Kalamunda Advocates
2023 - 2028

City of
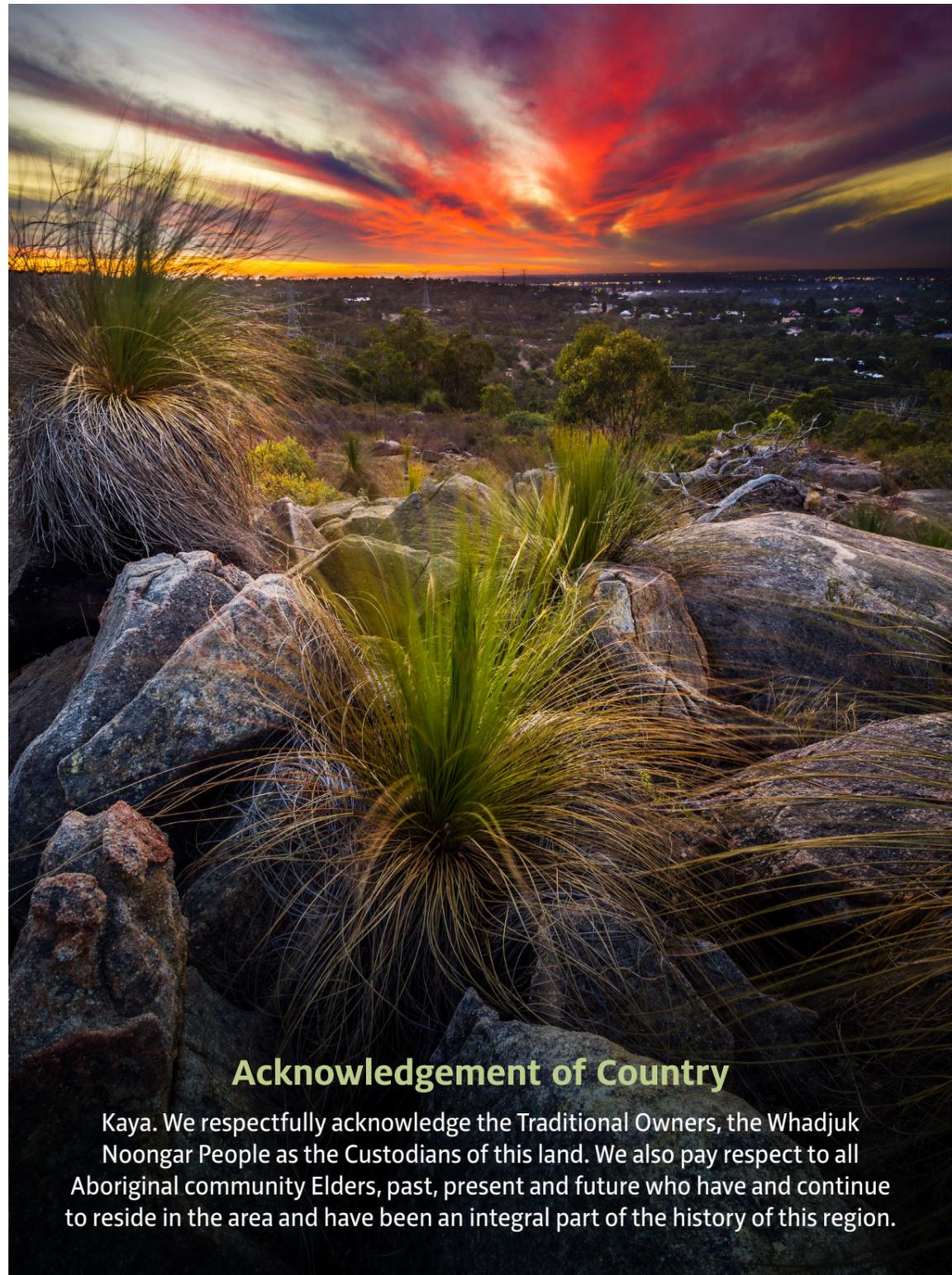**Kalamunda**

Acknowledgement of Country

Kaya. We respectfully acknowledge the Traditional Owners, the Whadjuk Noongar People as the Custodians of this land. We also pay respect to all Aboriginal community Elders, past, present and future who have and continue to reside in the area and have been an integral part of the history of this region.

Contents

Executive Summary

The City of Kalamunda frequently undertakes advocacy activities engaging a variety of individual and institutional stakeholders.

The City of Kalamunda's Strategic Community Plan – Kalamunda Advancing gives special attention to advocacy activities as a means to address issues of priority that require funding contributions from external sources. Advocacy is a tool to influence the political, social and economic environment to maximise benefits for member Councils and their communities.

The City of Kalamunda Advocacy Strategy aims to attract an increased share of investment to the City by implementing a framework that facilitates consistent, professional and effective advocacy.

In order to achieve this aim, four areas for focus have been identified that provide objectives and the related action needed to deliver an effective advocacy program. The Key Focus Areas and objectives are:

Priorities and Messages

Objective 1.1	Identify and agree to the key desired outcomes for each issue.
Objective 1.2	The identified outcomes are prioritised into high, medium and low priorities.
Objective 1.3	Core messages for each issue are clearly identified and articulated.

Target Audiences

Objective 2.1	Maintain a cooperative and productive relationship with State and Federal Government Ministers and their Departments.
Objective 2.2	Maintain consistent and effective participation in relevant regional organisations and peak bodies for the purpose of influencing outcomes beneficial to the City of Kalamunda.
Objective 2.3	Represent and promote the interests of the City of Kalamunda at key conferences, meetings and other forums.
Objective 2.4	Develop protocols for communication with different stakeholders and target groups.

Tools and Processes

Objective 3.1	Develop an Advocacy Implementation Plan template in consultation with key staff.
Objective 3.2	Develop Advocacy Implementation Plans for the key issues and outcomes identified as part of Key Focus Area 1.
Objective 3.3	Design and develop appropriate processes, methods and materials to support advocacy campaigns.

Roles and Skilling

Objective 4.1	Ensure Mayors and Councillors understand their role and actively participate in the advocacy effort.
Objective 4.2	Ensure all staff understand their role and actively participate in advocacy effort.
Objective 4.3	Provide all councillors and staff with adequate skills, training and resources to undertake their advocacy roles.

Introduction

The City of Kalamunda acts on behalf of its community to facilitate and create sustainable and liveable communities. This often requires the City to undertake advocacy activities in the pursuit of specific and desired outcomes for the City.

The importance placed on this advocacy role is reflected in the City's Strategic Plan which identifies undertaking advocacy activities on issues of priority as an important strategy of good governance.

For the most part, this advocacy role has been undertaken on a case-by-case or project-by-project basis with differing degrees of formal planning; most often occurring on an ad-hoc basis. In order to facilitate a more comprehensive and targeted advocacy program the City of Kalamunda through its Advocacy Strategy will professionalise and sophisticate its advocacy efforts.

What is Advocacy?

At its simplest, advocacy is the pursuit of influencing outcomes. It is a continuous process of gathering, organising and formulating information into key messages to be communicated to targeted audiences, for a specific purpose such as policy or legislative change; development of programs; or the allocation of resources.

Advocacy is not the same as general education or awareness raising. Rather, advocacy aims to directly influence key decision makers for the purpose of a specific outcome. For advocacy to be effective it needs to: identify the key issues and desired outcomes, have clearly articulated messages, target the appropriate people (i.e. the decision makers and those who can influence the outcome) and use appropriate and effective methods to deliver the message.

Benefits of Effective Advocacy

Effective advocacy can ensure the City of Kalamunda:

» has an early awareness of proposed legislative or policy changes that may impact upon all member Councils and their communities.

» can more effectively attempt to influence policy and legislative changes.

» has its voice heard on matters that will affect the City and the community.

» develops and maintains valuable contacts and networks that can be utilised to support the City's goals and objectives and advance the interests of the City and its community.

» can rapidly mobilise an effective and targeted response to opportunities and issues as they arise.

» can ensure relevant stakeholders and decision makers have a clear understanding of the issues and outcomes that are a priority for the City.

» can ensure the City is considered favourably for investment, program and development opportunities.

Formalising the City of Kalamunda' s advocacy role through the development of an Advocacy Strategy will enable advocacy activities to be founded upon:

» A framework agreed by the Council;

» A clear understanding of the long term priorities and issues supported by the Council and the community;

» The internal resources to contribute to the delivery of effective advocacy; and

» Knowledge of the external organisations and individuals that can provide positive benefits and outcomes for the City of Kalamunda.

Strategy Framework

This strategy is concerned with improving the capacity and ability of the City's Councillors and staff to effectively advocate for the region. It focuses on high level strategic actions at an organisational level as opposed to detailing with specific advocacy actions in the pursuit of an identified issue. While detailed advocacy actions won't be identified within the Strategy, the Strategy will develop the mechanisms for developing detailed advocacy actions through advocacy implementation plans.

A proposed framework for the Strategy is presented below. It contains a number of key elements: Aim, Guiding Principles, Goals, Key Focus Areas, Implementation and Evaluation.

There are four Key Focus Areas:

1. Priorities and Messages
2. Target Audience
3. Tools and Processes
4. Roles and Skilling

Diagram 1 Conceptual Framework for the Advocacy Strategy

Aim

The aim of the Strategy is to attract an increased share of investment in the City of Kalamunda by building advocacy capabilities of City staff and Council.

This will be achieved by implementing a framework that facilitates consistent, professional and effective advocacy to attract an increased share of benefits and services to the City.

Guiding Principles

The Guiding Principles reflect the values that underpin the Strategy's goals, objectives and activities and indicate the manner in which the Strategy will be implemented.

Guiding Principles:

» Advocacy effort is focused on issues that are of significance and will create positive benefits and long term sustainability for the City of Kalamunda and its community.

» Advocacy campaigns will be conducted with integrity, respect and accountability.

» Advocacy campaigns will raise the profile of and promote the opportunities offered by City of Kalamunda.

» The advocacy framework will be flexible enough to respond to emerging issues and opportunities.

» Advocacy effort will engage and involve staff and people from diverse backgrounds and interests and support our people to become excellent advocates for the City.

» Advocacy effort will seek to mobilise new and non-traditional partners in response to City issues.

Goals

The following goals have been developed consistent with the Strategy's Key Focus Areas (KFA) and Key Performance Indicators (KPIs) which will measure the effectiveness of the advocacy effort over time. Internally, the advocacy goals will help to keep work focused. Externally, the goals will encapsulate the program of work for the benefit of others, such as targeted constituencies; community groups; the media and potential partners.

Goals:

» Identify and commit to regional long and short term advocacy issues that will be persuaded by sound strategy and targeted action.

» Identify and build ongoing relationships with stakeholders that can influence decision making and provide the desired benefits for the City.

» Ensure that the City has the capacity to achieve its advocacy program while allowing for flexibility and capability to quickly respond to emerging issues that may bring great benefit to the City.

» Develop the resources and collateral needed that best demonstrates the image desired for the City of Kalamunda.

» Provide advocacy leadership, expertise and guidance for Councillors, staff and community leaders' advocacy efforts on issues of local significance to fully realise the economic, social and environmental potential of the City of Kalamunda.

Key Focus Areas (KFA)

Each KFA targets a particular area of action, has its own objectives and identifies a series of actions for the implementation of those objectives. A time frame determines the level of priority for each action. The time frames link to Local Government planning and budget cycles and were selected based on an understanding of the context in which the action would be implemented.

These identified time frames are indicative only and should not hinder an action of low priority or long term time frame being undertaken should an unforeseen opportunity or need arise.

Time frame	Actions to be completed
Immediate	Within 6 months
Short term	Within 12 months
Medium term	Within 1-2 years
Long term	Within 2-5 years
Ongoing	To occur throughout the Strategy's implementation

KFA 1: Priorities and Messages

This key focus area relates to the 'what' of advocacy - what are the key issues, what outcomes are we trying to achieve, and what are our core messages. Advocacy must be undertaken for the benefit of the City as a whole and requires advocacy across a range of prioritised issues and outcomes of interest to broader community.

The City must have a clear understanding of what we are trying to communicate and what we want to achieve to be successful. Clearly identifying what our core messages and priorities are will enable everybody in the City to deliver and support those priorities and messages.

The City has a good understanding of key issues facing the City and has strategies in place or under development to focus project activity. The following **Strategic Issues of Priority** have been identified as impacting on the City and are beyond the City's financial capacity to provide.

> » Provision of affordable housing and housing choice for an increasing and diverse population.
> » An effective and integrated transport system.
> » Provision of community infrastructure and facilities.
> » Enhanced social inclusion.
> » A safe and secure community.
> » Access to health, education and community services for all residents.
> » The facilitation of appropriate and sustainable development.
> » The facilitation of economic development and investment opportunities.
> » A natural environment that is protected enhanced and maintained for future generations.
> » Addressing climate change.

Note: These issues are not ranked in priority.

For each of the priority issues there will be numerous potential desired outcomes that the City as a collective entity will want to achieve. These outcomes need to be identified and prioritised for each issue and should be tangible, achievable, focused, measurable and clearly articulated rather than just a wish list. The more focused the outcomes, the more effective the advocacy will be. If there are too many desired outcomes the advocacy effort will be stretched and what the City is trying to achieve will be unclear.

For each issue there should also be a number of core messages identified. These messages are statements designed to persuade others of a position or point of view. It explains what is being proposed, why it is worth doing, and the positive impacts of the proposal. An example of how the issues, outcomes and messages relate to each other is provided in Appendix A.

Objectives

Objective 1.1   Identify and agree to the key desired outcomes for each issue.
Objective 1.2   The identified outcomes are prioritised into high, medium and low priorities.
Objective 1.3   Core messages for each issue are clearly identified and articulated.

Actions

	Action	Time frame
1.2	The City of Kalamunda Executive and Council to identify and prioritise key outcomes for each strategic issue of priority.	Short term
1.3	Identify and articulate core messages for each issue.	Short term
1.4	A Priority Matrix is used to determine priorities.	Short term
1.6	Outcomes, core messages and priorities to be reviewed by CEO on an annual basis.	Short term
1.7	Updated outcomes, core messages and Priority Matrix to be reviewed by Councillors on an annual basis.	Short term
1.8	Core message to be used in as many communication and promotional activities as possible (as tag lines, on websites, in publications, etc).	Short term

KFA 2: Target Audiences

This key focus area relates to the 'who' of advocacy – who can help the City to achieve its goals, who do we need to influence and who do we need to interact with.

Advancing the interests of the City through proactive representation and effective working relationships, with the Federal and State Governments, is a key enabler for investment and development in the region.

Understanding and focusing on the desired target group is essential for successful advocacy. If the wrong group is targeted, expected results will not be achieved and valuable and scarce resources will be wasted. Ideally, these advocacy targets will become advocacy partners, partnering with the City to achieve common goals.

There are generally two types of target groups. Primary audiences are those who have the actual formal authority to deliver the outcomes required and secondary audiences are those who have the ability to influence outcomes.

Primary Audience	Secondary Audience
» Federal Ministers	» The media (to generate awareness, interest and a sense of urgency)
» Federal Department Heads and Senior Officers	» Local political constituencies
» National Funding Institutions	» Local business and community groups
» State Ministers	» State Peak agencies (i.e. WALGA)
» State Department Heads and Senior Officers	» Growth Alliance Perth & Peel
» State Funding agencies (i.e. Lotterywest)	

Objectives

Objective 2.1	Maintain a cooperative and productive relationship with State and Federal Government Ministers, their Departments and with opposition candidates.
Objective 2.2	Maintain consistent and effective participation in relevant regional organisations and peak bodies for the purpose of influencing outcomes beneficial to the City.
Objective 2.3	Represent and promote the interests of the City at key conferences, meetings and other forums.
Objective 2.4	Develop protocols for communication with different stakeholders and target groups.

Actions

	Action	Time frame
2.1	Develop a Stakeholder 'Contacts Database' to record and maintain contact details of all key stakeholders.	Short term
2.2	Continue regular meetings and correspondence to ensure ongoing strong relationships with Federal Members and Opposition Shadow Ministers	Short term
2.4	Undertake a profiling assessment and develop a corporate record on target audiences.	Short term
2.5	Undertake a review of existing peak bodies, NGO's and community groups to ascertain the benefits of becoming members.	Short term
2.6	Hold regular update meetings with all primary and secondary audiences.	Short term
2.7	Undertake an annual delegation to Canberra to develop strong relationships with Federal members and opposition candidates.	Medium term
2.8	Host visiting Federal members as and when they are in Western Australia.	Medium term
2.9	Encourage and support Councillors and staff to participate in external committees where relevant.	Short term
2.10	Encourage and support Councillors and staff to attend meetings, conferences and other forums to promote the issues and activities of the City.	Short term
2.11	Encourage and support Councillors and staff to take part in external consultation processes, where relevant, including making written submissions.	Medium term
2.12	Develop targeted engagement plans for government and opposition candidates during Federal and State election campaigns	Short term

KFA 3: Tools and Processes

This focus area relates to the 'how' of undertaking advocacy activities and will include actions with a consistent set of processes and tools for delivering advocacy while retaining flexibility and adaptability to respond to emerging issues and opportunities as they arise.

The primary tool to be developed is an Advocacy Implementation Plan template. This template will provide a corporate framework for the development of Advocacy Implementation Plans which will be used to plan and guide advocacy effort for specific issues and outcomes.

The Advocacy Implementation Plan template will provide a framework for identifying:

» Strategic intent and desired outcomes common to all member Councils
» Target groups and stakeholders
» Opportunities and barriers
» Economic, environmental and social benefits
» Advocacy activities to be undertaken
» Evaluation and monitoring.

Other tools and processes that may be developed include:

» Templates for advocacy proposals and correspondence
» Standard generic text that can be used in submissions and applications, etc
» Promotional materials and collateral, including fact sheets and power point briefings
» Process for the quick establishment of working groups to respond to emerging issues and opportunities
» Streamlined processes for approval of advocacy activities with a deadline or short time frame i.e. funding applications and consultation submissions.

Objectives

Objective 3.1   Develop an Advocacy Implementation Plan template in consultation with key staff.
Objective 3.2   Develop Advocacy Implementation Plans for the key issues and outcomes identified.
Objective 3.3   Design and develop appropriate processes, methods and materials to support advocacy campaigns.

Actions

	Action	Time frame
3.1	Working groups established as required to complete an Advocacy Implementation Plan for each identified outcome.	Short term
3.2	Advocacy Implementation Plans to be reviewed by the ASG.	Short term
3.3	Develop position papers and advocacy materials, endorsed by the ASG for each of the Issues of Priority.	Short term
3.4	Establish a process to identify advocacy opportunities (funding programs, policy announcements, consultation opportunities, etc) as they arise and inform relevant staff.	Short term
3.5	Consult with staff to identify internal barriers to effective advocacy and develop processes to overcome these barriers.	Short term
3.6	Review materials and collateral currently available for advocacy campaigns and develop new materials where required (i.e. brochures, fact sheets, policy statements, posters).	Short term
3.7	Develop internal policy to guide contacts and establish protocols for interactions with external organisations.	Short term
3.8	Ensure any formal contact with a key relationship must be recorded and saved within the 'Contacts Database'.	Short term

KFA 4: Roles and Skilling

This focus area also relates to the 'who' of advocacy – who will advocate on our behalf, what their roles will be and how the City can support and improve their advocacy efforts.

Elected members are the community's duly elected representatives and their key role is to make decisions and to advocate on behalf of the community. The Mayor's role is critical for providing legitimacy and status to advocacy campaigns. Councillors will, by their presence and show of support to advocacy campaigns and activities, demonstrate to target audiences that the City is serious about what it wants, and the City and the community are collaborating to achieve it. Councillors will provide strength to the advocacy effort particularly in relation to issues and outcomes that are important to their local areas within the broader community.

All City staff are advocates for the City and undertake advocacy activities everyday through their interactions with external stakeholders and other levels of government. These everyday interactions can either assist or harm the City's advocacy efforts. Officers across the region need to be aware of the City's advocacy goals and recognise that their day to day activities contribute to achieving these goals. In addition, key staff such as CEO's; Directors; Managers; and senior staff, will have specific roles to play as part of the City 's advocacy efforts, such as implementing Advocacy Implementation Plans, representing the City at public events, and attending forums and meetings. These roles need to be clarified and staff given the adequate support and resources to fulfil their roles.

Creating an advocacy-centric culture across the City will provide new skill sets, as well as new mindsets, so all staff can play their part in presenting a coordinated message.

Objectives

Objective 4.1   Ensure the Mayors and Councillors understand their role and actively participate in the advocacy effort.

Objective 4.2   Ensure all staff understand their role and actively participate in advocacy effort.

Objective 4.3   Provide Councillors and staff with adequate skills, training and resources to undertake their advocacy roles.

Actions

	Action	Time frame
4.1	Ensure Council is advised of advocacy campaign progress through Annual advocacy progress reports.	Short term
4.2	Include a briefing of the City's advocacy campaigns as part of the Councillor induction program.	Short term
4.3	Develop an internal policy that defines the different advocacy roles for Councillors and staff, including their roles and responsibilities.	Short term
4.4	Review staff advocacy skills to identify areas for improvement, particularly in negotiation, networking, communication and presentation.	Short term
4.5	Allocate an annual budget for advocacy campaigns and training programs.	Short term
4.6	Include advocacy as part of key staff position descriptions and performance reviews.	Short term
4.7	Ensure all staff have access to up to date Advocacy Implementation Plans.	Short term
4.8	Conduct an annual briefing presentation on advocacy program for all staff.	Short term

Implementation and Evaluation

For the City's Advocacy Strategy to achieve its goals, emphasis needs to be placed on implementation (in particular adequate resourcing) and effective and ongoing evaluation and monitoring. A conceptual framework for implementation and evaluation of the Strategy is shown in the diagram below.

STRATEGIC LEVEL
» Strategic Community Plan - Kalamunda Advancing
» Advocacy Strategy - Kalamunda Advocating

IMPLEMENTATION
» Advocacy Steering Group
» Issues and Desired Outcomes Formulated
» Advocacy Plans Developed

REPORT & REVIEW
» Achieve Outcomes Reported
» Advocacy Plans Reviewed Annually

Diagram 2: Strategic Framework for Advocacy

Resourcing

Adequately resourcing the Advocacy Strategy requires the establishment of an ongoing annual budget which includes expenditure on:

» officer time
» consultancy
» travel and accommodation
» development of materials
» hosting and attendance of events
» training and development

Monitoring and Evaluation

Effective implementation also requires regular reporting. Council should be informed of advocacy programs as they are implemented. Advocacy progress reports will be produced and reported quarterly via the Councillors Information Bulletin.

In addition to ongoing progress reports, effective evaluation requires the monitoring of key performance indicators (KPIs). KPIs have been developed to reflect progress towards achievement of the Strategy's goals rather than simply the completion of actions. New monitoring systems may need to be established to allow ongoing monitoring of these KPIs.

Goal 1	Identify and commit to long and short term advocacy issues that will be persuaded by sound strategy and targeted action.
	KPI 1.1 Percentage of Advocacy Implementation Plans completed per year.
Goal 2	To identify and build ongoing relationships with parties that can influence decision making and provide the benefits being sought for the region.
	KPI 2.1 Level of commitment to support obtained from each member of the primary target audience.
Goal 3	Ensure that the region has the capacity to achieve its advocacy program whilst allowing for flexibility and capability to quickly respond to new emergent issues that may bring great benefit to the region.
	KPI 3.1 Amount of external funding received.
Goal 4	To develop the resources and collateral needed that best support the advocacy activities on behalf of Perth's Eastern Region.
	KPI 4.2 Effectiveness of resources developed.
Goal 5	To prepare our people to be the best advocates they can be to make Perth's Eastern Region the best it can be.
	KPI 5.1 Effectiveness of advocacy related training.

Appendix 1: Issues Outcomes and Messages Profile

The following table provides an example of how to articulate the relationship between issues, outcomes and key messages. The Profile will be regularly reviewed by the Advocate Steering Group and updated as outcomes are achieved or new outcomes added.

Issue 1	Outcomes	Key Message
Provision of affordable housing and housing choice for an increasing population.	**TOD** Forrestfield North Station precinct provides intergenerational and diverse range of housing choices.	The Forrestfield North Station precinct is a vital transit-oriented development opportunity that will provide much needed housing diversity to enable the City to meet its infill density targets as well as create an exemplar 21st century 'smart city' suburb.
	Heidelberg Park Rezone and facilitate the establishment of a residential aged care facility on the site.	The Heidelberg site is suitable de-constrained site available to address the under-supply of aged care accommodation in the Kalamunda hills area. This site provides a unique opportunity for Federal, State and Local Government to partner and create an exemplar world class 21st century inclusive style facility.
Issue 2	**Outcomes**	**Key Message**
An effective and integrated transport system.	**Kalamunda Cycle Plan** A funding commitment from the State government to initiate a cycle ways along major arterial roads leading into the hills will provide a greater safety to cyclist who have made Kalamunda a cycling destination.	

Appendix 2: Example Outcome Priority Matrix

Once Outcomes have been identified and listed into the City's advocacy program the outcome priority matrix allows the priority of outcomes to be compared across the nine key regional issues of priority. Priorities will be assessed by the Advocacy Steering Committee and then reported to Councillor for endorsement.

	Issue 1	Issue 2	Issue 3	Issue 4	Issue 5	Issue 6	Issue 7	Issue 8	Issue 9
Outcome 1	High	High	High	High	High	High	High	High	High
Outcome 2	High	Medium	High	High	Medium	Medium	High	High	High
Outcome 3	Medium	Medium	Medium	High	Medium	Medium	High	Medium	Medium
Outcome 4	Medium	Medium	Medium	Medium	Medium	Low	Medium	Medium	Medium
Outcome 5	Medium	Medium	Low	Low	Medium	Low	Medium	Medium	Medium
Outcome 6	Low	Medium	Low	Low	Low	Low	Low	Low	Medium
Outcome 7	Low	Low	Low	Low	Low	Low	Low	Low	Low

Appendix 3: Prioritisation Guideline

1. Provide answers to the ten questions.
2. Give each response a rating between 0 – 5.
   a. 1 = Low Importance
   b. 2 = Medium Importance
   c. 3 = High Importance
3. Add score and divide total by 10.
4. Round score to determine if Low, Medium or High.
5. Transfer to Outcome Priority matrix.

Criteria	Question	Detail	Rating 0 - 5
Health and Safety	What are the health and safety impacts without this issue being addressed?		
Reputation	What are the reputational impacts without this issue being addressed?		
Social/ Community Benefit	How will the community benefit from the issue being addressed?		
Legal/ Compliance	Will the City face any legal or non-compliance ramifications without the issue being addressed?		
Environment	What are the environmental impacts of the issue being addressed?		
	What are the environmental benefits of the issue being addressed?		
Financial	What is the return on investment from the issue go ahead?		
	What are the ongoing costs for the City to maintain the issue?		
	Can the City afford to maintain or operate?		
Economic	What are the economic benefits from the issue being addressed?		
Score			
	Total and divide by 10		

Appendix 4: Advocacy Implementation Template

ISSUE				
WG MEMBERS				
STATUS	Draft ☐	Endorsed ☐	Updated ☐	_____
OUTCOME				
OUTCOME MESSAGE				
BACKGROUND				

TARGET GROUPS (Groups, individuals that can influence the outcome)	STAKEHOLDERS (Potential partners, groups that will be affected)
T1	S1
T2	S2
T3	S3

BENEFITS (economic, environmental, social)
B1
B2

OPPORTUNITIES (i.e. funding programs, potential partners, media attention)	BARRIERS (i.e. cost, lack of political support, poor understanding of the issue)
OP1	B1
OP2	B2
OP3	B3

ACTION PLAN (Actions needed to achieve outcome i.e. apply for funding, gain media support, write to target audiences etc.)
A1
A2

EVALUATION (mechanisms to evaluate progress towards outcomes)

ATTACHMENTS (relevant materials & further information i.e. position papers, reports)
A1
A2

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