



A community collaboration

The new 2028 Community Strategic Plan

PROJECT PLAN

Prepared by Manager Governance Services, June 2017

1. Executive summary

Our vision, priorities and aspirations for the future are encompassed in the Community Strategic Plan – it is a collective document that is facilitated by Council in collaboration with the community and other partners.

Council will facilitate the development of a new 2028 plan during 2017/18 through an extensive community engagement strategy. We will work together to deliver a holistic plan that represents our collective vision for the future of our shire and articulates how we will achieve these goals.

The engagement strategy will seek to reach all sectors of our community and provide a range of touch-points for people to collaborate. We will leverage existing networks, established and trusted channels and guidance panels as well as provide new opportunities to get involved. We will link with Federal and State government agencies to link their priorities for our community. We will seek to create an environment where collaboration will flourish.

Our aim is to create an aspirational community-owned plan which articulates our collective vision for the future of Byron Shire. The engagement strategy will be implemented through a series of phases as illustrated below and further described in this project plan.



Initiate	Engage	Develop/endorse	Adopt
<ul style="list-style-type: none"> Review existing strategies/ plans, State/Federal plans, previous engagement, and community profile Develop issues papers/ infographics 	<ul style="list-style-type: none"> Present issues papers/ infographics Community collaboration through extensive engagement program* Documents accessible 	<ul style="list-style-type: none"> Develop CSP Develop DP, OP, resourcing strategies Seek Council endorsement Public exhibition 	<ul style="list-style-type: none"> Final CSP, DP, OP, resourcing strategies
(July – August)	(September – November)	(November – April)	(June)

*trusted networks, guidance groups, workshops/ focus groups, online platform, photo competition, pop-ups, gov agencies links

2. Project Background

Integrated Planning and Reporting (IPR) provides a framework that sets out community's main priorities and aspirations for the future and outlines how these will be achieved. The framework is led by the Community Strategic Plan and supported by a series of plans and strategies.

NSW local governments are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005 and supported by the Integrated Planning and Reporting Manual and Guidelines.

Council undertook a minor review of its suite of IPR documents during 2016/17 as part of its Special Rate Variation application and to meet its requirements under the Act (following an ordinary election of councillors, the council must review the community strategic plan before 30 June following the election). It was noted as part of this review that Council would undertake a major review during 2017/18. This project plan articulates how this review will be undertaken.

3. Aim

To create an aspirational community-owned plan which articulates our collective vision for the future of Byron Shire.

4. Objectives

- Develop a new Community Strategic Plan for Byron Shire by June 2018 that reflects the community's vision, aspirations and priorities
- Empower the community to provide input, collaborate and develop the plan
- Ensure all sectors of the community have the opportunity to be involved and that their views are represented
- Leverage trusted and existing channels and spokespeople
- Articulate various roles, responsibilities and timeframes in delivering the plan

5. Deliverables

- A new Community Strategic Plan (Byron 2028)
 - A new Delivery Program (2018/19– 2021/2022)
 - A revised Resourcing Strategy (2018/19 – 2027/28)
 - Reviewed Long Term Financial Plan
 - Reviewed Workforce Management Plan
 - Reviewed Asset Management Strategy
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6. Challenges

There are a number of challenges associated with the review of the community strategic plan – these will seek to be overcome through the implementation of this project plan.

Challenge

Opportunity

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| <ul style="list-style-type: none">• Consultation fatigue – the community have been consulted on a number of key strategies, plans, policies and issues and as such Council has received a significant amount of valued community feedback and input. This includes community satisfaction surveys, committees, project reference groups and standard public exhibition. Most recently a significant engagement program was undertaken around the condition of Council’s assets and on the application for a Special Rate Variation• Non-representative input – the ‘silent majority’ are sometimes not represented during consultation or can be overshadowed by the ‘vocal minority’• Internal buy-in – Similar to consultation fatigue, Council officers have been involved in a number of organisation-wide projects. Additionally some officers may not see the value or benefit in developing a new Community Strategic Plan | <ul style="list-style-type: none">• Synthesize existing information and represent to the community to present a base case for engagement• Ensure representation from all sectors of the community and demographic profiles• Provide multiple avenues for input and collaboration including establishing an external working group• Manage internal expectations, seek collective input and ensure effective line of sight to illustrate benefit of the plan• Hold an internal working group |
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7. Stakeholders

Stakeholder	Issue	Engagement level/method
Residents/ratepayers	<ul style="list-style-type: none">• Consultation fatigue	Consult/collaborate
Representatives	<ul style="list-style-type: none">• Existing panels• Trusted voice	Collaborate
Special interest groups	<ul style="list-style-type: none">• Interest in focus area	Collaborate
Youth	<ul style="list-style-type: none">• Ensure engaged	Collaborate
Vulnerable groups	<ul style="list-style-type: none">• Ensure engaged	Collaborate
Business	<ul style="list-style-type: none">• Economic drivers	Collaborate
Visitors	<ul style="list-style-type: none">• Tourism conflict	Consult
State government agencies	<ul style="list-style-type: none">• High level priorities	Consult
Trusted organisations	<ul style="list-style-type: none">• Voice within community	Collaborate

8. Communication and engagement

The community strategic plan will be developed in collaboration with the community. By providing a range of touch points and multiple avenues for input and leveraging trusted channels and spokespeople, Council will create an environment where collaboration will flourish.

Through a range of strategies, Council will seek to reach all sectors of the community and link with Federal and State agencies to establish priority areas.

Using the International Association of Public Participation (IAP2) spectrum as a guide, the principles of involve and collaborate will underpin the engagement plan. During the development of the plan there will be instances where Council will seek to just inform or consult with the community – such as the public exhibition stage – however during the development of the plan it will be largely driven by the community. It is not intended that full empowerment is undertaken as it is important that the plan has final oversight from Council.

Potential engagement strategies include:

- Linking with existing guidance groups
 - Leveraging established and trusted community networks
 - Hosting open workshops and focus groups
 - Undertaking quantitative survey (telephone/online)
 - Hosting online platform for discussion
 - Running photo competition to generate interest
 - Hosting information stalls (markets, shops, pop-ups etc)
 - Presenting at business and community roundtables
 - Meeting with state agencies
 - Providing information through range of outlets (website, social media, customer service, points of contact, media releases, e-news, advertisements)
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9. Scope

The review of the Community Strategic Plan (and associated documents) will be extensive and implemented in phases. The review will require collective input across Council, Councillors, the community (residents, business, stakeholder groups, organisations) and government agencies. Council will collaborate with trusted organisations to engage different community sectors.

The phases are outlined below:

	Phase/timeframe	Components	Responsibility
Where are we now?	1. Initiate (July – August)	<ul style="list-style-type: none"> • Review existing IPR suite (CSP, DP, OP, resourcing strategies, End of Term report) • Review associated plans (local environment plans, economic plans, masterplans, coastal management plan, rural land use strategy...) • Review previous community engagement (IPR, SRV, masterplans, community satisfaction surveys...) • Review best practice from other councils • Review state and federal plans • Review community profile (ABS, idprofile) • Synthesise desktop review to develop issues papers (community snapshot, key focus areas) • Understand existing levels of service • Develop info-graphic drawing together key data (benchmarks, ABS) and insights (surveys) 	Internal Lead: Governance Services Input: Working group, communications

Phase/timeframe	Components	Responsibility
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Where do we want to be?</p>	<p>2. Engage</p> <p>(September – November)</p> <ul style="list-style-type: none"> • Present issues papers • Undertake range of engagement activities that are open, interactive and collaborative, eg: <ul style="list-style-type: none"> – Link with existing guidance groups (from master plan initiatives) – Leverage established and trusted community networks (Mullumbimby Neighbourhood District Centre) – Host open workshops and focus groups – Undertake quantitative survey (telephone/online) – Host online platform for discussion – Run photo competition to generate interest – Host information stalls (markets, shops, pop-ups etc) – Present at business and community roundtables – Meet with state agencies • Make documentation openly available <ul style="list-style-type: none"> – Website, social media, customer service, points of contact – Media releases, e-news, advertisements 	<p>External</p> <p>Lead: Consultant</p> <p>Input: Governance Services, Working group</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">How will we get there?</p>	<p>3. Develop CSP</p> <p>(November – January)</p> <ul style="list-style-type: none"> • Determine priorities, themes, drivers, vision, goals informed by engagement • Provide platform for well being indicators • Develop performance measures • Develop draft CSP for endorsement 	<p>Internal</p> <p>Lead: Governance Services</p> <p>Input: Consultant, working group, teams, “IPR champions”, managers, ET</p>

Phase/timeframe	Components	Responsibility	
How will we get there?	4. Endorse	<ul style="list-style-type: none"> • Seek Council endorsement of draft CSP for public exhibition • Undertake public exhibition <ul style="list-style-type: none"> - Website, social media, customer service, points of contact - Media releases, e-news, advertisements - Information stalls • Evaluate feedback from public exhibition and incorporate into revised CSP if required • Seek final adoption by Council (March 2018) 	<p>Internal</p> <p>Lead: Governance Services</p> <p>Input: Working group</p>
	5. Develop DP, OP, budget	<ul style="list-style-type: none"> • Develop draft DP, OP for endorsement • Workshop internally • Develop budget alongside DP/OP to ensure alignment • Ensure resourcing strategies (workforce, asset, LTFFP) aligned/reworked to accommodate new CSP 	<p>Internal</p> <p>Lead: Governance Services</p> <p>Input: Finance, working group, teams, "IPR champions", managers, ET</p>
	(February + 28 day exhibit)	<ul style="list-style-type: none"> • Seek Council endorsement of draft DP/OP for public exhibition • Undertake public exhibition <ul style="list-style-type: none"> - Website, social media, customer service, points of contact - Media releases, e-news, advertisements - Information stalls • Evaluate feedback from public exhibition and incorporate into revised documents if required • Seek final adoption by Council (June 2018) 	<p>Internal</p> <p>Lead: Governance Services</p> <p>Input: Working group</p>
(January – March)	(April + 28 day exhibit)		

10. People

- Project sponsor – General Manager/Director Corporate and Community Services
- Project manager – Manager Governance Services, Anna Vinfield
- Project working group – representatives from CCS, IS, SEE
- Spokespeople – Mayor, councillors, staff, trusted third party advocates

11. Project reporting

Audience	Reporting requirements	When	Format
Executive Team	Initial project plan	28 June	ET report
Council	Project plan	24 August	Council report
Council	Strategic direction	August	SPW
ET	Issues papers	September	ET report
ET	Draft CSP	January	ET report
Council	Draft CSP	February	Council report
Council	Final CSP	March	Council report
ET	Draft DP, OP, resourcing strategy	March	ET report
Council	Draft DP, OP, resourcing strategy	April	Council report
Council	Final DP, OP, resourcing strategy	June	Council report

12. Risk register

Risk	Mitigation
Lack of engagement	Provide multiple touch points and opportunities for collaboration
Timeframes not met	Develop clear project plan and timeframes – for internal and external involvement
Vision is unable to be funded	Present realistic options when developing DPOP and ensure alignment with budget development Consider innovative funding models
Budget allocation not sufficient	Manage budget closely

13. Strategic Alignment

Community Strategic Plan alignment

Community Strategic Plan	Delivery Program (Action)	Operational Plan (Activity)
<i>Effective governance, business, project and financial management</i>		
1.4 Comply with NSW State Government legislation for local government integrated planning and reporting	1.4.1 Implement best practice in Integrated Planning and Reporting	Comprehensive review and consultation for the new Community Strategic Plan for the next ten years to 2028

Legislative alignment

NSW local governments are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005. This is supported by the Integrated Planning and Reporting Manual and Guidelines.

Component	Requirements
Community Strategic Plan – Identifies the main priorities and aspirations for the future of the local government area. Minimum 10 years.	<ul style="list-style-type: none"> • Endorsed by 30 June in year following election (ie 30 June 2017). • Review every four years, and roll forward so remains at least 10 year horizon. • Exhibit for at least 28 days • Copy of plan and amendments to plan to DLG within 28 days of endorsement
Delivery Program – Details the principal activities to be undertaken by the council to implement strategies established by the CSP	<ul style="list-style-type: none"> • Adopt by 30 June in year following election (ie 30 June 2017) • Exhibit for at least 28 days

Operational Plan – Details the activities to be engaged in by the council during the year, and annual budget. Annual sub-plan of Delivery Program.

Resourcing strategy (Long Term Financial Plan, Workforce Management Planning and Asset Management Planning) – Included in the council's Resourcing Strategy for the provision of resources required to implement the CSP. Minimum 10 years.

Community Engagement Strategy –based on social justice principles for engagement with the local community when developing the CSP

- Adopt prior to beginning of financial year
- Exhibit for at least 28 days
- Post copy on website within 28 days of council endorsement
- Review every 4 years as part of CSP review
- Update annually when developing the Operational Plan.
- Minimum 10 years (LTFP, Asset), 4 years (Workforce)
- Used during development of the CSP and other planning activities.

14. Evaluation

The successful delivery of the plan will be evaluated through:

- Successful adoption of new CSP by June 2018
 - Increased level of input and collaboration
 - Demographic representation in engagement activities
 - Positive feedback from community
 - Positive media commentary
 - Multiple spokespeople
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