



Communication and Engagement Plan

#E2018/31401

Project name	Employment Lands Strategy												
When	June to December 2018 Public exhibition period – 6 weeks from mid July to end Aug 2018 TBC												
Background	<p>The Employment Lands Strategy (ELS) will provide a strategic planning framework to facilitate and accommodate future employment growth within the Byron LGA. Employment land is land that is predominantly used for retail, commercial or industrial activities resulting in employment. The Strategy has helped identify how much employment land the Shire will need to meet its' growing business and employment needs to 2036.</p> <p>The ELS preparation process has reached a stage where a strategy and supporting documentation will be ready for public exhibition, subject to Council adoption. It is proposed to present the draft ELS to Council at the 21 June 2018 Council meeting for adoption.</p> <p>The ELS will contain:</p> <ul style="list-style-type: none"> ➤ Suitability principles - A number of principles that contribute to the suitability of land for employment uses that should be considered when evaluating land release areas and planning proposals. ➤ Strategic Directions - Delivering employment lands for a sustainable future will require some decisive actions by Council. Core directions and associated actions will be identified to guide the supply, development and efficient use of employment lands across the Byron LGA. <p>In order to prepare the draft ELS some initial components of engagement have already commenced:</p> <table border="1" data-bbox="486 1668 1420 2024"> <thead> <tr> <th>Action</th> <th>Date</th> <th>Level on IPA 2 Spectrum</th> </tr> </thead> <tbody> <tr> <td>Business Survey</td> <td>Oct – Nov 2017</td> <td>Consult</td> </tr> <tr> <td>Internal staff and government agency bus trip and workshop</td> <td>March 2018</td> <td>Involve</td> </tr> <tr> <td>Letter to TBLALC and Arakwal advising of the ELS preparation and inviting engagement with</td> <td>March 2018</td> <td>Inform</td> </tr> </tbody> </table>	Action	Date	Level on IPA 2 Spectrum	Business Survey	Oct – Nov 2017	Consult	Internal staff and government agency bus trip and workshop	March 2018	Involve	Letter to TBLALC and Arakwal advising of the ELS preparation and inviting engagement with	March 2018	Inform
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	staff		
	Councillor SPW	12 April 2018	Inform
	Potential Meeting with land owners of possible employment lands	16 May (TBC)	Involve
Purpose of Engagement	<p>An engagement plan is needed to:</p> <ol style="list-style-type: none"> 1. Inform the community/business sector on the following : <ol style="list-style-type: none"> a) that an ELS is being prepared b) how the ELS is being prepared c) rationale and benefits of having an ELS. 2. Inform and build awareness in the community/business sector on key elements of ELS content, namely: <ol style="list-style-type: none"> a) the issues around the future provision of employment land in the shire b) drivers for economic growth and emerging industries c) need to identify strategically important land that has the potential to strengthen and/or diversify the Shires' competitive advantages and economic opportunities d) employment land principles and strategic directions. 3. Invite the community/business sector to provide feedback on the analysis and recommendations of the draft ELS. 4. Establish a framework for ongoing engagement with key stakeholders following the draft ELS exhibition, to work through the community/business sector responses in 3. above to maximise the capacity for the final strategy to reflect practical, implementable and effective suitability principles and strategic directions. 		
Governance	<p>The State Government's North Coast Regional Plan 2036 requires local councils to prepare local growth management strategies that translate the vision and guiding principles of this Plan into more detailed priorities for growth and change that can be applied at the local level. In response to this requirement, and to better respond to our community's aspirations, Council has prepared an Employment Lands Strategy.</p>		

Project name		Employment Lands Strategy		
Communication Objectives	<ul style="list-style-type: none"> ➤ Clear 'plain speak' and easily understood information. ➤ Promotion and awareness building of the ELS - highly visible and public. ➤ Address the varying levels of stakeholder interest ranging for the indifferent, adversaries, end-users, beneficiaries, providers and the regulators such as the State government. ➤ Establish credibility so the community feels that their involvement in providing feedback on the ELS has value and will be genuinely considered. ➤ Improve community knowledge and understanding of employment land issues. ➤ Ensure the views of key stakeholders are considered in an objective and transparent manner. ➤ Provide clarity around who is responsible for the project, community engagement and final decisions on the ELS (ie. only councillors have the authority to make decisions). 			
Challenges	<ol style="list-style-type: none"> 1. Possible negative feedback on perceived changes to land uses. 2. Business and resident uncertainty about how the strategy may affect their land. 3. Achieving agreed outcomes with property owners for acceptable development that does not impact amenity, lifestyle or impact infrastructure. 			
Key messages	<ol style="list-style-type: none"> 1. Planning for employment lands is an important part of managing the Shire's future growth. 2. Council is keen to hear your thoughts about the ELS and where our priorities should sit. 3. Feedback from this round of engagement will result in an updated draft Strategy being reported to Council for adoption later this year. 			
Media spokesperson	<ul style="list-style-type: none"> • Mayor Simon Richardson • Alex Caras – Team Leader Strategic Planning 			
Work contact	<ul style="list-style-type: none"> ✓ Alex Caras – Team Leader Strategic Land Use Planning – 6626 7097 			
Emergency Services	YES	NO ✓	Tasked to whom?	When?

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Potential level of impact	<ul style="list-style-type: none"> ✓ Level 1 – high impact on local government area □ Level 2 – lower impact on local government area □ Level 3 – high impact on local area or group □ Level 4 – lower impact on local area or group 		
IAP2 Public Participation Spectrum	<ul style="list-style-type: none"> ➤ Inform – all stakeholders ➤ Consult – all stakeholders ➤ Involve – affected landowners 		
Stakeholders	Internal <ul style="list-style-type: none"> – Staff – Customer service – Councillors 	External <ul style="list-style-type: none"> – Byron Shire ratepayers & residents – Commercial businesses – Business organisations (eg Chambers) – Progress Associations – Local Indigenous groups – State government – Neighbouring LGAs – Local media 	
Our promise	<p>CONSULT</p> <p><i>We will work with you to ensure that your concerns and aspirations are considered and where possible, reflected in the finalisation of the Employment Lands Strategy and provide feedback on how public input influenced the decision.</i></p>		
Evaluation	Objective	Measure/Evaluation	
	1. Clear 'plain speak' and easily understood information.	<p>Effectiveness – wide use of fact sheets/FAQs by the public.</p> <p>Flexibility - Feedback forms at events – asking how the process is going and if their needs for information are being met.</p> <ul style="list-style-type: none"> – updates made during the process such as to the to FAQs in response to this feedback, as required. 	

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	2. Promotion and awareness building of the ELS - highly visible and public.	Effectiveness - Media releases addressed - What –when- where – why – how – who to contact.	
	3. Address the varying levels of stakeholder interest ranging from the indifferent, adversaries, end-users, beneficiaries, providers and the regulators such as the State government	Appropriateness - range of engagement techniques used. Satisfaction - Sample employment land character narratives are generally supported by key business stakeholders.	
	4. Establish credibility so the community feels that their involvement in providing feedback on the ELS has value and will be genuinely considered.	Impact on decisions - Feedback on submissions via report to Council. Impact on process - Website updated to include submissions review report.	
	5. Improve community knowledge and understanding of employment land issues.	Appropriateness - Background study to the strategy provided as part of the exhibition material. Information links to the Business survey findings.	
	6. Ensure the views of key stakeholders are considered in an objective and transparent manner.	Satisfaction - Coverage in the media with less than 5 negative items. Impact on decisions - Feedback from directly affected landowners included in report to Council Impact on decisions - Feedback submissions via report to Council	
	7. Provide clarity around who is responsible for the project, community engagement and final decisions on the ELS (ie. only councillors have final decision-making authority).	Appropriateness - Media releases addressed - What –when- where – why – how – who to contact . Appropriateness – key staff were available to address inquires. Finalisation of Employment land Strategy.	
	Internal staff Preparation of this document has included feedback from major projects, master planning and economic and sustainability co-	YES	Tasked to whom? TBA

Project name	Employment Lands Strategy		
ordinators			
Submitted to Director or Manager	YES	Approved	When? TBA
Reported to ET	NO	Endorsed	When?
Reported to Council	Report to Communication and Engagement Panel	Endorsed	When? TBA

Consultation at a Glance

	Engagement activity	Level 1 high impact on local area or group
INFORM	Website notice – homepage feature	✓
	Phone – point of contact	✓
	Letter/email to specific parties	✓
	Byron Shire News advert	✓
	Echo advert	✓
	Bay FM advert	✓
	E-news general	✓
	Media releases	✓
	Vox Pops	✓
	Fact Sheet / FAQ	✓
	Council report	✓
Public exhibition	✓	
CONSULT	Social Media	✓
	E-news group	✓
	Bang the table – ‘places’ – informal feed back On-line	✓
	Submissions – formal - on-line or paper	✓
	Drop in session – pop up shops	✓
	One-on-one briefings	✓
	Workshop with business roundtable &– guidance groups	✓

Engagement action plan				Job No: XXXX.XX			
Action (Method)		Purpose of engagement reference	Stakeholders	Note	When	Tasked to	Cost \$
1	Letter/email to specific parties	1 / 2 / 3 / 4	<ul style="list-style-type: none"> • Businesses in the Shire • Chambers of Commerce • Industry groups • Guidance groups • Progress Associations • Other Business organisations 	<p>Mail out to business respondents to the business survey</p> <p>To go via E Letter.</p> <p>Will require Excel spread sheet with addresses</p>	Prior to / during Week 1 of exhibition	SEE - EEP	\$200
2	Website notice	1 / 2 / 3 / 4	all	<p>To include key message and link to engagement platform <i>Bang the Table</i>.</p> <p>Primary tool to inform the community about the ELS and to provide opportunities to engage with the project.</p>	On web on week prior to start	SEE - EEP	Nil
3	Phone contact	2	all	Single point of contact within	Weeks 1 to 6	SEE - EEP	Nil

Engagement action plan				Job No: XXXX.XX		
Action (Method)	Purpose of engagement reference	Stakeholders	Note	When	Tasked to	Cost \$
			Council to answer questions.			
4	Newspapers advertising	1 / 2 / 3 / 4	all Byron Shire Echo and Byron Shire News 2 x quarter page adverts	Week 1 and 2	SEE	\$1600
5	Bay FM	1 / 2 / 3 / 4	all 30 x 30 sec adverts – raise awareness – drive to Council web.	Weeks 2 to 3	MCO	\$1000
6	E-news general	1 / 2 / 3 / 4	all X 2	Week 1 and 3	DCO	Nil
7	Media release	1 / 2 / 3 / 4	all Notification of 'have your say' and follow-up on key input	Pre and Post	SEE - EEP + MCO	Nil
8	Fact Sheet/ FAQs / Plain English	1 / 2 / 3 / 4	all Feature key messages and outline process - Plain English Summary including – <ul style="list-style-type: none"> • process to date • key finds of the Business Survey Report • key findings/recommendation from the draft ELS • drivers of change • retail and commercial areas • industrial land needs and 	Weeks 1 to 4	SEE - EEP + MCO	Nil

Engagement action plan				Job No: XXXX.XX			
Action (Method)	Purpose of engagement reference	Stakeholders	Note	When	Tasked to	Cost \$	
			<p>possible expansion areas for industrial land</p> <ul style="list-style-type: none"> next steps for progressing ELS <p>Available for pop up events and online</p>				
9	Council report	1 / 2 / 3 / 4	all	Post public exhibition	Post	SEE - EEP	Nil
10	Social Media	1 / 2 / 3 / 4	all	Organic and paid	Weeks 1 to 6	DCO	\$100
11	One-on-one briefing	1 / 2 / 3 / 4	all	2 sessions/week available for one-on-one appoints in Mullumbimby administration office – one morning and one afternoon.	Weeks 2 to 6	SEE - EEP	Nil
12	Public Exhibition	1 / 2 / 3 / 4	all		Weeks 1 to 4	SEE - EEP	
13	Commercial renewal and expansion areas landowner meeting/s	1 / 4	<i>By invitation</i>	<p>Meeting/s inviting landowners to engage in discussion in the locations of:</p> <ul style="list-style-type: none"> Bangalow village centre Mullumbimby centre Brunswick Heads Tweed Street and centre <p>Meeting brief outline below.</p>	Weeks 2 to 5		\$500

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14	Business Roundtable & Guidance group Workshop 1 to be held	1 / 4	<i>By invitation</i> This workshop will focus on formulating a character statement for 4 or the Shire's employment land areas (a proposed Action in the draft ELS). Workshop brief outline below.	To be determined	SEE - EEP	\$400.00
15	Vox Pops – optional at this stage	1 / 2	<i>all</i> 3 Vox pops to help drive awareness on Facebook - is able to identify appropriate interviewees	Weeks 2 to 6	DCO	Nil
	TOTAL					\$3,800

Please note that implementation of the above actions/tasks dependent upon approved budgets and resourcing. Cost does not include staff time. Costs are estimated based on previous similar projects.

Commercial renewal and expansion areas land owner meeting/s (during exhibition period)

Purpose

- To inform attendees about the ELS
- To work with attendees of land within and adjacent to the existing Business Zones land that may have site suitability for renewal or extension of the commercial area in each town
- To gain a better understanding of landowner views about commercial opportunities in this commercial centre and on their land.

Roundtable & Guidance Group Workshop (during exhibition period)

Purpose

- To inform attendees about the ELS
- To work with attendees to develop a employment area narrative for a number of the employment areas – Business centres

Rational

- Will help attendees familiarise themselves with key finding of the ELS and business survey
- Is a recommended action in the draft ELS
- The community response to the draft Community Strategic Plan raised the importance of identify the unique character of each of our towns and villages
- The Councillors supported a similar approach in the Residential strategy of having Character narratives - and guidance groups are familiar with the concept through the place planning and residential strategy preparation exercises
- Provides a structure way for the Business Roundtable and guidance groups members to be involved.

Suggested target locations for the narratives:

- Billinudgel village
- Bangalow village centre
- Mullumbimby town centre
- 4th location to be determined – suggestions welcome from the Communications Panel