



**Logan City Council**

**Community Engagement Strategy 2020 to 2022**

**Draft V 1.01**

## Contents

Aboriginal and Torres Strait Island Acknowledgment.....	2
Introduction.....	2
Strategic Alignment .....	3
Our City – a snapshot .....	3
Our Vision for community engagement.....	4
Guiding principles for community engagement.....	5
Where are we now? .....	5
Our Community Engagement Team .....	5
Our Online Engagement Platform.....	6
Changing the way we look at engagement.....	6
Community Engagement Framework .....	7
Practice Guidelines.....	7
Transition to Council Plan.....	8
The Strategy .....	8
Advancing the practice at Logan – the focus for the future .....	8

## Aboriginal and Torres Strait Island Acknowledgment

*Logan City Council respectfully acknowledges the Traditional Custodians of the lands across the City of Logan. We extend that respect to the Elders, past, present and emerging. They hold the memories, traditions, cultures and hopes of Australia’s First Peoples.*

## Introduction:

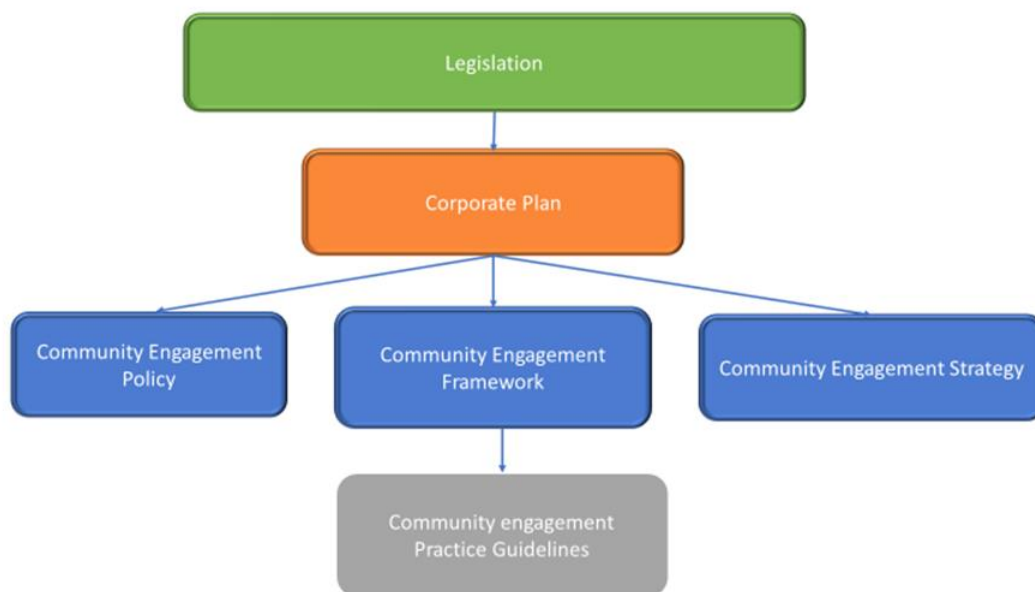
Logan City Council operates at the level of government that works as closely as possible with the community and the places in which they live, work and visit. The voice of the community is important at Logan City Council. If the community has ideas and proposals, or their needs relating to the provision of Council services are not being met, we want to hear from them.

The Community Engagement Strategy (the Strategy) has been developed following engagement with key staff at Logan City Council and a desktop review of the existing Strategy 2017 to 2021. It is complemented by benchmarking with over twenty other local governments around Australia.

The Strategy provides an overview of the current context of the City and engagement practice before providing some direction for actions that will strengthen and make more consistent the practice for planning and implementing engagement programs in Logan.

## Strategic Alignment

The Community Engagement Strategy is aligned with other key documents in Council. This reflects the importance of community engagement as a core function of Council. The Community Engagement Framework is a key foundational document that underpins Council’s commitment and approach to community engagement.



## Our City – a snapshot

The Strategy is responsive to the context and diversity of Logan as well as Council’s strong commitment to the principles within the *Local Government Act 2009* (QLD) of: democratic representation, social inclusion and meaningful community engagement.

[The following data to be developed into an Infographic]

Population*	326,615
Square kilometres	959
Suburbs, divisions	70 suburbs, 12 Divisions
Lifestyles/housing types	Ranging from apartment living to leafy suburbs and rural-residential homesteads located in natural bushland
Identify as Aboriginal or Torres Strait Islander	3.2%
Nationalities	217
Residents born overseas	27.3%

Top languages	English Samoan Persian/Dari Arabic Filipino/Tagalog Hindi Spanish Punjab Khmer Chinese (simplified and traditional)		
Needs assistance for disability	5.6%		
Have a home internet connection	80.3%		
Age brackets – also number and type of education facilities	Babies and pre-schoolers (0 to 4)	7.6%	
	Primary schoolers (5 to 11)	10.8%	
	Secondary schoolers (12 to 17)	8.5%	
	Tertiary education and independence (18 to 24)	9.7%	
	Young workforce (25 to 34)	14.1%	
	Parents and homebuilders (35 to 49)	20.3%	
	Older workers and pre-retirees (50 to 59)	12.0%	
	Empty nesters and retirees (60 to 69)	9.7%	
	Seniors (70 to 84)	6.3%	
	Elderly aged (85 and over)	1.1%	
Number of businesses	21, 978		
Projected population growth	500,000 people by 2040		

\*demography data from the 2016 Census.

## Our Vision for community engagement

Logan City Council values meaningful engagement and the role it plays in creating a progressive community and Council. Through trust and active participation, we continue to shape a stronger, confident and more connected City of Logan.

## Guiding principles for community engagement

Community engagement activities undertaken by Logan City Council will encompass a set of guiding principles<sup>1</sup>:

1. Integrity – when there is openness and honesty about the scope and purpose of engagement so that the community trusts the process.
2. Inclusion – when there is an opportunity for a diverse range of values and perspectives to be freely and fairly expressed and heard.
3. Deliberation – when there is sufficient and credible information for dialogue, choice and decisions, and when there is space to weigh options, develop common understanding and to appreciate respective roles and responsibilities.
4. Influence – when people have input in designing how they participate, when policies and services reflect their involvement and when their impact is apparent and is understood.
5. Relationships – when there is respect for the relationship between council and the community so that council works to understand, develop and learn from engagement with the community.

The guiding principles need to be at the centre of engagement planning and implementation, as well as forming a set of indicators from which engagement practice can be measured and evaluated.

## Where are we now?

Logan City Council is on a trajectory of strengthening community engagement practice through a number of resources and initiatives.

### Our Community Engagement Team

Council has a small, passionate team of staff in the (corporate) Community Engagement Program that provide a foundation for the organisation to receive best practice engagement advice. They empower branches to engage meaningfully with stakeholders, both internally and externally. They help with the design of community engagement activities, create online and in-person engagement presence and provide support for projects to achieve their branch engagement requirements and goals.

As part of the approach to empowering Council's Branches, a key initiative has been to build a community of staff who are well educated and trained in best practice engagement (capability uplift). To date, 149 Council staff have received in-house IAP2 (International Association for Public Participation Australasia) training in Engagement; of which **80%** of whom are still employed by Council. We continue to deliver this training every second year.

---

<sup>1</sup> Adapted from International Association for Public Participation (IAP2)'s Core Values

The Customer Experience & Community Engagement Branch Business Plan 2019/20 details the purpose and Community Engagement Program service listings as:

<b>Community Engagement</b> To lead Logan City Council's engagement with stakeholders and the community, shaping engagement excellence for local government practice throughout Australia.	FTE 3.0	Engagement Advice
		Engagement Support
		Engagement Training

### Our Online Engagement Platform

In November 2017, Council upgraded its digital engagement capabilities with the implementation of new, interactive community engagement software. 'Have Your Say' is Council's online hub for community and stakeholder engagement that allows stakeholders to complete surveys, discuss and comment on projects in a public forum, share ideas, identify solutions to city-wide challenges and much more. [logan.qld.gov.au/haveyoursay](http://logan.qld.gov.au/haveyoursay)



### Changing the way we look at engagement

In progressing a vision of being an 'Innovative, Dynamic, City of the Future', the Community Engagement Team investigated opportunities for new/unique tools to further support their practices and processes. In 2018, they introduced COLBIE (City of Logan Bot for Innovative Engagement) to Council's workforce and the community.

The driver for investing in COLBIE was to help achieve our goal of engaging better with children, youth and young adults (following the development and release of the Listen2Connect engagement guidelines for children, youth and young adults). What we have found is COLBIE gives us a great starting point: Council looks modern and interesting when we have COLBIE with us, so children and youth have confidence to provide us their important and valued thoughts and ideas.



### Community Engagement Framework

Recently Council has developed a Community Engagement Framework that connects the community with Council and its decision making (the ‘why’ and how’ of engagement). The Framework is centred on the globally recognised International Association for Public Participation’s (IAP2) practice framework, the Design Plan Manage model:



### Practice Guidelines

Additional practice guidelines have been developed or reviewed to refine engagement practice approaches for specific sectors of the community such as:

- Culturally and Linguistic Diverse community
- Listen2Connect – engaging children, youth and young people

## Transition to Council Plan

In May 2019, Council's Elected Member representation was dissolved and an interim Administrator was appointed. An Interim Management Committee (IMC) was instated to support the Administrator in their functions and duties. A Transition to Council Plan was developed by the IMC to provide direction to a series of projects and actions to review and strengthen (where required) Council's governance, strategic planning and performance, and community engagement practices and processes.

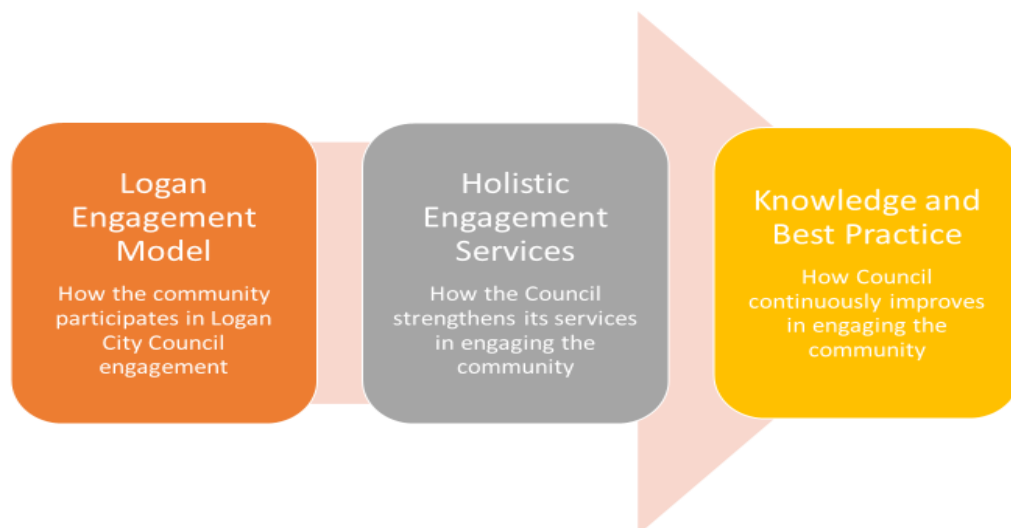
A revised Community Engagement Strategy was a key component of the Transition to Council Plan, to strengthen Council's approach to achieve 'broader community engagement'.

## The Strategy

### Advancing the practice at Logan – the focus for the future

Community engagement practice at Logan City Council will become more proactive and consistent, strengthened by the new Framework and leadership across the Branches at all levels in the organisation. Future actions can be considered in these three main areas:

- How the community participates in Logan City Council engagement
- How the Council strengthens its services in engaging the community
- How Council continuously improves in engaging the community.



<p style="text-align: center;"><b>Logan Engagement Model</b></p> <p style="text-align: center;">How the community participates in Logan City Council engagement</p>	Focus areas	Initiatives
	Online Platform	<p>Further enhance the use of the online platform by:</p> <ul style="list-style-type: none"> <li>• developing a Value Proposition for the platform</li> <li>• engage more strategically with the (current) 3,000 registered participants</li> </ul>
	Role for elected members	Develop an appropriate Practice Guideline that describes the role of the elected members in community engagement programs initiated by Council staff.
	Community visioning	Engage the community to establish a Community Vision for Logan that will guide strategic planning for the future.

<p style="text-align: center;"><b>Holistic Engagement Services</b></p> <p style="text-align: center;">How the Council strengthens its services in engaging the community</p>	Focus areas	Initiatives
	Minimum standards	<p>Introduce a 'quality assurance standard' for Logan by adapting the IAP2 Quality Assurance Standard to fit the local context.</p> <p>The standard would include suitable indicators, measures and tools for measuring engagement practice.</p>
	Digitising the Community Engagement Framework	Establishing a suitable digital version of the Framework so that it is accessible and that the supporting Practice Guidelines and tools/templates are embedded to enable greater integration into the practice.
	Integrating the value of community engagement practice to Council's staffing profile and induction programs	<ul style="list-style-type: none"> <li>• Review a sample of key job descriptions across Council to ensure the relevant knowledge and skills in community engagement are reflected in them</li> <li>• Introduce a segment on Council's Community Engagement Framework and</li> </ul>

		related Policy in the Staff Induction Program.
	Reporting process	<ul style="list-style-type: none"> <li>Establish a reporting protocol that includes a standard segment on the 'Requirement for Community Engagement' for all Council reports. The segment would describe the justification (or not) and outcome of community engagement undertaken for the relevant matter.</li> </ul>
	Procurement processes	<ul style="list-style-type: none"> <li>Investigate the inclusion of a section on Community Engagement in Council's General Conditions of Contract. The section would include the requirement for contractors to comply with Council's Community Engagement Framework.</li> </ul>
	Onboarding and monitoring the Community Engagement Framework	<ul style="list-style-type: none"> <li>Implementing an Action Plan to onboard the new community Engagement Framework for consistent application across the Branches</li> <li>Establish a monitoring framework to oversee the application of the Framework over time.</li> </ul>

	Focus areas	Initiatives
<p data-bbox="252 280 528 369"><b>Knowledge and Best Practice</b></p> <p data-bbox="245 394 534 533">How Council continuously improves in engaging the community</p>	<p data-bbox="603 239 767 309">Deliberative processes:</p> <ul data-bbox="603 356 879 584" style="list-style-type: none"> <li data-bbox="603 356 807 425">• Community Juries</li> <li data-bbox="603 436 823 506">• Participatory budgeting</li> <li data-bbox="603 517 879 584">• Community Reference Panels</li> </ul>	<p data-bbox="906 239 1267 309">Develop a specific plan and roadmap to:</p> <ul data-bbox="906 320 1385 663" style="list-style-type: none"> <li data-bbox="906 320 1267 425">• explore the potential applications in different Branches</li> <li data-bbox="906 436 1385 506">• identify lead projects that would be suitable to trial</li> <li data-bbox="906 517 1385 584">• build awareness and capacity to implement</li> <li data-bbox="906 595 1286 663">• implement, evaluate and extend.</li> </ul>
	<p data-bbox="603 676 879 745">Community engagement training</p>	<ul data-bbox="906 676 1353 1099" style="list-style-type: none"> <li data-bbox="906 676 1353 869">• Continuance of the biennial program of community engagement training (IAP2 Certificate in Engagement – entry level program)</li> <li data-bbox="906 880 1353 1099">• Introduce targeted training programs that build specific skills such as Conversation Design, Managing Conflict in Engagement and Engagement Facilitation.</li> </ul>
	<p data-bbox="603 1146 852 1176">Practice guidelines</p>	<ul data-bbox="906 1146 1331 1413" style="list-style-type: none"> <li data-bbox="906 1146 1331 1413">• Establish additional practice guidelines to respond to demand such as managing challenging conversations, engaging communities using digital platforms and social media.</li> </ul>