

## 8.4. Community Strategic Plan Review - Engagement Strategy

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### ATTACHMENTS:

1. Attachment 1 - CSP Review Engagement Strategy [8.4.1 - 8 pages]
2. Attachment 2 - IPR Review Workplan Overview [8.4.2 - 1 page]

### PURPOSE:

This report sets out the statutory responsibilities of Council in reviewing the Integrated Planning and Reporting (IP&R) suite of plans and seeks endorsement of the Community Engagement Strategy to guide the review of the North Sydney Community Strategic Plan. The strategy outlines the proposed engagement process and timeframes.

### EXECUTIVE SUMMARY:

The revised IP&R Guidelines and Handbook were released by the NSW Office of Local Government on 7 September 2021, together with Circular 21-28. The Circular detailed the key changes in IP&R requirements following commencement of a number of amendments to the *Local Government Act 1993* (the Act) and the *Local Government Amendment (Governance and Planning Act) 2016*, which were initially notified in 2016. The provisions have now commenced and are applicable to Council's next suite of IP&R plans. The changes in the Act reinforce the pivotal role of the IP&R framework in guiding all council planning and decision making.

In accordance with legislative requirements, following each local government election the Council must review its IP&R suite of plans. The newly elected Council must complete the review, inclusive of the preparation and adoption of the following components, by 30 June 2022:

- a) Community Strategic Plan
- b) Delivery Program
- c) Resourcing Strategy.

It is noted that despite the deferment of the election there have been no changes to the IP&R timeframes. The recent release of the revised guidelines and the delay in the conduct of the election has impacted the available time for engagement.

North Sydney Council has for almost 30 years had a long-term strategic plan in place, which has evolved into the *North Sydney Community Strategic Plan* last adopted in 2018. Given the time constraints, it is proposed that the Community Strategic Plan be refreshed rather than be replaced by a completely new plan.

Attachment 1 details the proposed engagement strategy for this review of the Community Strategic Plan. The Strategy's intended audience is the community/external stakeholders. To ensure adequate time is provided for stakeholder consultation, it is recommended that engagement commence from October 2021. This ensures that the proposed feedback stages can be accommodated by June 2022, and aims to equip the incoming Council, with the community's input and internal prioritisation of resources/existing commitments. This information will be used to finalise preparation of the draft Community Strategic Plan, Resourcing Strategy and Delivery Program.

Attachment 2 provides a high-level overview of how and when the key stakeholders will be engaged in the various phases of the IP&R Review.

It is recommended that the Community Engagement Strategy set out in Attachment 1 be adopted.

**FINANCIAL IMPLICATIONS:**

\$25,000 for engagement/promotion has been allocated for the IP&R Review in the 2021/22 budget. It is intended that any funds not spent on engagement will be used to implement a marketing plan, to instilling widespread awareness of the Community Strategic Plan after it is adopted.

**RECOMMENDATION:**

**1. THAT** the Council adopt the Community Engagement Strategy to inform review of the Community Strategic Plan and note the preparation timetable.

## LINK TO COMMUNITY STRATEGIC PLAN

The relationship with the Community Strategic Plan is as follows:

### 5. Our Civic Leadership

5.1 Council leads the strategic direction of North Sydney

5.3 Community is informed and consulted

## BACKGROUND

The following details the past iterations of North Sydney's Community Strategic Plan:

1996	Council's first long term strategic plan was adopted.
2004	Council adopted the <i>2020 Vision</i> consisting of 10 Strategic Directions (key themes), with the first progress report delivered in 2008.
2009/2010	Council was amongst the first in the state to prepare its corporate plans in accordance with IP&R legislation, participating as a 'Group 1 council'. The <i>2020 Vision</i> second iteration was adopted in November 2009 and again in June 2010 following further public exhibition in line with preparation of the first <i>Delivery Program</i> and <i>Resourcing Strategy</i> . The Strategic Directions had reduced from 10 to 5.
2012/13	The 2012/13 Community Strategic Plan review process validated the previous plan and considered new and emerging challenges and opportunities and community priorities for the coming years. The draft plan was exhibited for 28 days with the final <i>Community Strategic Plan 2013-2023</i> , <i>Delivery Program 2013-2017</i> and <i>Resourcing Strategy 2013-2023</i> (with three integrated components) adopted on 17 June 2013.
2017/18	The most recent review was undertaken in 2017/18 in accordance with the adopted project-specific Community Engagement Strategy. This included an initial engagement phase followed by the public exhibition of the draft plan, together with the draft <i>Delivery Program</i> and draft <i>Resourcing Strategy</i> and was adopted on 25 June 2018.
2019	The <i>Resourcing Strategy 2018-2028</i> and <i>Delivery Program 2018-2022</i> were re-adopted on 29 January 2019 following a further public exhibition period from 1 November 2018 to 16 January 2019 in line with the proposed special rate variation under and minimum rate increase under the adopted Long-Term Financial Plan scenario. The Long-Term Financial Plan component of the <i>Resourcing Strategy</i> was subsequently re-adopted annually following concurrent public exhibition of the amended plan with each draft <i>Operational Plan &amp; Budget</i> .

## CONSULTATION REQUIREMENTS

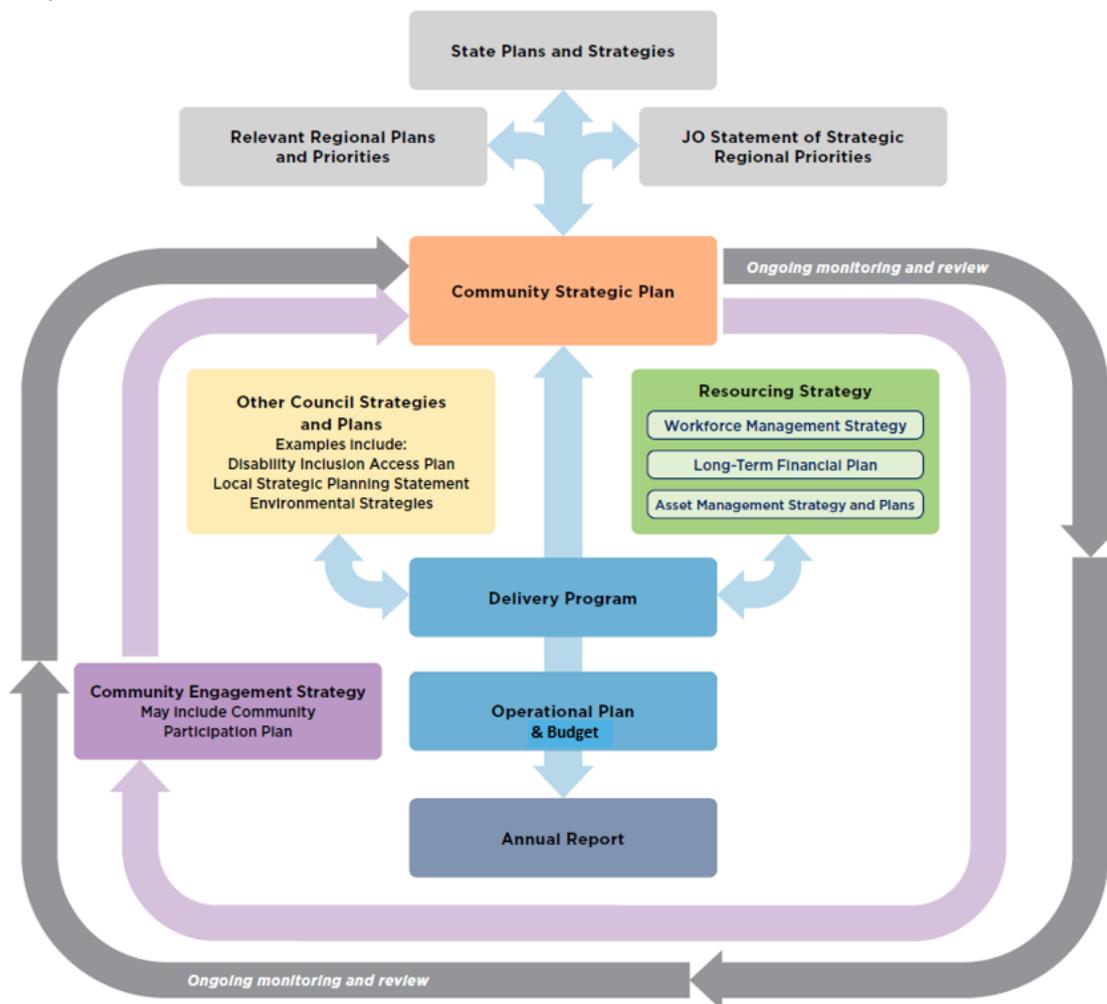
Community engagement will be undertaken in accordance with Council’s Community Engagement Protocol and the project-specific engagement strategy.

## DETAIL

### 1. Legislative Requirements

The revised IP&R Guidelines and Handbook were released by the NSW Office of Local Government on 7 September 2021, together with Circular 21-28 which detailed the key changes in IP&R requirements following commencement of a number of amendments to the *Local Government Act 1993* (the Act) and the *Local Government Amendment (Governance and Planning Act) 2016*, which were initially notified in 2016 i.e. these provisions have now commenced and are applicable to Council’s next suite of IP&R plans.

The Act changes reinforce the pivotal role of the IP&R framework in guiding all council planning and decision making. The key components are shown in the IP&R diagram that has been updated to reflect the 2016 amendments to the Act.



Source: OPLG IP&R Guidelines 2021, p5

The key legislative components, inclusive of the newly commenced provisions, are summarised below.

## **1.1 Community Strategic Plan**

In accordance with the Act, each council must develop and endorse a Community Strategic Plan on behalf of its community, covering a minimum period of 10 years. It is an aspirational plan that describes the desired future for the North Sydney local government area (LGA). It must address a broad range of issues relevant to the whole community. While this is the highest-level plan that a council prepares, it is to be developed and delivered in partnership between the council, state agencies, business and industry groups, community groups and individuals i.e. Council is the custodian of the plan.

By 30 June 2022, Council may, as appropriate, re-endorse their existing plan or develop and endorse a new plan, to ensure the North Sydney LGA has a Community Strategic Plan in place covering at least the next 10-years i.e. 2022/23-2031/32. The deferred Local Government election places time constraints of the plan's preparation, so consistent with past practice it is proposed that the current plan be refreshed.

The benefits of this approach include:

- retaining the current Strategic Directions structure which largely aligns to the organisational structure;
- reduced impact on the current budget coding, which is aligned to the current plan's outcomes;
- maximising available resources and opportunities for several phases of external engagement; and
- allowing sufficient time investment into the new term of Council preparing the Delivery Program and Resourcing Strategy.

Despite the deferment of the election there have been no changes to the IP&R timeframes. The recent release of the revised guidelines and the delay in the conduct of the election has impacted the available time for engagement.

So that the CSP can be adopted by Council by 30 June 2022, it will be necessary for the draft for public exhibition to be completed by April 2022 (reported to Council in March 2022 for endorsement to exhibit). The CSP will be due for review in the next term of Council in two years and nine months. For these reasons a refresh of the CSP is recommended.

### **1.1.1 Community Engagement Strategy**

Previously councils were required to prepare a project-specific engagement strategy tailored to each review of the Community Strategic Plan. This requirement has now been expanded; councils are now required to prepare and endorse (by 31 December 2024) a *Community Engagement Strategy*, as prescribed by section 402A of the Act, which is an over-arching strategy, used to inform the engagement of all its plans, policies, programs and key activities

(other than routine administrative matters), inclusive of identification of relevant stakeholder groups within the community and methods to be used to engage with each group.

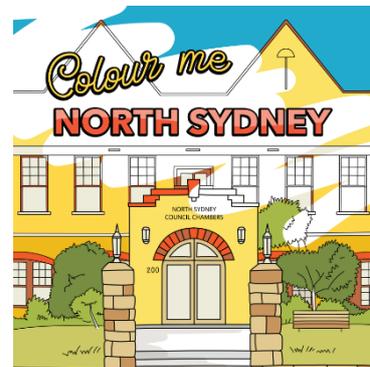
North Sydney Council fulfils this requirement via its *Community Engagement Protocol* which was reviewed in 2019. In anticipation of the commencement of this new provision, Council integrated the mandatory Community Participation Plan requirements under the *Environmental Planning & Protection Act 1979* into its Protocol, which outlines our corporate engagement methodology consistent with the International Association for Public Participation's (IPA2) best practice *Public Participation Spectrum*.

In accordance with our Protocol, project-specific engagement strategies must be prepared per proposal ensuring that the engagement methods employed best suit each project and its key stakeholders. An engagement strategy (Attachment 1) has been prepared for the Community Strategic Plan review. It identifies the stakeholders, details the inform and consult methods to be employed and the key milestones. It acts as a statement of commitment regarding how and when stakeholders can expect to be engaged with by Council, inclusive of the mandatory minimum 28-day public exhibition of the draft plan.

To ensure adequate time is provided for consultation, due to the deferred Local Government election, it is recommended that engagement commence from October 2021. This will ensure that the proposed various feedback stages can be adequately accommodated by June 2022. A key benefit to this approach is that the new term of Council, following induction, equips the incoming Council, with the community's input and internal prioritisation of resources/existing commitments to finalise preparation of the draft Community Strategic Plan, Resourcing Strategy and Delivery Program.

The recommended engagement methods capitalise on the restrictions imposed under the COVID-19 Public Health Order that are forecast to continue until late 2021 by including numerous online options. Should restrictions ease significantly, additional interactive/in-person methods can be added.

As an incentive/token of appreciation, a colouring book about the North Sydney LGA, designed by a local artist and mini pencil pack (with NSC logo), will be posted to interested participants. The colouring book is suitable for children and adults alike, showcasing iconic North Sydney landmarks and our hidden gems.



In addition to the feedback gathered via the methods outlined in Attachment 1, preparation of the revised plan will also be informed by the 2020 Customer Satisfaction Survey (reported to Council in May 2020), the 2021 Liveability Census (reported under separate cover) and recent consultations informing Council's supporting strategies and plans, including the Local Strategic Planning Statement, Environmental Sustainability Strategy 2030, Smart City Strategy, Visitor Economy Strategy.

### **1.1.2 End of Term Report**

This year is the last time that Council must prepare and present an End of Term Report to the last meeting of the outgoing term of Council, updating the community on how we are progressing towards achieving the objectives of the current Community Strategic Plan. The End of Term Report, covering the period 2018-2021, will be presented to the last Council meeting of this term, on 8 November 2021.

Effective following the 2024 election, councils will instead be required to report on the Community Strategic Plan's implementation progress and its effectiveness via a State of Our City/Shire Report.

### **1.2 Delivery Program (includes Financial Estimates)**

For its part in delivering the Community Strategic Plan, Council must prepare a 4-year Delivery Program, commencing on 1 July 2022. The Delivery Program is a statement of commitment - outlining what it intends to do towards achieving the Community Strategic Plan strategies within the limits of the resources available under the Resourcing Strategy i.e. it is a single point of reference for all principle activities to be undertaken by the Council during its term of office and what its priorities will be. The Delivery Program must include financial estimates for Council's budget position for the 4-year period.

Supporting the Delivery Program are annual Operational Plans inclusive of a detailed budget - spelling out the details (the individual projects/actions) of the Delivery Program that will be undertaken each financial year to achieve the commitments made in the Delivery Program. Preparation of the Delivery Program and annual Operational Plan must include a public exhibition of the draft plan for a minimum of 28-days prior to final adoption.

A new requirement under the revised IP&R Guidelines, that brings non-amalgamated councils in line with new/merged councils, is that the Delivery Program must identify areas of service that Council will review during its term, this links to the requirement that the plan address ongoing improvements to the efficiency, productivity, financial management and governance of the council.

#### **1.2.1 Supporting Plans and Strategies**

While the IP&R framework is prescribed by the Act, other legislation/state agencies require additional strategic planning by councils e.g. in relation to land use planning (Local Strategic Planning Statement), community inclusion (Disability Inclusion Act Plan) and equal employment opportunity. Councils can also identify additional key strategic planning work to support the Community Strategic Plan. At North Sydney Council these are referred to as 'supporting plans and strategies' e.g. Economic Development Strategy, Transport Strategy and ICT Strategy; they sit below the Community Strategic Plan in the IP&R hierarchy and generally reflect its principles, values and objectives. In turn, these plans inform the Resourcing Strategy and Delivery Program/Operational Plan. Additionally, there are state and regional planning frameworks that inform and are informed by the IP&R suite of plans e.g. North District Plan.

It is also noted that the recently issued draft Guidelines for Risk Management and Internal Audit for Local Government in NSW (OLG) provides that it is part of the role of the Audit, Risk and Improvement Committee to advise the General Manager and Council on:

- the adequacy and effectiveness of the Council's IP&R processes
- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives; and
- whether the Council is successful implementing and achieving its IP&R objectives and strategies.

### **1.3 Resourcing Strategy**

The Community Strategic Plan provides a vehicle for expressing long-term aspirations; however these cannot be achieved without sufficient resources (time, money, assets and people) to carry them out. Council must prepare and adopt a long-term Resourcing Strategy that articulates to the community how it intends to resource its functions, including implementing the Community Strategic Plan strategies. It consists of three components – long term financial planning, long term asset management planning and medium-term workforce planning, directly aligned to the Delivery Program.

#### **1.3.1 Long-Term Financial Planning**

There are no significant changes to the Long-Term Financial Plan requirements, which must include planning assumptions, sensitivity analysis and financial modelling for different scenarios e.g. planned/optimistic/conservative, covering a period of at least 10 years. The draft plan must be exhibited for a minimum of 28 days.

#### **1.3.2 Asset Management Planning**

Councils must account for and plan for all existing assets under its control, and any new asset solutions proposed in its Community Strategic Plan/Delivery Program. Councils must prepare an Asset Management Policy, Asset Management Strategy and Asset Management Plans for each class of assets, covering a period of at least 10 years, to support the Community Strategic Plan/Delivery Program. The new requirements of the asset management plans for each asset class are that they must be adopted by Council (where previously only required to be prepared), and in addition to containing long term projections for asset maintenance, rehabilitation, and replacement, must now also include forecast costs.

#### **1.3.3 Workforce Management Planning**

The Workforce Management Strategy addresses the human resourcing requirements of the Delivery Program hence its alignment in 4-year outlook. The new requirements are that it must be adopted by Council (where previously only required to be prepared) and that relevant strategies contained in the Workforce Management Strategy must be reflected in the Delivery Program/Operational Plan, and the costs associated with delivering the Workforce Management Strategy must be reflected in the Long-Term Financial Plan, to strengthen the integration between the plans.

## 2. Review Timetable

As detailed above, Attachment 1 details the proposed engagement strategy for review of the Community Strategic Plan component of Council's IP&R Framework which includes generic reference to the other planning components. The Strategy's intended audience is the community/external stakeholders.

Attachment 2 provide a high-level overview of how and when the key stakeholders will be engaged in the various phases of the IP&R Review. Note: Timings are indicative and subject to consultation with the incoming term of Council.

As noted above, to ensure adequate time is provided for stakeholder consultation, it is recommended that engagement commence from October 2021 due to the deferred timing of the Local Government election. This ensures that various feedback stages can be adequately accommodated. The incoming Council, following induction, can make decisions informed by the community's input and internal prioritisation of resources/existing commitments in preparing of the draft Community Strategic Plan, Resourcing Strategy and Delivery Program.

## 3. Responsibilities

The Act has been updated to clearly define the roles and responsibilities of the governing body, mayors, councillors and general manager in respect of IP&R, including the required level of involvement in the development of each planning layer. These are summarised as follows.

<p><b>The governing body</b> is to (sections 223(1)(b)-(g)):</p> <ul style="list-style-type: none"><li>• provide effective civic leadership to the local community</li><li>• ensure as far as possible the financial sustainability of the council</li><li>• ensure as far as possible that the council acts in accordance with the principles set out in Chapter 3 of the Act and the plans, programs, strategies and policies of the council</li><li>• develop and endorse the Community Strategic Plan, Delivery Program and other strategic plans, programs, strategies and policies of the council</li><li>• determine and adopt a rating and revenue policy and Operational Plans that support the optimal allocation of the council's resources to implement the strategic plans (including the Community Strategic Plan) of the council and for the benefit of the local area</li><li>• keep under review the performance of the council, including service delivery.</li></ul>	<p><b>The mayor</b> is to (section 226(g)-(k)):</p> <ul style="list-style-type: none"><li>• ensure the timely development and adoption of the strategic plans, programs and policies of the council</li><li>• promote the effective and consistent implementation of the strategic plans, programs and policies of the council</li><li>• promote partnerships between the council and key stakeholders</li><li>• advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of the council</li><li>• in conjunction with the general manager, ensure adequate opportunities and mechanisms for engagement between the council and the local community.</li></ul> <p><b>Councillors</b> (section 232 (1)(c)) are to:</p> <ul style="list-style-type: none"><li>• participate in the development of the documents of the IP&amp;R framework.</li></ul>	<p><b>The general manager</b> is to (sections 335 (a), (c)-(e), (j)):</p> <ul style="list-style-type: none"><li>• conduct the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council</li><li>• advise the mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the council</li><li>• advise the mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the council and other matters related to the council</li><li>• prepare, in consultation with the mayor and the governing body, the council's Community Strategic Plan, Community Engagement Strategy, Resourcing Strategy, Delivery Program, Operational Plan and Annual Report</li><li>• implement the council's Workforce Management Strategy.</li></ul>
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Source: OPLG IP&R Guidelines 2021, p11

**COMMUNITY ENGAGEMENT STRATEGY**



**Community Strategic Plan Review**

**1. Introduction**

This Engagement Strategy outlines how Council will engage stakeholders in the review of the *North Sydney Community Strategic Plan*.

All NSW councils use the Integrated Planning and Reporting (IP&R) framework to guide their planning and reporting activities in accordance with legislative requirements. The IP&R framework allows councils to draw their various plans together, to understand how they interact and inform each other, and to get the maximum benefit from their efforts by planning holistically for the future. The IP&R framework begins with the Community Strategic Plan, which sets out a vision, outcomes and strategic actions, and a reporting structure to communicate progress to the Council and its community.

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area (LGA), it is not wholly responsible for its implementation. Other partners, such as state agencies, non-government organisations, business and industry, community groups and individuals may also be engaged in delivering the strategies within the plan. For its part in implementing the plan, Council details its responsibilities within the accompanying long-term Resourcing Strategy and a 4-year Delivery Program.

**1.1 Council’s Community Engagement Policy and Protocol**

This Engagement Strategy has been prepared in accordance with Council’s *Community Engagement Policy* and *Community Engagement Protocol*<sup>1</sup>. The Protocol is used to determine the ‘level(s) of impact’ applicable to this project. This project has been determined as:

LEVEL OF IMPACT	LEVEL OF ENGAGEMENT
High - LGA Wide	Inform, Consult, Involve

Council used the framework shown in Table 1.1 to select the most appropriate level(s) of engagement for this project, to ensure an appropriate range of engagement methods are offered.

North Sydney Council Community Engagement Framework	
LEVEL	DESCRIPTION
Inform	Providing balanced and objective information to help the community understand problems, alternatives, opportunities and/or solutions
Consult	Obtain public feedback on alternatives and/or decisions
Involve	Work directly with the community throughout the process to ensure that public concerns and aspirations are consistently understood and considered
Collaborate	Partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution

Table 1.1 Derived from the IAP2 Public Participation Spectrum

<sup>1</sup> Compliant with the Community Engagement Strategy requirement under section 402a of the Local Government Act 1993.

## **2. Background**

North Sydney Council has for many years had a long-term strategic plan in place, with the first iteration adopted in 1996. Subsequent reviews of the plan have built-on and refreshed its core themes.

The purpose of the plan is to identify the community's main priorities and aspirations for the future, and to plan strategies for achieving these. In doing this, the review process must consider the issues and pressures that may affect the community into the future and the level of resources that will realistically be available to achieve its aims and aspirations.

The postponement of local government elections from 4 September 2021 to 4 December 2021, does not alter the requirement under the *Local Government Act 1993* for councils to review and adopt their Community Strategic Plan before 30 June 2022 and to establish a 4-year Delivery Program for the period commencing on 1 July 2022.

While councils must adopt the revised Community Strategic Plan 30 June 2022, there is no requirement to develop a whole new plan. To this end, given the 'shortened' preparation timeframe, Council will not develop a 'new' plan, rather it will build on and refresh the 2018 plan. This decision guides the scope of the engagement activities to be offered as part of the Community Strategic Plan review and the preparation of the supporting plans. The review will also draw on the findings of recent Council consultation used to inform the preparation of other key planning documents, known as supporting plans and strategies to our IP&R Framework.

## **3. Community Engagement Strategy**

### **3.1 Who are our community stakeholders?**

The Engagement Strategy identifies the following stakeholders to engage with:

- residents/ratepayers (including Precinct Committees)
- businesses/ratepayers (including Chambers of Commerce)
- community groups and organisations including peak bodies, interest groups and support groups including playgroups
- hard to reach target groups e.g. young people, students, workers
- educational institutions/schools
- visitors/tourists
- government - federal and state agencies and neighbouring councils
- media
- Councillors
- Council staff

### **3.2 Key Communication Messages**

- the Community Strategic Plan is a broad document that considers the community's key priorities and expectations for the future of the North Sydney LGA and responds with long term strategies for achieving these priorities.
- all future supporting plans and subsequent Council decisions will be aligned to the Community Strategic Plan. However, Council is not the only stakeholder responsible for working towards meeting the agreed priorities and expectations. While Council is the plan's 'custodian', it is

whole of community plan and external stakeholders are also responsible for ensuring its successful implementation.

- in accordance with IP&R legislation, this Engagement Strategy guides the review of the Community Strategic Plan and accompanying suite of Council IP&R plans. Council values stakeholder participation in the review. Council will be open and transparent with the community on how their feedback has been incorporated into the overall planning process; however, the final decision on priorities and levels of service provision included in the Delivery Program and Resourcing Strategy will be made by the Council in accordance with available resources.

### 3.3 Guiding Principles

The following principles guide the Community Strategic Plan review:

- Consult and collaborate* - Council will engage with stakeholders in an open and meaningful way within the constraints of the COVID Public Health Orders. Council will collaborate closely with relevant government entities; these relationships are particularly important as we work towards the shared goal of improving the social, economic, environmental and governance i.e. quadruple bottom line (QBL) outcomes for North Sydney LGA.
- Drive improved outcomes* - Council's capacity to both respond to and influence our QBL considerations will not always be easy, but we will seek to achieve possible outcomes across all these domains.
- Integrate land use, asset management, workforce management planning and community strategic planning* - Council recognises the importance of aligning land use, asset management and workforce management planning with its strategic planning. This integration will ensure that we achieve improved QBL outcomes from land use, financial, asset management and workforce management.
- Use evidence wisely* - Council will draw on detailed, objective evidence to support better, more informed decision making. The evidence we use will be shared with the community. Transparency will ensure our assumptions and methodologies are scrutinised and enhance community discussion.
- Promote responsible funding and financing* - Council's fiscal position is relatively sound. However, over the long term, revenue growth may struggle to keep pace with the required expenditure growth, this may mean needing to make hard choices about what to fund and what not to fund. It also means making decisions about how and when the community pays for things. This includes value for money and considering all the funding and financing options available.
- Be open to change* - Council recognises that improving outcomes rests, in part, on our willingness to embrace change to our advantage. This could mean adapting existing assets, building flexibility into planning processes and responding to or adopting new technologies.

### 3.4 Timetable

The Community Strategic Plan review and development of the accompanying IP&R plans will commence in October 2021, with final adoption by Council in June 2022. During this period engagement activities will be sequenced so that the final documents reflect community aspirations and expectations and are adequately informed by QBL issues.

Phase	Timing
1. Research and Scoping	Aug-Sep 2021
2. Identify aspirations and expectations	Oct 2021-Feb 2022

## Community Strategic Plan Review - Engagement Strategy

Page 4

Phase	Timing
3. Develop, allocate and cost strategies	Mar-Apr 2022
4. Prepare draft IP&R suite of plans	May 2022
5. Finalise plans post exhibition	Jun 2022

### 3.4.1 Phase 1 - Research and Scoping

During this phase we will gather information in response to the following key questions:

- What do we know about our community?
- What are the key challenges and opportunities affecting our community into the future?
- What legislative requirements, including state and regional plans, inform Council decisions?

This phase involves, but is not limited to:

- End of Term Report 2021* - reports progress against the achievements of the current Community Strategic Plan including the sustainability indicators.
- Key Challenges and Opportunities - the paper will identify current and emerging issues identified from recent Council consultation, detail major projects/works underway by Council and other stakeholders.
- Data - including 2016 ABS Census data<sup>2</sup>, profile.id, 2020 Customer Satisfaction Survey, 2021 Liveability Census, and recent consultations conducted by Council will be used to inform the Community Strategic Plan and supporting plans.

### 3.4.2 Phase 2 - Identify aspirations and expectations

During Phase 2 we will consult stakeholders seeking to identify/reaffirm the following:

- What do you value most about the North Sydney LGA?
- What would you like to see improved or changed?
- What are your top 2-3 priorities for the future of North Sydney LGA?

These open-ended questions will be incorporated into the consultation methods employed. The questions will be asked of all stakeholders and the findings compared against the current outcomes and strategies in the *North Sydney Community Strategic Plan 2018-2028*.

Stakeholder participation in Phase 2 is very important. An awareness campaign has been designed to inform stakeholders of the various opportunities to have a say, and to maximise participation.

Method	Target Stakeholders	Engagement Level	Purpose
Webpage	All	Inform/Consult	Provide information about the project and direct people to how they can have a say e.g. consultation opportunities.
Media Release	All	Inform	
Advertisements	All	Inform	
North Sydney News	All	Inform	
Notice Boards	All	Inform	
Banner/signage	All	Inform	
Social Media - Facebook, Twitter and Instagram	All, including existing followers and local	Inform	

<sup>2</sup> 2021 Census data will not be available until mid-2022.

## Community Strategic Plan Review - Engagement Strategy

Page 5

Method	Target Stakeholders	Engagement Level	Purpose
	groups with social media accounts		
e-Newsletters	Subscribers of Council's various subscriptions	Inform	
Direct email/letter	2018 Review participants/submitters	Inform	
	Education Institutions	Inform	
	Parent groups (P&Cs)	Inform	
	Playgroups	Inform	
	Businesses	Inform	
	Reference Groups - citizen members	Inform	
	State agencies	Inform	
Precinct System <sup>3</sup>	Active Precinct Committees	Inform	Encourage Precinct Committees to promote engagement to their members and to seek feedback
Online Information Session	All	Inform	Provide overview of the Annual report 2020/21 and End of Term Report 2021

Council will offer various feedback methods between October 2021 to February 2022, allowing the community to participate via their preferred method, and at times that best suit their needs and commitments. A North Sydney colouring book and pencil pack will be offered as an incentive for participating in Phase 2. The colouring book depicts the North Sydney LGA. Consultation methods are not listed in priority order:

Method	Target Stakeholders	Engagement Level	Purpose
Artwork Template	Primary school students (5-12 years) and children 0-5 years (including childcare centres)	Consult	Invite children to visually depict their vision of the future "When I grow up North Sydney will look like..." <sup>4</sup> .
#tag Photo Album	All	Consult	Share what stakeholders they love most about the North Sydney LGA
Story Sharing	All	Consult	A positive online space where stakeholders can tell their stories and experiences about something positive that happen to them within the North Sydney LGA that they would like to share with other.

<sup>3</sup> North Sydney Community Precinct System was established in the late 1970s, encouraging residents, workers, students and property owners to take an active role in providing input into the operations of Council. Precinct Committees are organised by community members and are advisory. Precinct meetings are one avenue for informing Council of community opinion and maintaining two-way communication between community members and Council staff/Councillors

<sup>4</sup> Selected artworks and photos will feature in the final plan, Delivery Program or Resourcing Strategy. Contributors will be credited on all published artworks/photos.

## Community Strategic Plan Review - Engagement Strategy

Page 6

Method	Target Stakeholders	Engagement Level	Purpose
Online Mapping Tool	All	Consult	Stakeholders can “pin-point” location to identify issues/priorities.
Online Survey	All	Consult	Prioritisation of the current plan’s directions, outcomes and strategies. Identification of new issues and priorities.
Submissions	All	Consult	Free form feedback accepted by email or posted letter as well as via online form. <sup>5</sup>
Online Round Tables (various)	Community groups and organisations including peak bodies and the Combined Precincts Committee	Consult	Bring together key stakeholders to prioritise the current plan’s framework and identify issues/priorities and suggest solutions. Feedback can also inform supporting plan/strategy development.
Meetings	State agencies	Consult	One-on-one meetings with key agencies.

A consultation outcomes report will be produced and made publicly available at the conclusion of Phase 2.

### 3.4.3 Phase 3 - Developing, allocating and costing strategies

Phase 3 involves the collation and analysis of the Phase 2 feedback. All issues identified will be sorted according to which stakeholders have direct responsibility. Issues and strategies that are not the responsibility of Council will be directed to the relevant agency for consideration. Resourcing will be identified for Council-owned strategies based on the identified levels of service, forming the basis of the Delivery Program and Resourcing Strategy.

Note: During the analysis customer requests will be identified. Specific concerns identified that could potentially be addressed more quickly, than via the IP&R suite of plans, will be conveyed to the relevant work area of Council for consideration and appropriate action.

### 3.4.4 Phase 4 - Prepare draft IP&R suite of plans

This Phase involves the preparation of the draft IP&R plans, including the revised the Community Strategic Plan, and their public exhibition (minimum 28 days per legislative requirement). During the exhibition period the documents will be available for viewing online (and pending the relaxing of COVID restrictions, hard copies will be made available at Council’s Customer Service Centre, Stanton Library, Coal Loader Centre for Sustainability and Planet X Youth Centre). The following inform/consult methods will be employed; not listed in priority order:

Method	Target Stakeholders	Engagement Level	Purpose
Webpage	All	Inform/Consult	Promote opportunity to provide feedback, invite submissions
Media Release	All	Inform	
Advertisements	All	Inform	
North Sydney News	All	Inform	

<sup>5</sup> For more information about how to make a written submission refer to Council’s Information Sheet: Making a Submission to Council.

**Community Strategic Plan Review - Engagement Strategy**

Page 7

Method	Target Stakeholders	Engagement Level	Purpose
Notice Boards	All	Inform	
Banner/signage	All	Inform	
Social Media - Facebook, Twitter and Instagram	All, including existing followers and local groups with social media accounts	Inform	
e-Newsletters	Subscribers of Council's various subscriptions, plus Keep Inform eNews <sup>6</sup>	Inform	
Precinct System <sup>7</sup>	All Active Precinct Committees	Inform	Encourage Precinct Committees to promote engagement to their members and to seek feedback
Online Information Session/s	All	Inform	Promote/explain the draft plans and encourage feedback. Includes Q&A.
Submissions	All	Consult	Free form feedback accepted by email or posted letter as well as via online form.

**3.4.5 Phase 5 - Final Community Strategic Plan Preparation**

Once adopted, the final engagement step involves increasing promotion and awareness of the new Community Strategic Plan. To do this we will undertake the following activities in June-August 2022:

- a) Communication Plan including branding - will be developed outlining the publicity methods to be employed to ensure widespread awareness of the Community Strategic Plan throughout the life of the plan.
- b) Launch Event(s) - will be conducted celebrating the involvement of stakeholders in the development of the new Community Strategic Plan. Exhibition of the artwork, video and photo entries will be held as part of the launch event(s), subject to COVID restrictions.

**4. Opportunity Cost/Rationale**

There is a financial cost to Council to achieve a high-quality engagement process. If the process is robust and there is community ownership of the decisions made, then long term savings will result.

Insufficient or poor-quality engagement can result in poor long-term decisions requiring further resources to rectify. Aspirational objectives need to be informed by minimal levels of service that Council is legislatively required to provide as well as service levels expected by the community. There is a likely risk that the priorities identified in the revised IP&R Framework will be unachievable if engagement activities do not link aspirational objectives with realistic expectations.

<sup>6</sup> Includes past participants (2018) and Phase 2 respondents.

<sup>7</sup> North Sydney Community Precinct System was established in the late 1970s, encouraging residents, workers, students and property owners to take an active role in providing input into the operations of Council. Precinct Committees are organised by community members and are advisory. Precinct meetings are one avenue for informing Council of community opinion and maintaining two-way communication between community members and Council staff/Councillors.

The aim of a high-quality community engagement process is to drive sustainable decision making. This means the community and Council find common ground and make decisions that benefit current and future generations. The process will help elected officials to understand and respond to their community's hopes, dreams, issues and concerns over the long term and not only for their limited term in office.

#### **5. Further Information**

For further information contact Council's Manager Corporate Planning & Engagement, Jenny Gleeson:

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**Attachment 2. IPR Review Workplan by Stakeholder**

Stakeholder	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22
Councillors	Adopt Engagement Strategy		Endorse EOT Report 2021/Annual Report	Election	Induction - IP&R Module	CSP workshop - feedback presentation/ determine vision	Endorse draft CSP for public exhibition/ DP & RS workshop 1	DP & RS workshop 2	Endorse draft DP & RS for public exhibition	Adopt final CSP, DP & RS (post exhibition)
MANEX	Endorse draft Engagement Strategy	Endorse draft EOT Report/Annual Report	Review Corporate Values		Review draft CSP	CSP feedback presentation	Endorse draft CSP v1	Finalise draft CSP v2, prepare draft DP & RS	Endorse draft DP & RS	Endorse CSP Marketing Plan
Extended MANEX	IP&R Review Briefing		CSP review workshop			Draft CSP Briefing	Draft RS Briefing	Draft DP/OP Briefing		Final CSP, DP & RS Briefing
Departments/ Staff	Finalise EOT Report	Finalise EOT Report	CSP review meetings 1:1	DP/OP meetings 1:1 - part 1		DP/OP meetings 1:1 - part 2	Finalise draft DP/OP	Draft CSP public exhibition	Draft DP & RS public exhibition	Final CSP, DP & RS Briefing
External agencies/groups		CSP preliminary engagement	CSP preliminary engagement	CSP preliminary engagement			Draft CSP public exhibition	Draft CSP public exhibition	Draft DP & RS public exhibition	
Community		CSP <sup>1</sup> preliminary engagement	CSP preliminary engagement	CSP preliminary engagement			Draft CSP <sup>2</sup> public exhibition	Draft CSP public exhibition	Draft DP & RS <sup>3</sup> public exhibition	

Legend: EOT= End of Term Report; CSP = Community Strategic Plan; RS = Resourcing Strategy; DP = Delivery Program and OP = Operational Plan

Councillors	MANEX	Departments/Staff	Community/External Stakeholders
<ul style="list-style-type: none"> <li>Phase 1A - adopt Engagement Strategy; endorse End of Term Report/Annual Report</li> <li>Phase 1B - Induction: IP&amp;R Framework and current suite of plans; data overview</li> <li>Phase 2 - review current CSP &amp; vision statement; input into new CSP</li> <li>Phase 3 - input into DP &amp; RS; endorse draft plans</li> <li>Phase 4 - endorse final plans post exhibition</li> </ul> <p>Note: phases align with the CSP Review Engagement Strategy</p>	<ul style="list-style-type: none"> <li>Phase 1 - finalise EOT Report/Annual Report; Review corporate values</li> <li>Phase 2 - finalise/endorse draft CSP finalise review including identifying the strategies that are the responsibility of Council</li> <li>Phase 3 - consolidated project/ budget requests identified by review of Divisional feedback; endorse draft RS &amp; DP for reporting to Council</li> <li>Phase 4 - endorse final plans (post exhibition) for reporting to Council</li> </ul>	<ul style="list-style-type: none"> <li>Phase 1 - contribute to finalisation of EOT</li> <li>Phase 2 - identify/reaffirm CSP; identify new/prioritise DP projects/budget requests</li> <li>Phase 3 - review/finalise draft plans</li> <li>Phase 4 - public exhibition: final opportunity to identify edits</li> </ul>	<ul style="list-style-type: none"> <li>Phase 1 - promote EOT Report (after the election)</li> <li>Phase 2 - identify key issues and priorities per Engagement Strategy</li> <li>Phase 3 - liaison with state agencies and other stakeholders regarding CSP priorities that are not Council's responsibility</li> <li>Phase 4 - public exhibition: final opportunity to identify edits</li> </ul>

<sup>1</sup> 8 weeks - 6 October to 10 December 2021

<sup>2</sup> 28 days

<sup>3</sup> 28 days