local government area and distributed widely through facilities and services. There were nearly 3,000 responses, approximately half digital and half paper. The qualitative results were analysed using NVivo software and by staff who read and categorised every response.

The purpose of the survey was to assess the draft vision, test the draft strategies, determine what the community valued about the Inner West including big ideas for the future, and determine what kind of organisation they wanted Council to be

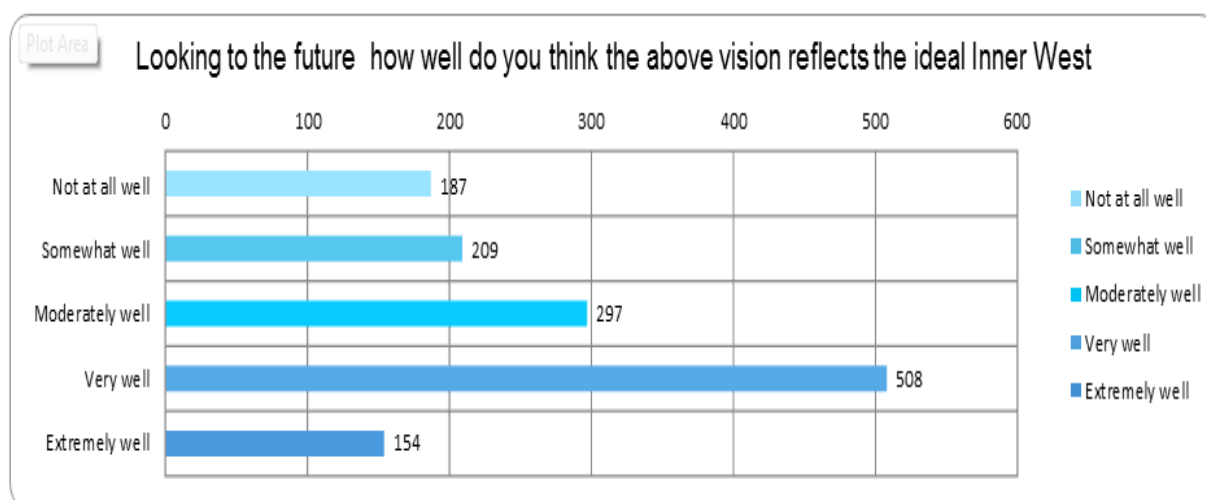
Key results:

1. What makes the Inner West unique?

The key themes responding to this question were:

- Community — community feel, sense of community, village feel
- Diversity and Culture — the culture of the Inner West is made up of diverse ethnicities, ages, sexuality, and socio-economic status. Multiculturalism is part of the 'culture' of the area
- Proximity to the city — the small village/community feeling is enhanced by also being close to the city. Good transport to access the city is valued, as well as the need for improvement. Access to the city, without living in the city

2. Vision



The vision was generally well-supported, however the main themes for items missing or requiring change were:

- Multiculturalism, diversity and inclusivity
- Sustainability
- "All who live and do business here"
- Future focus

3. Priority goal statements

Responses from this qualitative question were coded into themes:

- Planning and Development — heritage buildings need to be maintained. Stop over development and large high rise buildings. Affordable housing needs to be included
- Transport — Public transport, congestion; contradicts planning and development goals. Cycleways were a popular goal
- Sociality vitality, creativity, quality of life — focus on inclusivity, diversity, and creativity
- Sustainability and environment — This priority is weak; Council should be showing leadership
- Local business and industry — Night time economy debate. Business size should be included i.e. small businesses
- Civic leadership — There is no civic leadership at the moment. Need transparency. Why only young people actively engaged?

Participants felt many goals were not under Council's jurisdiction i.e. transport is under State Government. Participants commented on the order of the priorities, with many disagreeing with the presented order, and wanting more detail as to how the goals will be achieved.

4. Big ideas

The community's big ideas were generally about services and infrastructure provided by Council or other levels of government. More than 200 ideas were collated and themed, to inform the four-year Council plan and budget, and ongoing advocacy work of Council.

Examples include:

- Become brewery capital of Australia
- A central entertainment precinct in the Inner West
- More tree lined streets
- More dog parks
- Light rail or trackless trams up Parramatta Road
- Tool libraries for borrowing and swapping

5. If your Council were a person

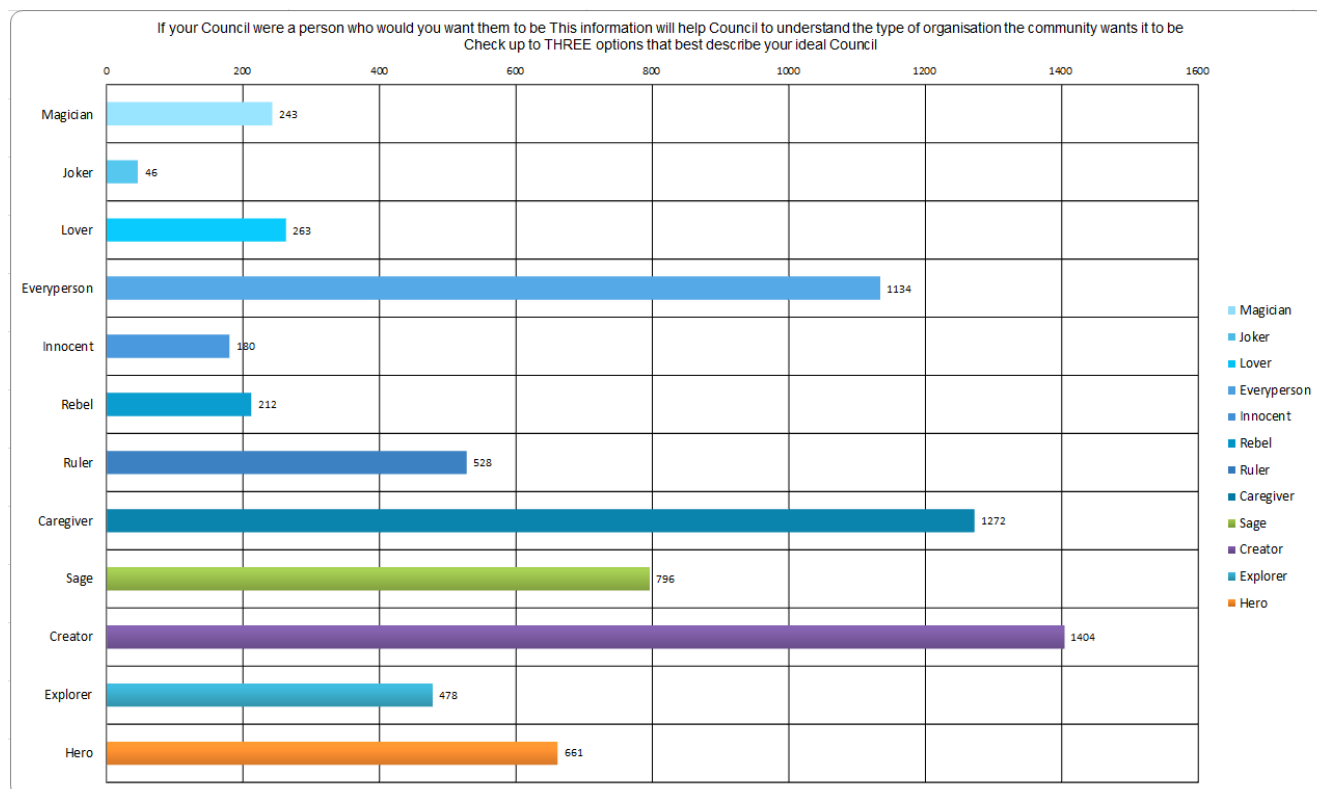
This question utilised Jungian archetypes, frequently used in branding exercises to identify the type of organisation the community wanted Council to be. The results helped to define the guiding principle in the CSP. There were 7,217 total responses to this optional question in which people were able to select up to three choices.

The top three results were clear as shown in the graph (next page). The community wants Council to be a 'creator', 'caregiver', and 'everyperson', described in the engagement collateral as:

Creator – imaginative, innovative, initiative, original

Caregiver – compassionate, supportive, responsive, trustworthy

Everyperson – egalitarian, partner, collaborative, unpretentious

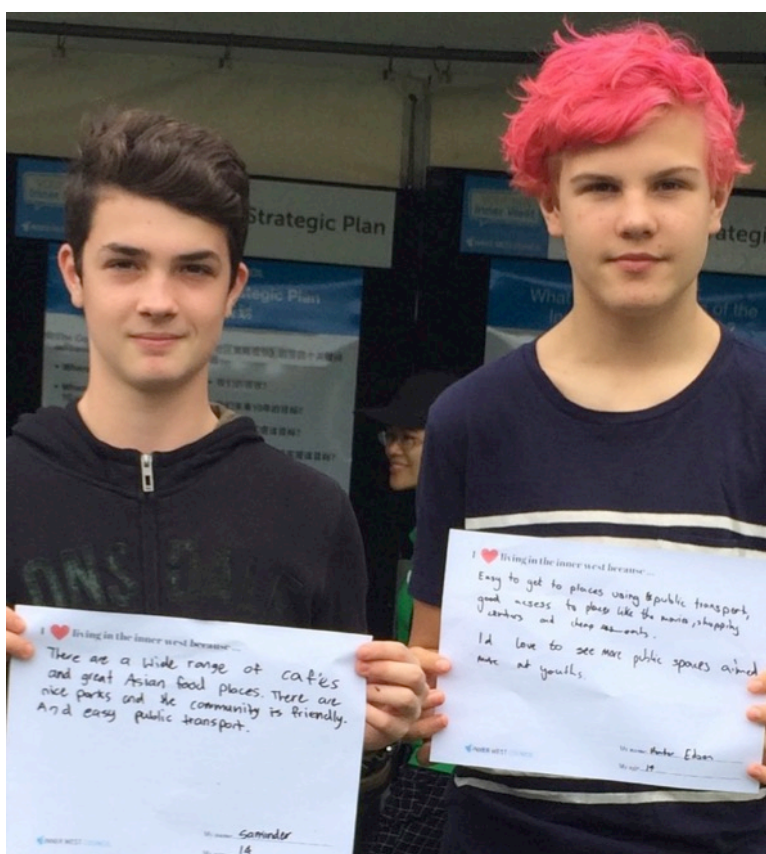


The results of the question will also help inform Council's communications and branding.

Young people's engagement

Young people were engaged through a youth survey, Youth Week activities, photo competition, 'Children as Citizens' initiative, children's drawings and the Young Leaders Strategic Reference Group. Council staff held pop-ups to engage young people in their own environments such as at parks, shopping centres and schools.

The 'Children as Citizens' initiative was an innovative approach that brought the CSP issues to children aged five and under enrolled at Council's childcare centres. Part of a robust pedagogical framework, the engagement sought the participation of very young children in the Inner West's key priorities. Rich data was collected that expressed



children's voices including videoed interviews, drawings, songs, poems and photos.

Staff engaged young people at a range of activities and programs, including a State of Origin training session at Leichhardt Oval where young people from schools across the local government area came together, homework help programs and through the Inner West Youth Alliance, as well as numerous festivals and events.

In all, more than 1,000 young people participated in the young people's engagement.



Key results

Young children valued open spaces, parks and playgrounds as well as their immediate neighbourhoods and connections. Older youth strongly valued the intrinsic importance of parks to their social networks as places of gathering and connecting, the diversity of the community, public transport, and easy access to shops, the city and places to eat. Overall youth wanted more variety of retail and recreational areas to connect with each other, accessible via public transport or close to schools.

The Youth Week activities asked young people to identify the most important issues facing young people today. The top three responses were:

- Drugs and alcohol
- Depression
- Bullying

The photo competition produced 20 winners of images that reflected what young people loved about the Inner West, which capture the spirit of the place.



Imogen, 17

I know this sounds incredibly cliché but being a teenager is about discovering yourself and that is definitely displayed through the people you become friends with, the connections you make, and the way in which you respond to situations. I think what every teenager wants is to feel totally accepted within the world around them. The Inner West is quite possibly the greatest environment to grow up in and that is solely attributed to the incredibly diverse, accepting, multicultural community that has allowed people from all walks of life feel a true sense of belonging. I think it's absolutely incredible that as a six year old I was learning Vietnamese, as a 10 year old I was learning Portuguese and when I entered high school in 2012 I learnt Chinese, Japanese, Korean, and Indonesian in one year; then moved onto French the next. I think that it's a true tribute to our society that as an Anglo female I feel most at home when I am at a dumpling restaurant in the middle of Ashfield and when I'm away from it all I crave the diversity of the Inner West. I think the most incredible thing about the Inner West is the strong community that is constantly pushing for a safer, more inclusive environment.



Maya, 8

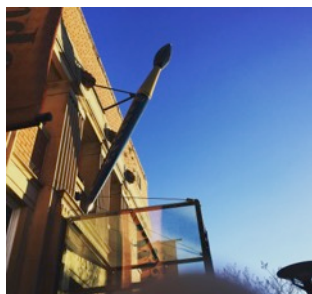
This photo was taken at Ballast Point Park in Birchgrove. I like this park because you can run around there and meet with friends. I like taking photos here because there are some interesting shapes and shadows and these show up even better in black and white photography.

Some of the youth photo competition winners



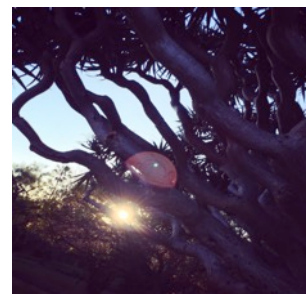
Maksim, 15

A sunny winter day at the local light rail station in Arlington



Alex, 7

The Inner West is special because it has places where we can buy art



Max, 10

I like where we live because there are amazing trees, eg. the dragon tree Callan Park

Angus, 14

In my view this park is what makes the Inner West special. I have used it countless times growing up, whether it was a cricket game or learning how to ride a bike in Darrell Jackson. I have made many friends, which have steadily grown into best friends whom I see on a regular basis. Without this park I wouldn't have made nearly as many friends as I have had.



Deliberative groups and key stakeholders

Council led a range of deliberate groups who engaged deeply with the data, issues and opportunities from a variety of perspectives. Key stakeholders were also invited to make submissions against an Inner West Issues Paper, developed to inform stage two.

Arts and creatives futuring workshops

Fictions, a local arts consultancy group facilitated two visioning workshops bringing together artists and creatives from across the local government area in July 2017. The key themes were:

- Inner West Council embraces role as a leading cultural hub
 - The conversation is reframed
 - Indigenous knowledges core to creative practice
 - Multi-use spaces and intergenerational creative exchange
 - Outdoor public spaces for storytelling and sustainability
 - Celebration of process over product
 - Urban and rural exchange
 - Co-existing exchange/economies supported
 - Education
 - Health and wellbeing
 - Civic engagement
 - Housing (residential property use and access)
- 



The results are reported in detail in *Futuring Inner West 2036* available at *Your Say Inner West* along with a video that showcases the engagement.



Strategic Reference Groups

Council convened eight Strategic Reference Groups (SRGs) which considered the issues paper and provided deliberative input to the CSP.

SRGs were invited to contribute responses to the questions posed in the CSP Issues Paper, or to the top line questions the CSP seeks to address (where are we now, where do we want to be, how do we get there and how do we know when we have arrived?).

SRGs had the option to complete and submit a template or make a formal submission. The SRGs each made a submission as follows:

- Planning and Heritage, Housing and Affordability, Environment, and Youth SRGs each submitted a formal response addressing the full range of the Issues Paper
- Economic SRG provided a formal response to the questions in the Issues Paper targeting the Priority of “Local Business and Industry”
- Aboriginal and Torres Strait Islander SRG provided a formal response to the questions in the Issues Paper targeting the Priority areas of “Creativity, Social Vitality and Quality of Life”, and “Sustainability and Environment”
- Transport SRG provided a formal response following a workshop which targeted the transport priority
- The Social Inclusion SRG provided feedback via notes of a discussion with the focus being largely on diversity, accessibility, social inclusion, well-being, communications and information, population growth impacts and housing/homelessness

Common themes addressed by the SRGs include:

- Access to affordable housing
- Protecting our heritage and uniqueness of neighbourhoods
- Opportunities for greater levels of participation in community engagement activities and decision making processes, especially for isolated people or those with barriers that impact participation
- Community and individual health and wellbeing
- Access to public transport
- Protection and value of the natural environment
- Ease of mobility around the Inner West
- Social and sensitive inclusion
- Vitality of the local economy and activation of urban areas.

SRG submissions will also help to inform Council’s Delivery Program (four year plan).

Key stakeholders’ roundtable

In March 2018 Council hosted a roundtable ‘*Planning together for a better Sydney*’ in the oval classroom, Dr Chau Chak Wing Building at UTS. More than 50 executive leaders and key stakeholders representing NSW government agencies, local government, non-government organisations, social services, charities, community groups and academia attended the facilitated discussion on concepts of working together to realise the vision for a creative, sustainable, liveable and healthy Sydney. A briefing paper was issued prior to the roundtable to stimulate conversation, highlighting Inner West’s scale and capacity, location and unique liveability characteristics that contribute to a global city.



Participants heard from keynote speaker Tim Williams and deliberated on three themes:

- Creative economy and culture
- Sustainability
- Liveability, health and happiness

Challenges raised at the roundtable was the suggestion that no council was an island and collaboration should be embedded at the heart of city planning and to rebalance some the power relations between the agencies and tiers of government. Central was

the theme of collaborating to attain the community vision, and to take up the opportunity to integrate planning statements and strategies with Inner West's CSP. This would bring agreement from the agencies about shared outcomes not just for the agency themselves but for all stakeholders and the Inner West community.



Responses from the deliberative groups and key stakeholders

The deep thought from these facilitated groups was valuable in providing an informed and considered response to supplement the broad community input.

Community festivals, pop-ups, intercept surveys and programs

Staff hosted more than 40 pop-ups across the area from March-July 2017 to bring the CSP engagement to the community, during weekends and weekdays, evenings and daytime, at high-volume locations such as town centres, parks and train stations.

Stalls were held at flagship Council festivals where the community could discuss the CSP with staff and provide input. These included:

- Norton Street Festa
- Marrickville Festival
- Dulwich Hill Fair
- Carnival of Cultures
- Celebrate 2044

More than 40 pop-ups across the whole local government area



Leichhardt Long Lunch



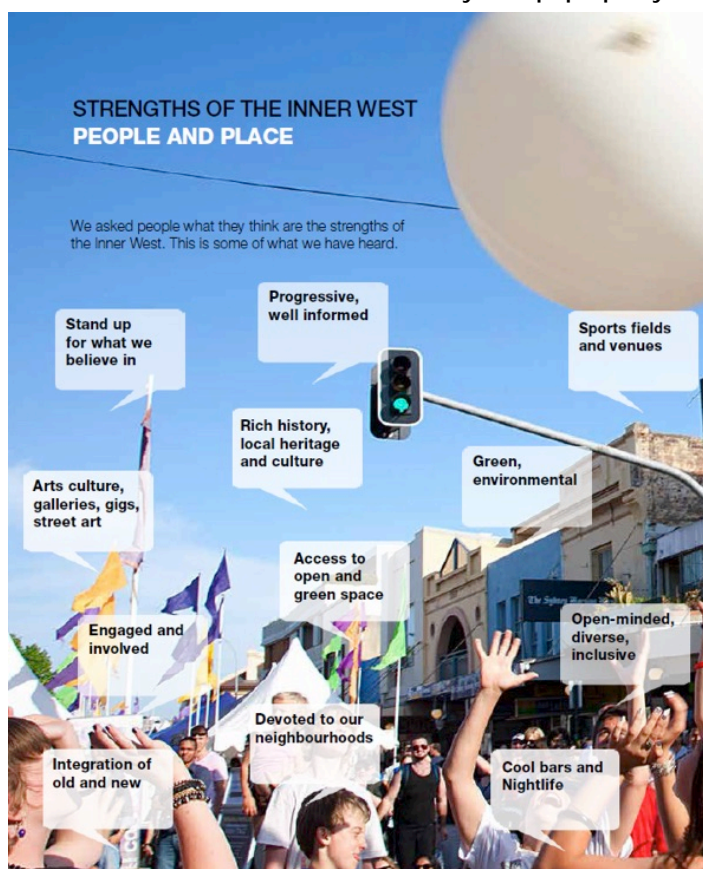
Bay Run pop-up Lilyfield

Staff

The CSP also unified the staff of the three former councils. Council officers were involved through the Staff Reference Group, Steering Group and Leadership team.

Staff participated in preliminary workshops to provide context to the issues, identify strengths, opportunities and challenges, and inform stakeholder mapping.

Subsequent workshops assessed community feedback and draft directions, and final workshops helped to set targets and measures, finesse strategies and analyse gaps.





Staff workshop

Specialist engagement

Staff also worked with local networks and groups to facilitate input into the engagement via existing relationships and ongoing programs. Officers engaged young people through Out of School Hours (OOSH) and homework help; culturally and linguistically diverse community members through English conversation classes and outreach services; and older residents through seniors' programs.



INNER WEST COUNCIL
The Community Strategic Plan
 社区策略规划

The Community Strategic Plan addresses four key questions: 《社区策略规划》回答四个关键问题:

• Where are we now?	• 我们的现状?
• Where do we want to be in 10 years time?	• 我们未来10年的目标?
• How will we get there?	• 我们如何实现该目标?
• How will we know when we've arrived?	• 我们如何知道已经实现该目标?

Community Strategic Plan

Government and Service Providers
政府与
服务提供者

Inner West Council
Inner West
市议会

Inner West Community
Inner West
社区

Community Groups
社区团体

Business and Industry
工商业

your say Inner West www.yoursayinnerwest.com.au

Translated materials at

community events



Marrickville
south
outreach BBQ
co-located
with other
support
services

For
community

members with a disability, information was accessible via tagged PDFs and text-to-audio to assist visual impairment, venues were accessible, the recent Inclusion Action Plan engagement was leveraged and key networks were utilised.



A Community A Fair event, Marrickville

The adult survey was translated to five community languages – Arabic, simplified Chinese, Greek, Italian and Vietnamese. Community volunteers and staff with second languages were utilised to mitigate barriers to participation.

The business community was engaged via the survey, and with specialist input from the Economic Development Strategic Reference Group.

Every library program and event from March to July 2017 targeted program attendees and library visitors to promote CSP participation.

Councillors

Inner West elected its first 15 councillors at the September 2016 elections. The new councillors were presented with the process and engagement data at a Councillor Summit in October 2017. Feedback was provided on the strategic directions through November 2017. Current Councillors from the former Councils participated through the LRAC workshops. They then participated in further workshops on long term budget and key initiatives in early 2018 and a final briefing on the draft CSP in April 2018.

Community satisfaction research 2017

Micromex repeated the community satisfaction survey in July/August 2017 on behalf of Council. The results are statistically significant, weighted by age and gender to reflect the 2016 ABS census data to +/- 3.1% sampling error at 95% confidence.

This means that if the survey were replicated with a new sample of 1,002 residents, then 19 times out of 20 we would expect to see the same results, i.e. +/- 3.1%. The methodology again used number harvesting to maximise participation of young people and residents without landlines.

In response to the question '*Thinking of the Inner West as a whole, what would you say are the top three challenges facing the area in the next 10 years?*', development remained the predominant challenge the community believes Council should focus on, with 44% of the population indicating it is a priority. The effects of too much development are also causing concern over issues such as infrastructure (32%), public transport (25%), traffic management (23%) and environmental issues (22%). [Full Micromex report 2017 available at www.innerwest.nsw.gov.au].



Community satisfaction research 2017 word cloud – key challenges

Based on the overall survey findings, Micromex's recommendations were that Council should focus on the following areas:

- Continue to advocate and petition the State Government to invest in balanced long-term planning and development
- Clarify community expectations and understanding of long term planning for the area and managing development in the area
- Explore the community's needs and expectations regarding traffic management and road safety, maintain local roads and maintain footpaths to address the community's priority areas
- Continue to communicate and provide the community opportunities to make a contribution into the decision making process

Responses

More than 5,300 responses were received and incorporated into the development of the draft CSP in stage two.

A breakdown of responses according to engagement method for stage two:

Source	Participants
Youth and Youth Week surveys	>280
Adult survey	3,000
Adult survey — community languages	90
Youth photo competition entrants	40
‘Children as Citizens’	>600
Children's drawing	>100
Arts and Creative Industries futuring workshops	>20
Strategic Reference Groups	>130
Staff	>90
Community satisfaction survey 2017	1,000
Key stakeholder roundtable	60
Total	> 5,300

Demographic analysis

Demographic information, including age, gender, country of birth, language spoken at home and suburb of residence, was requested from participants in most methods. The results were compared against community profile demographics for the Inner West according to the latest census. The analysis showed that the data was highly inclusive of:

- First peoples
- Business owners and operators
- Country of origin and language spoken at home
- Seniors

Language spoken at home OTE	Census %	CSP Survey %
Mandarin	3.6	3.3
Greek	2.9	2.7
Italian	2.8	2.9
Vietnamese	2	1.3
Cantonese	1.9	2.7
Spanish	1.5	1.7
Arabic	1.3	0.9
Nepali	1.3	0.2
Portuguese	1.1	0.8
Filipino/Tagalog	0.8	0.7

Participants spoke all major community languages at home, although Nepali-speakers were slightly under-represented.

Additionally, the result of the Community Satisfaction Research independently conducted by Micromex is aligned to census data and provides a statistically representative sample.

Conclusion

The engagement process to develop the CSP was robust and wide-ranging, reaching across the local government area to residents, business operators, property owners and visitors. A broad range of perspectives and deep deliberative input was obtained from stakeholders who considered the challenges and opportunities in the Inner West over the next two decades. The engagement data provides a strong evidence base to inform the CSP.