

# Redlands 2030

## Community engagement and the methodology for the development of the Redlands 2030 Community Plan

### What is a Community Plan?

The Community Plan creates a vision of what the Redlands community will look like in the future and is used as the long term plan for Redland City Council's corporate planning processes, as well providing grounds on which the community and other partners can base future endeavours.

Redlands' previous vision setting document, '*Vision 2005 and Beyond*' was developed through an extensive consultation process undertaken between 1999 and 2001. Since that time the Shire has become a City and the population has increased by about 30,000—and is expected to grow even more by 2030.

The new Community Plan will contain a strategic vision for the new City and priorities, outcomes and targets—all derived from broad-based community and stakeholder engagement.

The Queensland Government's Local Government Act 2008 has a new clause that all local governments under the new Local Government Act will be required to have a long term community plan. The plan must outline the local government's vision for a period of at least 10 years and inform the Corporate plan, the long term financial plan, the asset management plan.

### How is the Redlands 2030 Community Plan being developed?

Redland City Council is investing in a multi-faceted, inclusive and innovative community engagement methodology to inform the development of the Redlands 2030 Community Plan.

The objective of the methodology is to achieve rich community engagement and a planning document that reflects a deep understanding of the vision, values and aspirations of the Redlands community.

To explore the complex local and broader contextual challenges involved in long term community planning, Council has selected the Oregon Model to provide a base framework for strategic thinking, that is: **1) Where are we now? 2) Where are we going? 3) Where do we want to be? 4) How do we get there?**

Information to build the capacity of the community to understand factors that are influencing or will influence the future of the city is a critical component of the entire project. Educational material to inform the community will include newsletters, demographic information, web links and uploaded articles, themed community forums on the Redlands 2030 website, guest speaker events, and displays of materials at the various engagement activities to be held across the city.

A discussion paper will focus on the global, regional and local changes and trends that have been observed since the last visioning exercise and will explore some of the challenges and opportunities inherent in creating a strong and sustainable Redlands. At least six fact sheets will also be available: People and Population; Housing; Community Health; Community Safety; Jobs and Business; and Urban Development.

Rigorous community planning requires, among other things, the engagement of diverse community voices and the use of pragmatic deliberative processes to determine the content of the plan.

Underpinning the project methodology is a strong commitment to democratic principles—and the involvement of participants who broadly reflect the composition of the population of the Redlands. The methodology locates the engagement activities in a wide spread of physical sites which reflect the geographic and demographic make-up of the Redlands, from the Bay islands to the rural areas, suburbs and urban centres, from halls and schools to skate parks and retirement villages.

In 2007 Council entered into a partnership with the Indigenous community of the Redlands and with State and Federal Government to develop an Indigenous Community Plan. This Plan, known as the *Quandamooka Community Plan 2007* is recognized by Council as the primary source for the documentation of Indigenous visions and aspirations for the Redlands 2030 Community Plan. Through this plan Council acknowledges the core values, rights and needs of the Traditional Owners and Indigenous people of Minjerrabah (North Stradbroke Island) and the wider Quandamooka region.

The broader community engagement component of the project methodology is based on powerful Appreciative Inquiry processes which seek to identify the most positive possibilities in organisations and communities.

Appreciative Inquiry involves the art and practice of asking questions that strengthen a community's capacity to consider, anticipate, and heighten positive potential. It centrally involves the mobilisation of inquiry through the crafting of the 'unconditional positive question' often-involving hundreds or sometimes thousands of people.<sup>1</sup>

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<sup>1</sup> [A Positive Revolution in Change: Appreciative Inquiry](#) by David L. Cooperrider and Diana Whitney. Berrett-Koehler Publishers, Inc. (2005)

Reinforcing this approach is the change research which shows that community engagement methods that evoke stories, and affirm and compel groups of people to envision positive images of the future grounded in the best of the past, have the greatest potential to produce deep and sustaining change and inspire collective action.<sup>2</sup>

Appreciative Inquiry is underpinning all the elements of the community engagement with the Redland community. It has been embedded into a set of eight critical questions which provide internal consistency within each of the different engagement activities which have been programmed for the planning process.

### **Redlands 2030: Eight Questions**

- 1. What do you love most about living in the Redlands now?**
- 2. If you had the power to change just one thing in the Redlands—what would it be?**
- 3. What do you consider are three of the most significant trends that will shape the future of the Redlands?**
- 4. What kind of place would you like the Redlands to be in 20 years?**
- 5. What do we need to do (or do differently) to achieve the vision?**
- 6. How do you think we should pay for this?**
- 7. What might be some indicators to tell you if we have achieved your vision?**
- 8. How do you want the progress on the final Community plan to be monitored and reported back to you?**

### **Community Engagement Program**

- » The **Quandamooka Aboriginal Community Plan 2007** – through the shared responsibility agreement developed with the North Stradbroke Island Indigenous organizations and three tiers of Government, the Quandamooka Aboriginal Community Plan was developed and later acknowledged by Council as the core strategic planning document representing the shared vision and intentions of the Aboriginal Community of North Stradbroke Island
- » **Community visioning workshops**—throughout March and April, five community visioning workshops are taking place across the Redlands—in Victoria Point, North Stradbroke Island, Sheldon, Russell Island and Ormiston/Wellington Point.

The aim of the workshops is to support informed engagement for the Redland community as they grapple with the challenges and opportunities the future holds. The Appreciative Inquiry workshops have three basic stages - understanding what is through current and future trends, imagining what can be, and creating what will be through a creative visualisation process.

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<sup>2</sup> Bliss Browne, What is Appreciative Inquiry?, Imagine Chicago, 2008, [www.imaginechicago.org](http://www.imaginechicago.org)

» **Visioning workshops with special interest groups**—these workshops will engage with: 1) service providers including the Redland Interagency Network, Seniors Network and Disability Network; 2) the business community including the Redland Chamber of Commerce, the Redlands Institute and traders associations; 3) North Stradbroke Island community groups; 4) the housing sector; 5) retirees and residential villages; 6) senior citizens; 7) youth leaders; 8) the Redlands Creative Alliance; 9) sporting clubs, sporting peak bodies, government partners and sporting professionals; and 10) the Community Reference Group

» **SpeakOuts**—two SpeakOut events will be held in May to allow Council more in-depth probing of topics that have collectively emerged from the community visioning workshops and visioning workshops with special interest group

SpeakOuts were first developed by two community planners—Dr Wendy Sarkissian and Andrea Cook—who sought a way to engage Australians in an informal, drop-in manner that would still generate reliable information about community views and perception. SpeakOuts, generate high-quality information—particularly for planning and design decisions, using community development and community education approaches [ footnote name of book and publisher]

The contextual premise for the SpeakOuts is proposed as: **‘How do we maintain and enhance the things we love about living in the Redlands, and meet the challenges of expected change?’**

» **Community Reference Group**—Council has invited the Redlands community to nominate for the Redlands 2030 Community Reference Group. Terms of reference have been established by the Council—and this group will represent the city’s demographic profile and key community and interest groups.

The role of the members of the Community Reference Group will be to provide Council with views on processes relevant to the development of the community plan; respond to the community’s visions for the future of the city; comment on issues being addressed by the plan, including proposed goals and strategies and the indicators which measure the progress of implementing the plan and the development of the new Corporate Plan.

» **Online Community Feedback Network**—Council has appointed an independent market research company to recruit 300 - 500 residents to take part in an online feedback network. This network will be recruited to reflect the city’s demographic and sociographic profile. The group will act collectively as a source of ‘ground-truthing’ the information that emerges from both the various other forms of community engagement such as the community visioning workshops and the SpeakOuts

» **Postcard Mail-outs and Surveys**—Council has undertaken postcard mail-outs to all households and surveys have been distributed in newsletters which have been disseminated widely to the community and absent landowners. These postcards and surveys extend the Appreciative Inquiry questioning around ‘what do you like most about living in the Redlands’ and ‘what kind of place would you like the Redlands to be in 20 years?’

- » **Web Forum** – Council has initiated an online site where the community can discuss current and future issues affecting the Redlands. The discussions cover a wide range of topics that include Jobs and Business, Urban Development, Natural Environment and People. The forums also present a unique format since participants can vote whether they agree or disagree on a specific topic.
- » **Submissions** – Council has encouraged submissions from the community in a variety of ways and they will be recorded in Consultation Manager®, a data and stakeholder management software. Letters, emails and essays are common ways by which residents can express what they think the future of Redlands should be. Children and young adults will also create artworks that communicate their ideas.
- » **Soapbox loud and clear @ the Plaza** – a creative event for teenagers and young adults to share their ideas about how they want their community to be in 2030. A Speakout style event, Soapbox will feel like a festival with its dynamic music and arts program and opportunities to imagine the future in creative ways.
- » **Vox Pops** is an interview-style engagement process. It aims to generate video-recorded feedback from younger and older residents from island, rural and suburban locations. The team of young people undertaking the Vox Pops interviews will use the Eight Questions as a basis for gathering information.
- » **Stories of the Redlands** – this arts program aims to dig a little deeper into the values and visions that underpin Redlands’ future through a creative approach to community engagement which includes:

*Bayviews* digital story-telling project on the Southern Moreton Bay islands where islanders celebrate the heritage, values and visions in a series of short films, or digital stories, with artist-in-residence Dr Chris Dew

*Floating Pictures* an inter-island film festival and arts exhibition held on Karragarra Island culminating in the launch of a ‘Raft of Ideas’

*Big Thinkers* children’s art exhibition exploring the theme ‘we are the future, we are the Redlands’ with community artist Kelly Austin and Redlands primary school children involved in her “Cool Kids are Hot – Hot Kids are Cool”, school aged care arts program

*Quandamooka stories on Film* – Indigenous stories of North Stradbroke Island where local traditional owners, Elders and the broader Indigenous community work with film maker Marcia Machado

*A Little Bit of Country, A Little Bit of Rock and Roll* where aspiring local song-writers will create new work reflecting on the Redlands future with some of Australia’s finest singer songwriters brought to the Redlands through the Queensland Music festival Song trails program.

*Redland Libraries Traveling Community Journal* created by artist Narelle Renn to circulate throughout Redland libraries and the mobile library service. Residents can contribute anything that can be presented in a 2D form and enclosed within the pages of the journal

*What has the future of Koalas got to do with our future?* - a performing arts project with writer and director Angela Chaplin to explore the relationship between human's future and koalas' future. This project will be undertaken in association with Redland Indigiscapes and the Redlands Performing Arts Centre

*'Re-futuring the Chicken Farm'* is an innovative design workshop featuring sustainable design guru, Professor Tony Fry. It will explore the potential of a former poultry industry site to encourage sustainable lifestyles and practices

A creative and a special edition of *RYPE magazine* (Redlands own youth street press) The magazine's *Redlands 2030* edition will feature the winning entries in the Council-sponsored creative arts competition

**Reflection Summit** – the output of the extensive engagement activity which explores ideas through artistic expression, community partnerships and opportunities for people of all ages to participate, will be discussed at a public event in the Redlands leading civic space, the Redlands Performing Arts Centre. This event will be used as the basis to define and refine the preferred outcome areas of the Redlands 2030 Community Plan for a final stage of community consultation.

The Redlands 2030 Community Summit is a significant step in the development of the draft Community Plan. It will be an opportunity to discuss and explore the dominant topics identified through all the community engagement processes. A participant discussion guide will be provided to all attending the Summit—this will include background (demographics, trends, values and policy trend) and analysis of the leading topics.

#### What deliberative processes will be used?

Phillips Group, the Community Reference Group and Council will analyse the qualitative output—as well as the quantitative responses to the Redlands 2030 community survey and online discussions—to identify collective emerging themes and topics as well as identify locational diversity and weightings.

This analysis will be facilitated by the functionality of web-based software, Consultation Manager<sup>®</sup> which will perform the following functions: collate and generate stakeholder information; provide reports and statistics on different consultation activities; identify and track stakeholder issues; and provide analytical tools to prioritise stakeholder concerns.

Qualitative modes of data analysis provide ways of discerning, examining, comparing and contrasting, and interpreting meaningful patterns or themes—and as qualitative analysis deals in words and, in the case of the Redlands 2030 engagement activities, pictures as well, it is guided by fewer universal rules and standardised procedures than statistical analysis<sup>3</sup>

Qualitative analysis for the Redlands 2030 community plan will involve a set of iterative or recurring processes which will employ the following questions.

- » What patterns and common themes emerge in responses?
- » Are there any deviations from these patterns? If yes, are there any factors that might explain these responses? (For example, island resident compared with coastal mainland resident?)
- » What interesting stories emerge from the responses? And how can these stories help to illustrate the broader question(s) that Council is seeking answers to?
- » Do any of these patterns or findings suggest that additional data may need to be collected or analysed?
- » Do the patterns that emerge corroborate the findings of any other qualitative analyses that have been conducted eg other Council engagement activities occurring in the same period? If not, what might explain these discrepancies?

Phillips Group will employ the major phases of data analysis recommended by Miles and Huberman (2002)—that is, data reduction, data display, conclusion drawing and verification<sup>4</sup>.

- » **Data reduction**—data reduction selects, focuses, simplifies and transforms the data that appear in the workshop transcriptions; the ‘acid test’ is the relevance of the particular data for answering the particular questions that Council has defined. And apart from exploring the specific content of participant views, the analysis will also take note of the relative frequency of the different comments/views that are raised.

**Data display**—whether in word or diagrammatic form, will allow for extrapolation of information from the data to begin to discern systematic patterns and interrelationships. Additional higher order categories or themes may emerge from the data that go beyond those first discovered during the initial process of data reduction.

- » **Conclusion drawing and verification**—this activity is the third element of qualitative analysis. Conclusion drawing involves stepping back to consider what the analysed data means and assessing the implications for the project questions. This step is also used as a precursor to the design/development of quantitative methods of verification.

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<sup>3</sup> Berkowitz, S. (1996). Using Qualitative and Mixed Method Approaches. Chapter 4 in *Needs Assessment: A Creative and Practical Guide for Social Scientists*, R. Reviere, S. Berkowitz, C.C. Carter, and C. Graves-Ferguson, Eds. Washington, DC: Taylor & Francis

<sup>4</sup> Huberman, Michael A. and Matthew B. Miles (2002) *The Qualitative Researcher's Companion*. Sage Publications: London.

The output from approximately 30 different forms on engagement will be analysed using these deliberative processes to identify dominant emerging views and community led directions for the future. This qualitative data will provide the basis for deliberation by the Community Reference Group, Councillors, youth leaders and registered participants at the Redlands 2030 Community Summit and will be referred on to the online Community Feedback Network to obtain control group responses.

The purpose of the Summit will be to reflect on the first draft of the Community Plan, share an understanding of the aspirations, goals and future directions articulated in the priority outcome areas, and consider breakthrough changes that will accelerate progress to achieve the vision. Council also has the opportunity to further validate the contents of the draft plan via quantitative research with the online Community Feedback Network and through formal public consultation processes.

Indicators and targets for each of these preferred outcome areas will be elicited through ongoing connection between the Community Reference Group, Councillors, senior managers from Redland City Council and government and academic advisers undertaking indicators research around Australia. An Indicators Working Group will co-ordinate the technical work involved in determining indicators that are relevant, measurable and dynamic.

Council will be asked to consider the results of the penultimate public consultation phase on the draft community plan before it is finalised. The draft community plan will be provided to the community for comment, and submissions received will be reviewed by the community planning team and Community Reference Group. On completion of a report on the public consultation phase and the preparation of any amendments, the draft community plan will be presented for Council consideration and endorsement. It is anticipated that the completed Redlands 2030 Community Plan will be launched at a public event early in 2010, enriched by Redlands 2030 cultural engagement activities.

#### Timeframe for Community Plan

- » Draft Community Plan completed by August 2009
- » Draft Plan available for public comment and ongoing engagement with community September 2009
- » Formal public consultation undertaken on draft plan
- » Plan finalised by December 2009
- » Council develops new Corporate Plan 2010