



ADVOCACY AND STAKEHOLDER MANAGEMENT COUNCIL POLICY

POLICY STATEMENT

To advance advocacy and stakeholder management at the City of Bunbury and provide direction and guidance for Council's advocacy efforts ensuring it works in partnership with the community to influence public policy and resource allocation decisions by other levels of Government and key stakeholders.

POLICY SCOPE

This policy applies to Council and City of Bunbury staff in relation to planning and delivering on the City's strategic advocacy priorities.

POLICY DETAILS

This policy aims to strengthen our strategic relationships and improve the planning, monitoring and reporting of our strategic advocacy priorities. These priorities provide a unified approach, seeking to influence key stakeholders around matters critical to helping Bunbury fulfil our vision of being 'welcoming and full of opportunities.' Advocacy at the City seeks to influence decision makers and leaders at all levels of government to act in the best interest of our community. To formally advocate priorities as a City, we are supporting the needs, desires and wants of our Bunbury community by being their voice.

Advocacy connects the City's goals to State and Federal government responsibilities, ensuring we are collaborating and voicing issues we are facing as a community, to promote better support and needed change. Advocacy focuses on what needs to be done to influence external parties that have an authority or significant influence on whether Council can deliver on its plans and strategies to meet the needs and aspirations of our community.

Successful advocacy will result or contribute to one, or a combination of the following:

- A change in government legislation, policy or practices, to the overall benefit of citizens, our local environment and/or local business;
- Committed investment / provision into local infrastructure and/or services by sources other than City of Bunbury Council;
- Receipt of external funding to City of Bunbury Council to implement services, projects and initiatives;
- Promotion of an issue or information to key stakeholder decision makers and other levels of government to influence positive change;

- Promotion of, or raised awareness of, issue or information to facilitate positive change in community behaviour and attitudes; and/or
- Empowering community to become more involved in local issues, decision-making and initiatives.

1. Strategic Context

Council's advocacy position is directly informed by the City's Strategic Community Plan. The City's strategic advocacy priorities support achieving the City's five core performance areas People; Planet; Place; Prosperity; Performance and align with our community priorities as identified in the MARKYT® Community Scorecard.

The City advocates daily across all pillars of the Corporate Business Plan, to support achieving the outcomes and objectives of the Strategic Community Plan. This policy aligns with the '*Performance*' core performance area in the City's Strategic Community Plan – "Leading with purpose and robust governance" and exhibits a direct link to the outcomes as outlined below:

Desired Outcome 13: **A leading local government**

13.1 Provide strong, accountable leadership and governance.

Desired Outcome 14: **A well-informed community that is deeply engaged in decision making**

14.1 Effectively inform and engage the community about local issues, facilities, services and events.

This policy also aligns with the following organisational drivers established in the Strategic Community Plan:

- *Advocate* - we are a voice for the local community on key issues.
- *Partner* - we form strategic alliances in the interests of the community.
- *Facilitate* - we help to make it possible or easier to meet community needs.

2. Objectives

OBJECTIVE	HOW WE WILL ACHIEVE IT
Set organisational advocacy priorities	Advocacy priorities to be reviewed annually. Advocacy opportunities to be sourced from the Strategic Community Plan and Corporate Business Plan.
Influence decision and policy makers	Through carefully planned and resourced advocacy campaigns/actions which could include for example, correspondence, strategic partnerships, marketing and promotion, and sustainable relationship development.
Attract and secure funding and resources for major projects	Through carefully planned and resourced advocacy involving identification of available funding sources, application and outcomes. Advocacy could take the form of grant submissions, correspondence, delegations, Council resolutions, strategic partnerships, marketing and promotion.
Build upon our strategic partnerships	Through shared understandings, connections, agreements and formal alliances with people, organisations, peak bodies, councils and government that have the willingness and capability to support Council's strategic advocacy priorities and influence policy and decision makers.
Build the advocacy capacity of Council	By promoting a culture of advocacy, encouraging and enabling participation, sharing skills, knowledge and expertise, mobilising of resources and reducing duplication of effort and information.

3. Advocacy Principles

The following principles are to support Council's advocacy:

- Engagement - meetings with local members, Ministers and the Council's CEO to further the Council's advocacy priorities including regular catchups with local members.
- Representative of local need - based upon policy and strategic positions adopted by Council.
- Community engagement - commit where appropriate, to inform and engage our community on advocacy.
- Leadership - on behalf of our community on key issues to protect and enhance our municipality, with an emphasis placed on working with and advocating to State and Federal governments.
- Transparency - be open and transparent in our advocacy objectives, strategy and priorities.
- Partnerships and Alliances - optimise likelihood of success by working in collaboration with other organisations with shared objectives.

4. Advocacy Framework

Council will plan and deliver its advocacy through an operational Advocacy Framework to support delivery of this policy. The Framework includes:

- Roles and responsibilities of Council, Executive, Managers and all staff in planning and delivering advocacy.
- Governance including processes and procedures.
- Protocols for engaging and communicating with State and Federal Members of Parliament.

5. Reporting

Quarterly reporting to Council to capture and monitor all advocacy initiatives in line with the agreed CEO KPI requirements.

6. Annual review

To ensure we are a leading voice in creating beneficial outcomes for our community, the City's strategic advocacy priorities will be reviewed annually through summarising the advocacy opportunities identified in both the Strategic Community Plan and Corporate Business Plan.

7. Stakeholder management

Identifying new strategic partnerships and supporting our existing networks will enable Council to best position the City for future challenges and opportunities. A Stakeholder Management Matrix will identify who talks to who and how often with a proactive approach to engagement noted against each strategic advocacy priority. Additionally, classifies the tier level of stakeholders based on their relationship to the City and their level of influence and will enable the City to develop optimal stakeholder relationships on an ongoing basis.

Engagement is prioritised, timely and targeted toward the appropriate stakeholder tier, and most importantly effective. Stakeholder mapping will be conducted annually upon the endorsement of new strategic advocacy priorities by Council. Mechanisms for submitting clear records of discussions held with stakeholders are to be captured using the Stakeholder Management Matrix.

8. Relationship with other levels of government

The Mayor and Councillors play a key role in the development and maintenance of political relationships to pursue Council's advocacy on behalf of the community. Managing relations between

different levels of government is a fundamental requirement. State and Federal Governments have different areas of responsibility, which require different levels of engagement.

Council recognise that the State Government may have responsibility for one issue, but we may be aware that the Federal Government may be more sympathetic to a local advocacy cause. In such instances, it may be better to advocate the Federal Government in order to achieve aims or support (and vice versa).

As such, Council will ensure that it develops and maintains regular engagement with other levels of Government, including parliamentarians, local members and government department officials, conducted in a spirit of mutual respect and cooperation, with recognition of each other's roles and responsibilities. This will enable Council to strengthen relationships, networks and facilitate the gathering of information that better position Council to influence on advocacy issues.

9. Roles and responsibilities

ROLE	RESPONSIBILITY	ACTION	WHEN
Mayor	Primary advocacy spokesperson, seeks to build and maintain productive relationships with other decision-makers in community and government.	Present at Council functions, meetings and interviews and signatory to all communications.	Ongoing
Councillors	To utilise networks and other community/representative roles to support advocacy.	Participate in networking functions and stakeholder meetings as directed by the Mayor.	Ongoing
Chief Executive Officer	Secondary advocacy spokesperson, to support the Mayor in the advocacy role.	To guide and oversee staff efforts to support advocacy initiatives.	Ongoing
Executive	Provision of expertise for briefings, research and factual data as required. Backup spokespeople as directed by the CEO. Advocate priorities with relevant agencies and government departments.	Input and presence at meetings, planning and the development of materials for strategic advocacy priorities. Approve individual advocacy strategies and campaigns.	As required by area of executive function.
Managers, Team Leaders and Executive Assistants	Comply with this policy and ensure other City staff comply likewise.	Ensure resources are allocated to enable delivery of committed advocacy strategies and campaigns.	Ongoing
Senior Strategic Partnerships, Advocacy and Funding Officer	Coordination of the advocacy program including all ongoing initiatives and materials along with reporting on progress, providing analysis and evaluation.	Materials, messages, annual planning, reporting, analysis and evaluation.	Ongoing

10. Advocacy Opportunities

In some cases advocacy opportunities will arise which may not have been identified in the annual strategic advocacy priorities review. The following principles will be used to assess any such opportunities:

- Alignment to Council's strategic priorities.
- Relevance to Council's adopted Long Term Financial Plan.
- Transparency of funding arrangements and appropriate governance of funding partners.
- Identified as a future aspiration or 'wish' and will enable faster progression of a project or program.

11. Supporting tools and methodology

Templates and tools to help implement the City's advocacy program:

- An Advocacy Intranet page will be developed to engage and inform Elected Members and City staff. The page will ensure the City's strategic advocacy priorities are easily located and will also provide helpful information and tools to ensure a consistent message is relayed during stakeholder activities.
- An Advocacy Priority Matrix will provide additional support to the Executive Team and Council when assessing the level of importance and urgency of advocacy opportunities identified in the Strategic and Corporate Business Plan.
- The Advocacy Canvas methodology will be utilised by the Executive Team and Council to analyse and plan in a participatory and transparent manner. This helps us plan for the now and the future by determining who we are advocating to, why we are advocating and the impact that advocacy priority will have on and in our community.
- Tracking and Reporting will be conducted by the Senior Strategic Partnerships, Advocacy and Funding Officer across the organisation with data collection from Content Manager, social media platforms, meetings, events and broader City functions.

COMPLIANCE REQUIREMENTS

LEGISLATION

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INDUSTRY

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ORGANISATIONAL

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