



Sustainable Communities Framework

STRENGTHENING COMMUNITY AND STAFF
CAPACITY TO LIVE AND WORK SUSTAINABLY

second
nature



*Waverley Council would like
to acknowledge the Bidjigal and
Gadigal people who traditionally
occupied the Sydney Coast. We
would also like to acknowledge
Aboriginal Elders both past
and present.*

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Introduction

*It is now impossible to separate nature
from society and society from nature*

(Beck 1992)



Today the social dimensions of environmental change matter as much as the biophysical dimensions. At Waverley we have set ambitious community environmental targets, which Council cannot achieve without awareness, engagement and commitment by our community.

We recognise the importance of targeted and effective behaviour change, communications and educational programs to achieve key environmental objectives on both the organisational and community level. Therefore, Waverley's Environmental Sustainability programs must involve our local community and internal stakeholders in our programs and projects, and leverage our shared values.

Ensuring sustained behaviour change requires information, consultation and active participation in opportunities for environmental action. We must also collaborate beyond questions of what should be done, to explore how we can do it, in order to empower the Waverley community to make sustainability Second Nature.

Therefore, for the purposes of this Framework, our definition of environmental sustainability engagement covers a broad spectrum of approaches:

- **Inform:** provide stakeholders with information and assist with increasing awareness and understanding of an issue.
- **Consult:** obtain feedback on issues or decisions, or gather data from a target audience.
- **Participate:** work directly to identify or provide opportunities to address stakeholder concerns and aspirations, and inform decision-making.
- **Collaborate:** partner in the development of strategies and the identification and implementation of preferred solutions.
- **Empower:** build sufficient capacity to enable our stakeholders to take their own decisions to live and work sustainably

LINKS WITH COUNCIL'S COMMUNITY ENGAGEMENT STRATEGY

Council is strongly committed to community engagement that is open, accountable, inclusive and representative.

Council's Community Engagement Policy clarifies Council's roles and responsibilities where community engagement is a planned process with the aim of working with the community to shape the decisions or actions of Council in relation to a problem, opportunity or outcome.

This Framework follows this policy and aligns to Council's Community Engagement Strategy, which details how the community is informed and involved in projects and Council decision-making.

The Framework focuses on engagement approaches, rather than the technical aspects of creating a sustainable and resilient community.

Engagement is essential to ensure Waverley Council can achieve our targets and commitments under our Environmental Action Plan.

This Framework is informed by extensive research and emerging best practice engagement methodologies, along with social research into our community's needs and values.



PURPOSE

This Framework provides direction to all of Waverley Council's environmental engagement programs. It is a revision of the 2015 Sustainable Communities Framework, and it reflects changes in organisational structure, community needs and Council priorities. It guides and informs both internal and external initiatives by:

- **Integrating our current understanding** of community needs and aspirations into approaches that respond to local environmental attitudes.
- **Setting directions for engagement** that align with the Integrated Planning and Reporting Framework specifically the Sustainable Communities Plan and the Environmental Action Plan.
- **Providing an operating model** for use by the Environmental Sustainability Team and our partners for a 5-year period.
- **Reflecting new and existing research** to ensure environmental sustainability and resilience programs are built on best practice.
- **Prioritising evidence-based** program engagement over PR to maintain authenticity.
- **Considering community segments /participants** in developing priority program opportunities (e.g. targeted engagement where we can achieve outcomes).
- **Aligning approaches and communication methods with our Spheres of Influence.** (see page 9)

- **Enabling consistency** in engagement by following the directions, and methods outlined in this Framework.
- Ensuring there is **robust monitoring and evaluation** to support continuous improvement.

MEASURING SUCCESS

The measures of success for this framework are not indicators, but the achievement of outcomes articulated in the Sustainable Communities Plan and Environmental Action Plan and specific projects.

Assessment and evaluation require targeted social research, and progress against annual operational goals.

Consistent and robust evaluation of specific engagement initiatives will support continuous improvement.

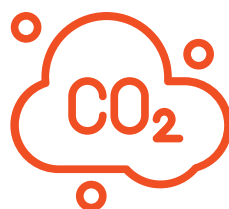
It will also inform program resourcing and priorities to enable effective delivery of education and expert knowledge. For example, through measures such as program based events, knowledge sharing webinars, and engagement workshops that can address gaps in community awareness and capacity, in order to achieve our outcomes.

DELIVERING ON THE COMMUNITY'S VISION

Under the Local Government Act, Council is required to set its 10-year direction through the Sustainable Communities Plan (CSP). The plan provides the whole community with the opportunity to review and shape the future of Waverley and articulates strong community support for environmental sustainability outcomes. The current CSP reflects a vision for Waverley as:

A welcoming and cohesive community that celebrates our spectacular coastline, vibrant places, and rich cultural heritage.

Reduce the
amount
of waste
generated



Reduce greenhouse
gas emissions and
prepare for the
impacts of climate
change

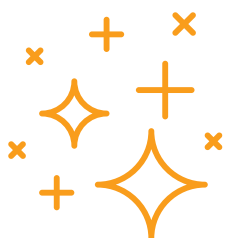


Facilitate best practise
in waste management
to increase recycling
and recovery

*By 2029, Waverley
will be a resilient
and environmentally
sustainable community
and work towards a
zero waste community*



Conserve water
and improve
water quality



Keep our streets,
beaches and parks
clean and free of litter,
rubbish and pollution



Protect and
increase our local
bushland, parks,
trees and habitat

COMMITMENTS: ENVIRONMENTAL ACTION PLAN

Waverley was one of the first Councils in Australia to develop a 10-year environmental strategy - *Environmental Action Plan* - with dedicated budget, strong vision and ambitious targets at 2030 and out to 2050. All activities detailed in the plan are guided by principles of best practice, behaviour change, collaboration, leadership and advocacy, to ensure we achieve the community's sustainability aspirations.

The plan is structured around five environmental target areas: climate and energy, waste, transport, water and biodiversity for both the organisation and community. (see Fig 1).

The strategies outlined in the Environmental Sustainability Delivery plan necessitate regular and robust engagement with program stakeholders. Therefore, the

Environmental Sustainability Teams are required to deliver education, awareness-raising, facilitation and participatory learning activities to ensure our programs are effective, meet identified needs, and engage internal and external audiences on specific environmental issues. This approach is encapsulated in the Second Nature identity (see page 21), which unites employees and the community on the journey to achieving our environmental goals via targeted engagement. Realising Council's goals depends on broad scale support and involvement.

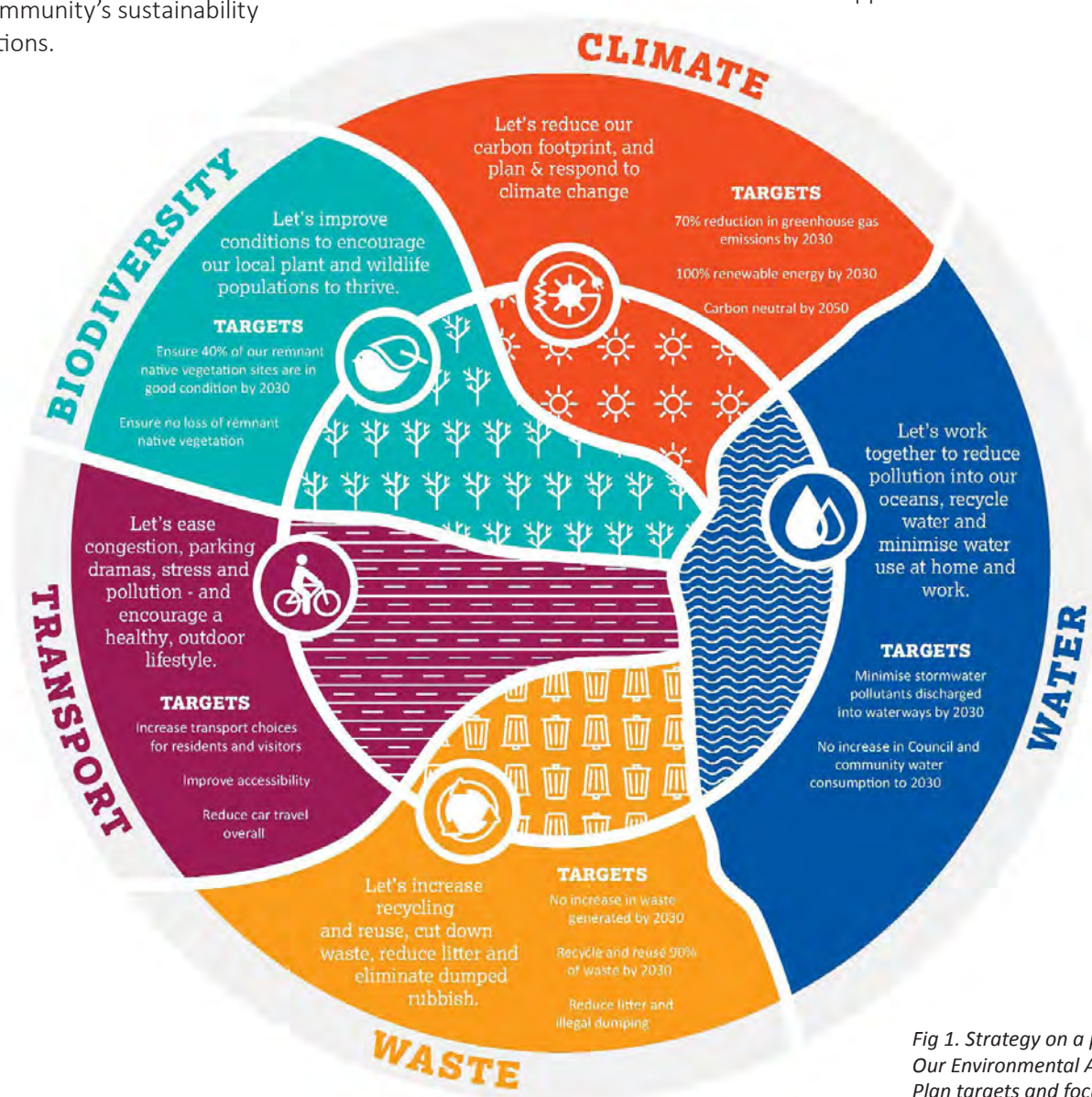


Fig 1. Strategy on a page – Our Environmental Action Plan targets and focus areas

SPHERES OF INFLUENCE

This Framework employs a 'Spheres of Influence' model, to guide resourcing and efficiency in engagement for program purposes.

- We can **deliver** environmentally sustainability outcomes where we control internal policy, processes and programs, and inform statutory levers and controls.
- We can **support** our communities and different segments of Waverley to achieve environmentally sustainability outcomes, where we provide support and facilitation programs and opportunities that influence, educate, communicate and offer incentives and infrastructure.
- We can seek to **interact or inspire change** in areas beyond our direct control, such as other levels of Government, regulators, institutions and markets through best practice case studies, strong data-driven evidence on program results, lobbying decision-makers and celebrating and recognising successes at the local government level.

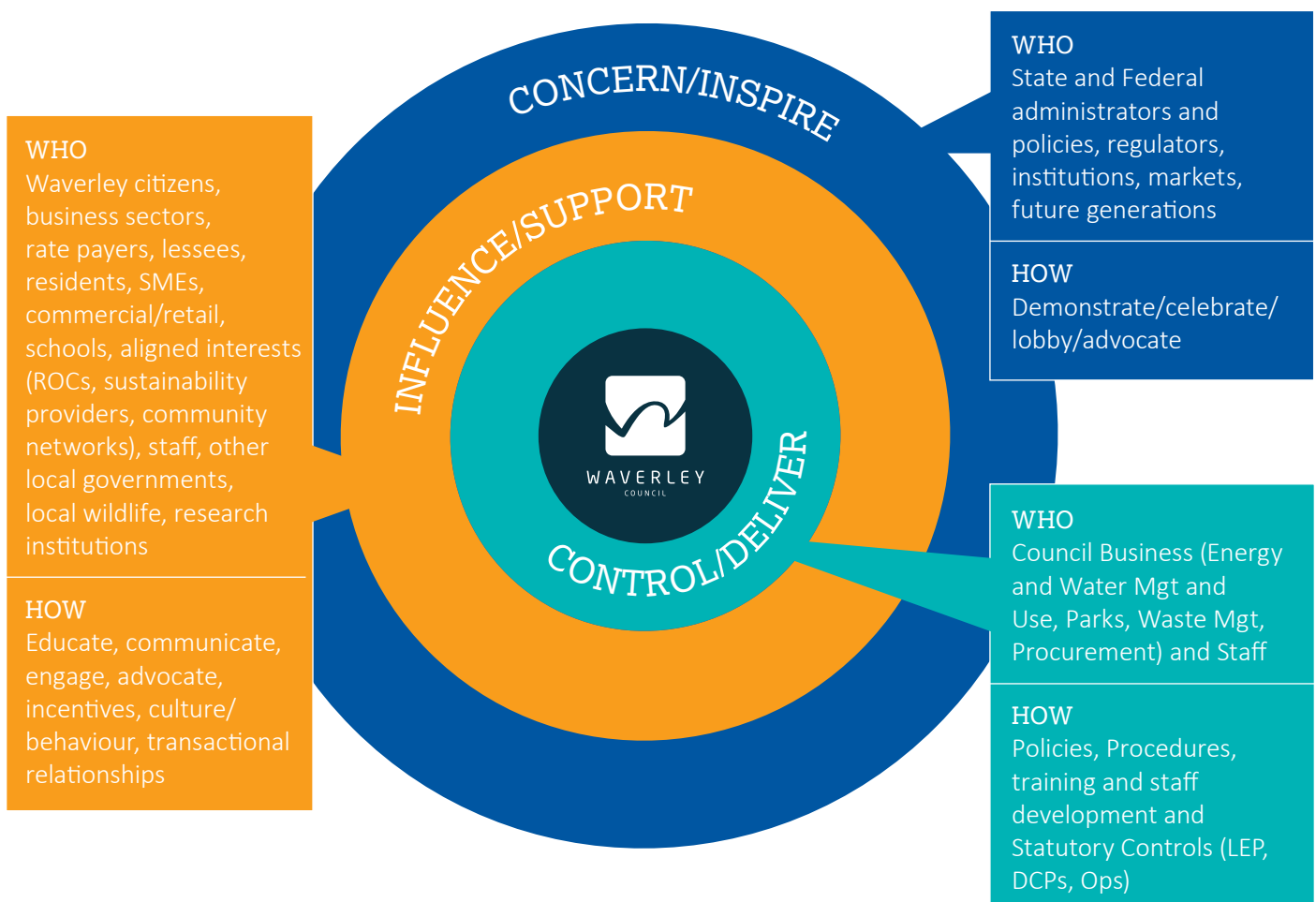


Fig 2 Spheres of Control for Engagement to achieve Sustainability and Resilience Outcomes



Audiences

OUR COMMUNITY

Our Waverley community is diverse and vibrant, with people from culturally and linguistically diverse backgrounds, people with disability, younger people, older people, and Aboriginal and Torres Strait Islander people, as well as people experiencing homelessness. Home to almost 80,000 residents, our beautiful beaches attract millions of visitors each year. Great schools and a thriving business sector are also important elements of the Waverley community.

OUR COMMUNITY

The Gadigal and Bidjigal peoples of the Eora Nation are the traditional custodians of the land. The Waverley community is made up of everyone who lives, works, studies and visits the area. The following statics are sourced from the Australian Bureau of Statistics, 2016 Census.

POPULATION DENSITY



80.16 persons
per hectare

74,114 people

DISABILITY

3%

need help in day to day
life due to disability



INDUSTRY SECTOR %

17.4	Professional, Scientific and Tech Services
9.8	Health Care and Social Assistance
8.9	Financial and Insurance Services
7.8	Education and Training
7.2	Accommodation and Food Services
6.9	Retail Trade
6.3	Construction

AGE STRUCTURE %

6.6	Seniors (70 to 84)
23.6	Young workforce (25 to 34)
2.3	Elderly aged (85 and over)
7.3	Primary schoolers (5 to 11)
6.2	Babies and pre-schoolers (0 to 4)
4.8	Secondary schoolers (12 to 17)
6.9	Tertiary education and independence (18 to 24)
24.6	Parents and homebuilders (35 to 49)
10.1	Older workers and pre-retirees (50 to 59)
	Empty nesters and retirees (60 to 69)

MEDIAN AGE

35 years



FINANCES

Median weekly household income

\$2,298

Median weekly mortgage repayment

\$711

Median weekly rent

\$633



EMPLOYMENT

68%

Participation rate
in the labour force

3.9%

unemployment rate

UNPAID WORK

18.8%

Volunteer

8.6%

Provide
unpaid care



EDUCATION

45%

University
qualification

9%

Trade qualification



LANGUAGE

Language spoken
at home other than
English

21%

2.2	Russian
2.1	Spanish
1.9	Portuguese
1.8	French
1.7	Italian

BIRTHPLACE %

50.2	Australia
8.1	United Kingdom
4.2	South Africa
2.6	New Zealand
1.7	Brazil

BIRTHPLACE OVERSEAS BORN

38%



ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

0.4%

HOUSEHOLD TYPE %

23.8	Couples with children
23.5	Couples without children
6.1	One parent families
1	Other families
10	Group household
24.7	Lone person

HOUSEHOLD SIZE %

27.7	1 person
36	2 persons
16.3	3 persons
13.6	4 persons
4.8	5 persons
1.6	6 or more persons

TENURE TYPE %

22.5	Fully owned
21.4	Mortgage
43	Renting

DWELLING TYPE

83.2% of the dwellings
are medium or
high density

COMMUNITY ENVIRONMENT SURVEY 2019

In late 2019, we commissioned an independent environment survey¹, to measure the impact of Waverley Council's environmental sustainability programs since 2015², as well as general awareness levels and behaviour change in the community.

Research comprised a random telephone survey of 500 Waverley LGA residents, and an opt-in online survey sent to existing databases, completed by 440 respondents.

Overall, Waverley residents are conscious, engaged and committed to environmental sustainability in the local area.

DEMOGRAPHICS OF RESPONDENTS:

- Majority 30-44 year olds (**47%**)
- **52%** women **48%** men
- Half live in apartments, half live in houses, **65%** are owners; **35%** renters
- **60%** work full-time, **20%** part-time

¹ Jetty Research conducted the research.

² Compared to results from 2015 Community Environment Survey

KEY FINDINGS

95%



95% agreed that the environment is important to them and are partly responsible for protecting it. Attitudes did not vary by demographic group suggesting that the environment is important to all members of the community.

92%



The vast majority (92%) aspire to live a more sustainable life and know that they can personally make a difference.

CURIOUS MINDS



There is an appetite to do and know more, demonstrating curiosity and agency.

56%



There are community awareness and knowledge challenges about local issues and how Council is addressing them (56%), suggesting that promotion of Council's activities broadly across the sustainability space is not effectively reaching all residents.

67%



67% had changed their behaviour in last 3 years (amongst 18-44 year olds); primarily waste-related (improving recycling, plastics and packaging, composting) with smaller proportion taking action on water and energy conservation, and sustainable transport.



Community supports Council taking action: There was almost unanimous support for Council allocating resources to a range of environmental sustainability actions and issues.

50%+



80%+



Participation in Council sustainability activities has been high: Over 50% of random survey respondents (and more than 80% online respondents) have participated in one or more programs. Participation was higher among women and those with children at home and higher in the beaches than Dover Heights / Diamond Bay.



Key motivators for environmental behaviours and values:

Making a difference

Climate change

Doing the right thing

Becoming aware of what to do



Education, communications and engagement about environmental sustainability in the community were among the more frequently mentioned other things Council should do.



Communications:

Preferred channels of communication show a shift from printed form – e.g. Waverley In Focus Council Magazine, Wentworth Courier and The Beast Magazine – towards direct email and online channels.



Main barriers to personal action:

Residents are busy and don't know what to do or what is available.



OUR EMPLOYEES

ENVIRONMENTAL SUSTAINABILITY IN OUR ORGANISATION

Waverley Council comprises over 600 employees across a range of disciplines and services including: asset management, capital works, communications and engagement, community support services, development and planning, digital services, corporate and governance, sustainability, facilities management, waste, parks management, public place cleaning, early education, venues and other important areas. Staff are spread across numerous facilities from Bondi Beach to Alexandria, and while some are office-based, many are field staff (e.g. public place cleansing, parks, waste collection).

Our community and staff expect Council to perform in an efficient, strategic and sustainable manner and provide services to achieve sustainable outcomes. Commencing in October 2018, our Embedding Environmental Sustainability Program is delivering active engagement, strong collaboration and partnerships between teams and departments to embed sustainability across Council's day-to-day business, services and operations, through six integrated project areas.

KEY PROJECT AREAS



1. HUMAN RESOURCES:

Environmental sustainability incorporated as a core criterion under 'Skills, knowledge and experience' in key priority positions and KPIs for environmental sustainability.



2. LEARNING AND DEVELOPMENT:

Tailored environmental sustainability training for key teams.



3. SUSTAINABLE PROCUREMENT:

Development and implementation of environmentally sustainable procurement tools.



4. ENVIRONMENTALLY SUSTAINABLE EVENTS:

Review and merging of Council's events and Sustainable events policies and implementation of online training.



5. PROJECT MANAGEMENT, DESIGN AND MAINTENANCE:

Incorporate environmental sustainability into project briefs, business cases and schedule of works for projects. Review environmental sustainability component of Council's Public Domain Technical Manual.



6. COMMUNICATIONS AND LEADERSHIP:

Environmental sustainability is actively championed and communicated in the organisation to and by leadership teams and staff via internal newsletters, Intranet and leadership meetings.

STAFF ENVIRONMENT SURVEY 2020

In 2020, we consulted with staff via online surveys and focus groups to gain a better understanding of employees' perspectives on Council environmental sustainability, their knowledge of the Environmental Action Plan, motivations and how to better involve them in reaching our corporate environmental targets. The 114 participants revealed:



These results have helped inform this framework, and specifically our internal employee engagement program.

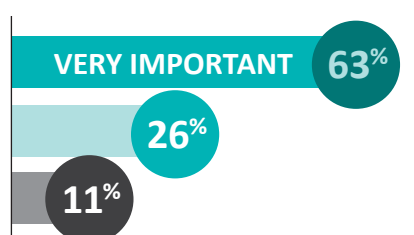
SOUND KNOWLEDGE OF COUNCIL'S APPROACH TO SUSTAINABILITY

- Most frequently mentioned areas were waste/recycling, sustainable events and procurement, water and transport actions.
- Less frequently mentioned were energy and urban ecology actions.

PERCEIVED LEVEL OF ENVIRONMENTAL SUSTAINABILITY IN COUNCIL

- Most feel environmental sustainability is at the core of what Council does (59%) but it is still seen as a competing priority (47%).
- Most feel that in the last three years environmental sustainability has become more prominent at Council (71%) and in their teams (61%).
- Only a very small portion (3%) feel sustainability is not an organisational priority.

PEOPLE STRONGLY VALUE WORKING IN A SUSTAINABLE ORGANISATION

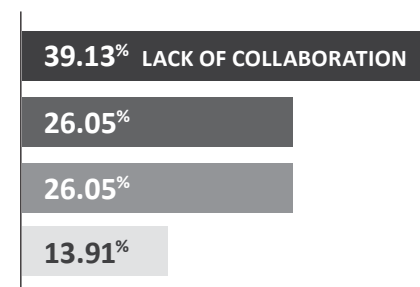


Most people said it is important (26%) or very important (63%) to work for a sustainable Council, with key motivations being:

- **Leadership** – people thought that Council should be leading in this area.
- **Future** – important for future of Council and future generations.
- **Nature** – reducing our impact/ clean air/good health.
- **Individual/personal reasons** – career development and individual aspirations.

SOME BARRIERS

Staff identified 'lack of collaboration between departments and teams' as the main challenge for staff to incorporate sustainability into their jobs (39.13% responses), followed by 'lack of framework, policies and tools within Council' (26.05%), 'poor funding/resources' (26.05%) and 'lack of support from colleagues in my own section and department' (13.91%).



AND ENABLERS

- **Small actions** – most answers focused around small things such as: printing double sided, recycling, sustainable ways of travelling to work, reducing resources and waste.
- **Working better together** – suggestions around ways to work together across departments and teams.
- **More knowledge & communication** – to help people understand the 'why', 'what' and 'how'.
- **Think differently and changing our mentality** through co-design and active participation in program development.

IDEAS FOR IMPROVED STAFF SUPPORT:

- **Training/knowledge** – sustainability 101/ demo days
- **Better communications** – prompts/reminders/internal staff newsletter
- **Set policy** – and have Council-wide targets
- **Cross functional working** – Knowing what other divisions do
- **Embedding** – 'Making it a normal part of the Waverley way of working'
- **Accountability** – Make people accountable for their lack of action following policies or procedures aimed at embedding environmental sustainability

Strategic Directions

Our goal is to strengthen the capacity of the community and staff to help them live and work sustainably and enhance connections to each other and place.

The Environmental Sustainability teams are guided by the following engagement goals and strategic directions, to ensure sustainability and resilience engagement activities align with Environmental Action Plan priorities and other relevant strategic documents, such as the Community Strategic Plan (CSP) and Local Strategic Planning Statement.

1) BUILD BEHAVIOURAL CHANGE, EDUCATION AND ENGAGEMENT PROGRAMS

HOW

- Base our engagement approaches and programs on best practice methodologies and evidence-based approaches.
- Ensure that new and existing programs target a defined audience, address identified needs and prioritise sustained participation and support (for example by aligning with relevant infrastructure and management practices).
- Minimise ad-hoc, reactive interventions and communications, unrelated to environmental programs and projects.
- Ensure engagement and communications activities align with Council's environmental targets, programs and commitments.
- Monitor and evaluate projects and programs, according to the CSP sustainability outcomes and Environmental Action Plan targets.
- Build business cases, seek grant funding and financial partnerships to leverage sustained resources for engagement programs.

2) FOSTER ADVOCACY AND LEVERAGE COMMUNITY-LED ACTIONS

HOW

- Support active and engaged community and social groups to build 'critical mass' within the community to increase environmental benefits.
- Create shared ownership of issues and act as a facilitator to encourage collective impact.
- Collaborate with local leaders, volunteers and experts to support community-driven initiatives, through climate change advocacy and collective impact approaches.
- Target business segments to adopt or increase sustainable practices.
- Inspire public ownership of Council's environmental targets.
- Facilitate streamlined communications and positive relationship management between groups/individuals

3) COMMUNICATE EFFICIENTLY ABOUT OUR PROGRAMS TO BRING THEM TO LIFE

HOW

- Deliver consistent messaging through our 'second nature' brand and approach.
- Work with communications partners to ensure existing communication channels are effective and relevant (online, print and face-to-face), and new strategic and innovative channels are considered.
- Celebrate Waverley as a leader in sustainability, including success stories from within our community via conference presentations and awards programs, as well as various face-to-face engagement activities, stakeholder management and existing communication channels.
- Work with community partners and other Council teams to deliver and leverage our message to wider audiences.
- Profile expert knowledge within the community or with aligned networks to build capacity for community-led actions.

4) UNDERSTAND OUR COMMUNITY TO BETTER TARGET PROGRAMS AND LINK THEM TO WHAT PEOPLE VALUE

HOW

- Better understand and listen to our community and staff to target program resources towards community needs, priorities, gaps and values.
- Work with related Council engagement programs and strategies, informed by the Council Engagement strategy 2020.
- Inspire positive environmental action through connection to place, connection to nature and community cohesion.
- Develop and implement new strategies and tactics to broaden our reach.
- Undertake regular and comparative social research every 5 years to evaluate effectiveness of our engagement programs and awareness.
- Strategically target audiences and ensure communications are tailored to specific needs of our community.
- Encourage active community participation in decision-making and program development, where relevant.
- Provide feedback to the community on progress against targets and outcomes of their participation .

5) MAKE SUSTAINABILITY SECOND NATURE ACROSS COUNCIL OPERATIONS, POLICIES AND CULTURE AND EMBED RESILIENCE THINKING

HOW

- Deliver the Embedding Environmental Sustainability Program to engage employees on sustainability behaviour change programs, as well as embed sustainability across internal processes and policies.
- Unite environmental program engagement through Second Nature branding externally and internally via strategic and creative communications activities and channels to increase awareness of our vision and boost involvement in our programs.
- Inspire Council-wide ownership of organisational environmental targets and their delivery.
- Build internal partnerships to develop strong cross-Council relationships, accountability and opportunities for collaboration.
- Work with community programs and volunteers to build social connections and resilience through caring for nature and community actions (e.g. gardening).
- Progress a resilience framework to deliver resilience outcomes across flagship programs.



Bronte public school with Solar my School

The background of the slide is a photograph of a tree with green leaves, overlaid with a semi-transparent orange filter. The text is centered on the slide.

Implementation

This framework is designed to guide engagement over the next five years. Each team is responsible for developing and delivering engagement activities and aligned programs to help deliver environmental targets and follow corporate community engagement requirements and policies.

Our strategic directions and implementation are reinforced by Council's "Second Nature" identity which reflects a desire for sustainability to become inherent and embedded in the way we live, work and play in Waverley.



Council will engage with the community in an inclusive, transparent and accountable way, to make fair and equitable decisions that reflect their needs

MAKING SUSTAINABILITY SECOND NATURE

In 2016 Council launched a brand identity and community pledge campaign – *Second Nature* – to help inspire and activate locals (and staff) capacity to live sustainably, and also build a community database for targeted engagement and communications (via Nationbuilder). The messaging and appearance are informed by values-based social research; aiming to appeal to a broad audience externally and internally.

Second Nature includes an online platform with practical information and resources to support community efforts, and a strengthened brand identity across all visual communications. Our database continues to grow with close to 4000 members from a broad cross-section of our community, and the platform has been instrumental in driving attendance to events and participation in programs via direct email and online communications.

We seek to continually evolve the online engagement platform and associated channels, so we can continue to provide effective communications and education in line with community needs and interests, and in step with emerging digital engagement approaches.

secondnature.org.au

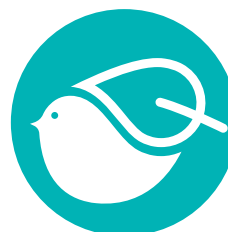




WASTE & RECYCLING

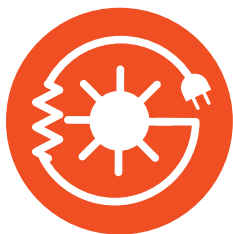
- **Develop channels** to facilitate capacity building and generate discussion and collaborative solutions on waste issues, including waste avoidance and resource recovery.
- **Establish effective feedback loops** with the community to ensure ongoing involvement in programs and increased awareness of waste initiatives and progress.
- **Implement residential engagement programs** to encourage the behaviour change required to increase recycling, promote collaborative consumption and decrease waste generation.
- **Develop and rollout creative engagement materials** and programs to increase community knowledge e.g. of the recycling of “tricky items”.

- **Involve residents in the development and implementation** of face-to-face engagement programs to encourage community pride, increase recycling and reduce illegal dumping and litter.
- **Increase partnerships** with real estate agents, strata management and representative bodies in the delivery of tenant education and streamline customer relationship management.
- **Work with community groups** to develop and implement community driven and owned programs to address topical waste issues e.g. single use plastic.
- **Collaborate internally on stakeholders and messages** to identify synergies and streamline communications with the community.



URBAN ECOLOGY

- **Increase community awareness and engagement** of Council’s initiatives aimed at greening and caring for local bushland and increasing biodiversity.
- **Support effective internal working partnerships** with Waverley Parks and Open Space Team and identify needs for sustainability support and training.
- **Engage private property owners** to plant more native species and eradicate weeds.
- **Leverage partnerships with community groups** to deliver biodiversity-related engagement programs.
- **Link urban ecology outcomes with other relevant community values** including health and wellbeing and public cleanliness and amenity.



CLIMATE

- **Work with technical staff to identify opportunities** for energy savings and adaptation approaches in Council facilities, capital work projects and rollout targeted engagement programs.
- **Facilitate renewable energy, energy saving and water efficiency education and outcomes** for strata communities, residents, businesses and other target sectors.
- **Communicate effectively** on climate change impacts, opportunities and resilience.
- **Work with community groups** to develop and implement community driven and owned programs to achieve collective impact.
- **Facilitate solar power installations** on local schools and clubs and other identified community buildings.
- **Continue to explore emerging models and approaches** for access/sharing renewable energy relevant to Waverley community.



WATER

- **Work with technical staff to identify opportunities to improve water quality and security** in Council facilities, capital work projects and rollout targeted behaviour change programs to staff.
- **Promote Sydney Water programs to community, strata and commercial buildings** to enable high water users to fix leaks and install water efficient devices.
- **Develop innovative communications materials** to assist residents and businesses to protect and conserve water resources.
- **Leverage off existing community/national events** – to promote efficient water usage and initiatives which reduce stormwater pollution and improve water quality.



TRANSPORT

- **Promote zero emissions private transport and enable public and private electric vehicle charging** infrastructure according to community needs.
- **Promote active transport options in the community** via various engagement activities to reduce private car use and transport related emissions.
- **Collaborate with Urban Planning Policy and Strategy** in the development and rollout of information and events on sustainable transport initiatives.



CROSS CUTTING ACTIVITIES

- **Advocate and lobby other levels of government** for relevant changes to policy, incentives and legislation e.g. performance standards for new developments.
- **Build external partnerships** to enable effective delivery of programs and reach.
- **Work closely with Council teams** to embed sustainable procurement, recruitment, design and operations.
- **Continue to work with schools** on specific sustainability education and engagement programs.
- **Deliver coordinated engagement with multi-unit dwellings** through targeted programs on energy, water and waste as well as targeted communications channels dedicated to this audience.
- **Communicate progress of our current Environmental Action Plan targets** and help facilitate community consultation in the development process for the next iteration.
- **Roll-out Environmental Small Grants program** to support local businesses and schools to implement sustainability initiatives.
- **Deliver and profile expert knowledge** to build community capacity to be sustainable and resilient through a rolling annual plan of webinars and expert knowledge forums.





Designing and delivering for impact

*In designing and delivering effective engagement
in environmental sustainability, we consider
various factors and a range of approaches,
interventions, tools and methods.*

FACTORS THAT INFLUENCE ACTION AND BEHAVIOUR CHANGE

Behaviour change programs and/or interventions should effectively attempt to address both the individual as a decision-maker and the wider social and environmental context in which they live (or work). This may mean that multiple interventions or approaches are required to promote certain behaviours.

There are a variety of personal, social and environmental aspects that influence behaviour and 'change'.

➤ Personal or individual factors

These include beliefs, values, knowledge, attitudes, risks perception, skills and experience. Linking people's 'values' and their importance with specific interventions can be effective in driving longer term behaviour change, as they are often guiding hidden forces that shape = action. We can use targeted research to better understand a target audiences' values, barriers and knowledge, and what is driving their decisions and level of agency to help inform project design.

➤ Environmental factors

These are shaped by the area in which a person lives (or works), including schools, workplace, local community facilities and broader considerations such as the economy and technology. This could include what infrastructure, policies and financial incentives are available to support action.

➤ Social factors

These include interactions with friends, family, colleagues and the community. *Social practice theory*, for example recognises that human practices are the result of various interconnected elements, including knowledge, social norms, technologies and reactions to certain behaviours. It stresses the need to focus not only on the individual, but also on the various elements of social practice which influence choices and decision making. For example, a focus on 'social norming' supported by case studies and relevant success stories, can be powerful in driving change. Promoting the notion of 'leadership' amongst their peers could equally appeal to some other target audiences.

Motivations, level of interest and potential contributions

are important considerations when identifying and mapping stakeholders involved in a program.

A range of engagement and communications techniques and tactics associated with the level/type of engagement- from information delivery to participatory and co-design approaches- are included in the Environmental Sustainability Compendium of Techniques and Methodologies. These reflect contemporary best practice theories, frameworks and guidelines

The following diagram should be read in conjunction with the Seven Steps outlined in Waverley Council Community Engagement Guidelines Community Engagement Strategy and Guidelines, to ensure best practice principles and efficient engagement approaches.



PLANNING AN ENGAGEMENT PROJECT

Delivering a comprehensive and effective engagement project requires detailed planning and consideration of objectives, targeted stakeholders and optimum methodologies and techniques. See below for a step-by-step guide for the formulation of new engagement projects. This has been developed utilising a range of best practice theories, frameworks and guidelines.

STEP BY STEP GUIDE TO SUCCESSFUL SUSTAINABILITY ENGAGEMENT AT WAVERLEY

What's the end goal?

- Clarify your destination. What does success look like?
- Clearly identify project goals
- What will change as a result of the project?

Agree on your engagement objectives

- What is the engagement purpose?
- What specific information/input are you after?
- Why is the community being engaged?
- What are the benefits of engagement?

Identify your stakeholders

- Who needs to be engaged?
- Who else is currently engaging these stakeholders?
- What is their capacity to act?
- What barriers exist for each stakeholder?
- What enablers exist for each stakeholder?
- What are the interests of each stakeholder?
- Which values should be targeted for each stakeholder?
- What are the priorities of each stakeholder?
- How may these stakeholders contribute / hinder?

Define your desired future

- What would successful behaviour change look like?
- What are the indicators of successful engagement in this case?
- What specific action/change do you want from identified stakeholders?
- Develop monitoring and evaluation plan.

Choose your level of engagement

- Are you trying to provide stakeholders with information?
- Do you want to obtain information or feedback from stakeholders?
- Do you want to work directly with the public to ensure their feedback is incorporated?
- Would the project benefit from a partnership with particular stakeholders to generate solutions and identify priorities?

Choose the right tools

- Identify the specific engagement technique(s) that will be most effective.
- Which techniques target nearby values to achieve the spill over effect?
- Consider engagement objectives, stakeholder profiles and level of engagement.

Plan and prepare engagement content

- Consider how engagement initiatives and communications are framed to target specific values.
- How can stakeholders be inspired or motivated to engage?
- Consider resourcing requirements.
- Create your resources and plan for engagement initiatives
- Allocate appropriate resources.
- Define and communicate roles and responsibilities.

Implement engagement initiatives

- Implement initiatives!
- Keep records to make monitoring and evaluation easier at the end of your project.
- Disseminate information, conduct consultation, undertake collaborative strategy generation.
- Collate data and analyse to identify key trends.
- Summarise findings.

Complete the feedback loop

- Compile relevant information for communication.
- Consider how you will respond to the data.
- Communicate relevant information from the engagement process to stakeholders.
- Provide the community with updates on what is being done.

Learning for the future

- Complete monitoring and evaluation process.
- Identify what worked and what could be improved.
- Summarise recommendations for future projects.



Monitoring and evaluation

Monitoring and evaluation (M&E) is about 'learning by doing'. It's a process that allows us to measure how effective our engagement programs are in meeting objectives, sharing and showcasing results, and delivering better programs in the future.

In line with Council's Community Engagement Strategy it is important to measure community satisfaction with Council engagement activities. There are a variety of methods available.

These include:

- assessment of relevance of engagement methods appropriate to the target group
- verbal and written feedback from the community on the effectiveness of the engagement activities
- participation levels in engagement activities (number of participants)

- achievement of the identified engagement objectives within this strategy
- inclusive community representation
- level of qualitative and quantitative information collected
- periodic surveys to determine how we are tracking on reaching our vision, and community engagement techniques.

The following diagram outlines Evaluation steps or Environmental Sustainability projects and programs, which also includes measuring outcomes aligned to Council's Environmental Targets and goals.

The level of M&E undertaken will largely depend on the scale, scope and outcomes the programs are

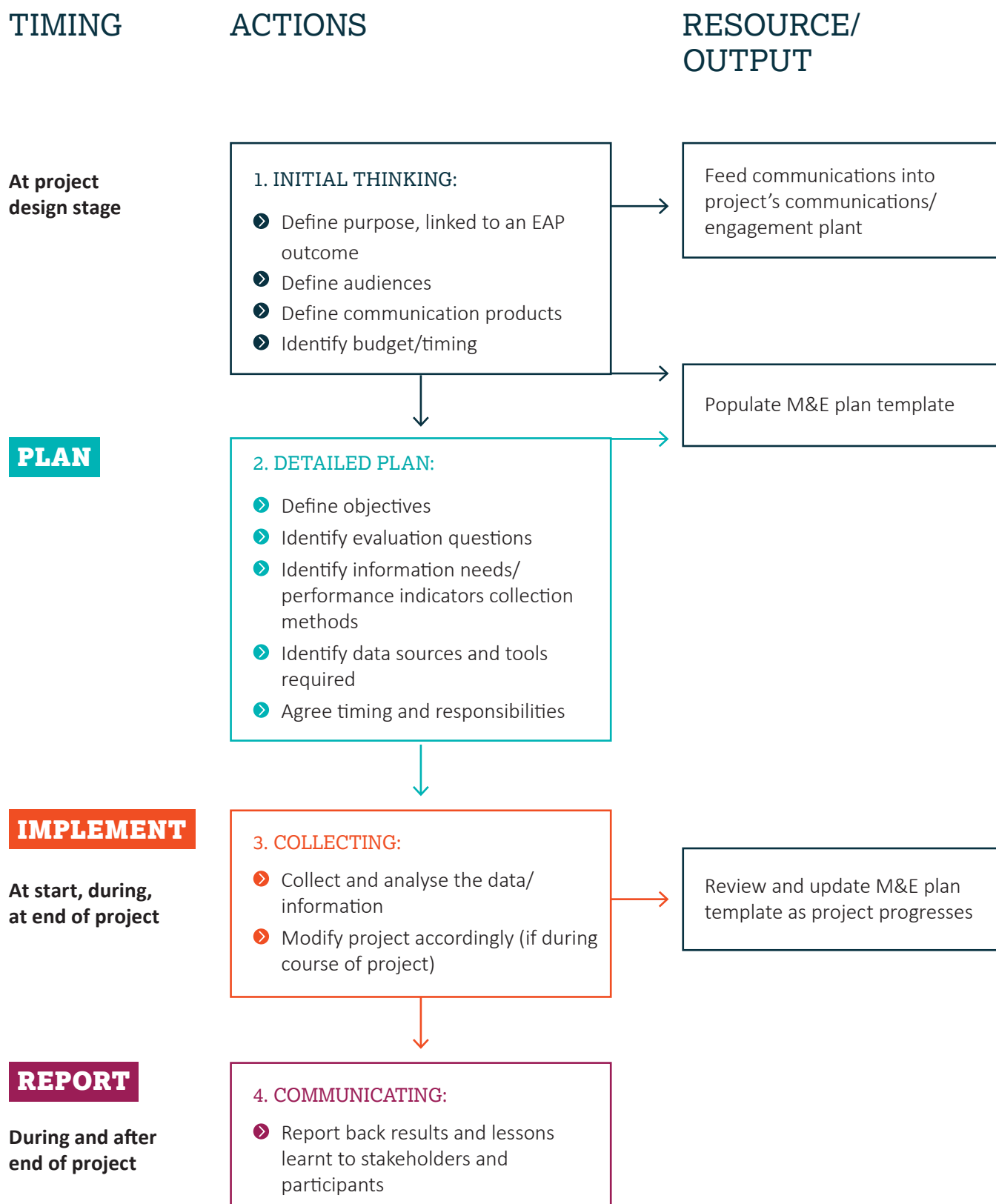
seeking to achieve.

Some multi-year projects will require a more in-depth and resource-intensive approach (e.g. complex and lengthy behaviour change projects), while other smaller scale projects may not need as extensive and costly an approach.

We have created an adaptable M&E framework and process, based on best practice for engagement programs.

It aims to guide the design and planning phases for all Environmental Sustainability initiatives, to ensure that we are clear on what we are measuring (and how), there is adequate allocation of resources and appropriate involvement of key stakeholders. See below.





A CONSISTENT APPROACH TO M&E WILL HELP US TO:

- **Keep track** of whether our programs are heading in the right direction and the results.
- **Better assess** which resources, approaches, tools are more effective and offer value for money.
- **Analyse strengths and weaknesses** of strategies to inform future planning and decision-making.
- **Improve** processes, plans and delivery as programs progress and into the future.
- **Set good-practice standards** for future engagement approaches.
- **Develop a shared understanding** in the team and across Council of what contributes to, and hinders, successful engagement and behaviour change programs.
- **Build an evidence base** and case study portfolio for knowledge, research and funding purposes.
- **Inform decision makers** about how to build on or improve projects.
- **Contribute to engagement capability** development by providing feedback on performance.
- **Secure buy-in and budget** for future engagement programs
- **Increase profile** by reporting and promoting our successes



Strata owner, Gino Farina, at the Penkivil Gardens apartment building in Bondi with solar power system (Building Futures program)







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