



Community Development Consultation and Engagement Plan

Issue:	Best outcome for the future use of the Mullumbimby Hospital Site
When	November 2017 to November 2018
Background	<p>The site of the former Mullumbimby hospital has been well-loved and supported by the community for over 115 years. Initially, the site was managed by a Reserve Trust made up of community members and then later by NSW Health who operated the hospital.</p> <p>The hospital was closed when the Byron Bay Central Hospital opened in 2016. NSW Health assured community consultation for the future of the site, however, when this did not happen and the potential sale of the site was announced, the Mullumbimby community lobbied government with a view to keeping the site for local community benefit.</p> <p>The Mullumbimby Hospital Action Group made the following statement in 2015 after it was known the hospital would close:</p> <div style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p style="text-align: center;">The Mullumbimby Hospital Action Group (MHAG) is a united group of concerned and dedicated people who aim:</p> <p><i>To work with the NSW Government and Byron Shire Council to develop the Mullumbimby Hospital site for community purposes as the land has been used for health purposes for 115 years.</i></p> <p><i>The land was set aside for this purpose under the Mullumbimby Hospital Reserve Trust.</i></p> <p><i>The community use and development of the land should include:</i></p> <ul style="list-style-type: none"> • <i>a full range of aged care facilities and services</i> • <i>housing for people with a disability,</i> • <i>social housing that provides secure, sustainable, safe and affordable housing for vulnerable and disadvantaged people including housing for women headed households escaping domestic violence.</i> </div> <p>NSW Health offered the sale of the site 'as is' to Byron Shire Council for \$1, on the condition the buildings would be demolished and the site remediated at Council's cost (estimated between \$2 - \$4 million). NSW Health had conducted a site assessment and found that the existing buildings were significantly contaminated with hazardous substances including asbestos.</p> <p>Byron Shire Council formed a group of community members (Project Reference Group) to carry out specific activities, as per the Constitution, to gain the best outcome from the future use of the site for Council, the Brunswick Valley community and its other stakeholders.</p>
Governance	<p>The Mullumbimby Hospital Site Project Reference Group (PRG) was established by Council resolution (17-269).</p> <p>The PRG's Constitution states that principles underpinning the PRG are based on <i>The Community Charter – Planning for the people – a community charter for good planning in NSW</i> and include:</p>

	<ul style="list-style-type: none"> • the wellbeing of the whole community, the environment and future generations is considered • effective and genuine public participation is fundamental • open, inclusive, transparent and accountable processes are undertaken • objective and evidence-based advice is utilised. <p>The Constitution states that the PRG objectives are to:</p> <ol style="list-style-type: none"> 1. propose and consider potential uses for the former Mullumbimby Hospital site 2. utilise a best practice participatory planning process for the future use of the Hospital Hill site that gives the community and all stakeholders a genuine and meaningful voice 3. <u>work with Council staff to develop an inclusive community engagement strategy for implementation by Council</u> 4. consider potential constraints arising from the site contamination and the various options for remediating/ removing that contamination 5. develop a set of clear criteria for assessment of recommendations and options to Council 6. provide advice and recommendations to Council on the best outcome for the Hospital Hill site taking into consideration community and stakeholder input, data and zoning and regulatory requirements.
<p>Purpose and Objectives</p>	<p>The purpose of engagement is to generate knowledge and a deep understanding of community needs that can inform recommendations to Council about the best future uses of the site.</p> <p>The objectives of the community engagement program include:</p> <ol style="list-style-type: none"> 1. acknowledging local history and identifying local knowledge that is relevant to possible future uses of the site 2. gaining deeper understanding of community needs and values in relation to proposed future uses of the site 3. supporting community involvement in developing proposals for future uses of the site 4. managing expectations around the site 5. identifying potential community partners for project delivery 6. documenting the process for learning and future use.
<p>Challenges</p>	<p>Engagement challenges include:</p> <ol style="list-style-type: none"> a. Ensuring broad, deep and representative stakeholder engagement b. Managing expectations and information around the Hospital Site and what might be achievable c. Integrating historical connection with the site whilst re-imagining future uses.

Key messages	<ul style="list-style-type: none"> • Round 1: “Tell us your vision for Mullumbimby hospital hill by completing our online survey, visiting a local pop-up, talking to a PRG/group member or contacting Council” • All ideas will be considered carefully and grouped into themes e.g. ‘housing’, reviewed and rated by the PRG/group. • Round 2: invited community members can make their pitch at a themed workshop or submit a proposal for the group’s consideration. • The PRG will consider proposals and make recommendations to Council about the best future use of the site. 	
Potential level of impact	Level 1 – high impact on local government area	
Stakeholders	Internal <ul style="list-style-type: none"> ▪ Mullumbimby Hospital Site PRG ▪ Access Consultative Working Group (ACWG) ▪ Staff ▪ Councillors 	External In the Brunswick Valley, focused on Mullumbimby, including: <ul style="list-style-type: none"> ▪ Ratepayers ▪ Residents ▪ Commercial businesses ▪ Urban and rural properties ▪ Tweed Byron Aboriginal Land Council and Bundjalung of Byron Bay (Arakwal) Corporation ▪ Business organisations (e.g. Chambers) ▪ Progress Associations and other community groups ▪ Local media ▪ Visitors

IAP2 Public Participation Spectrum	
IAP2 Public Participation Spectrum	<input type="checkbox"/> Inform <input type="checkbox"/> Consult <input type="checkbox"/> Involve <input type="checkbox"/> Collaborate
Public participation goal	Collaborate: To partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution.
Our promise	INFORM <i>We will keep you informed.</i> CONSULT <i>We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the</i>

	<p><i>decision.</i></p> <p>INVOLVE</p> <p><i>We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.</i></p> <p>COLLABORATE</p> <p><i>We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendation into the decisions to the maximum extent possible.</i></p>
<p>Engagement Strategies</p>	<p><u>What we know already</u></p> <p>Council has carried out recent, comprehensive community engagement activities and the PRG will draw on findings from:</p> <ul style="list-style-type: none"> • Community Strategic Plan (CSP) engagement - identifies local aspirations and priorities within the Byron Shire, including the Brunswick Valley • Mullumbimby Masterplan engagement – identifies community priorities, needs and placemaking strategies specific to Mullumbimby and the hospital site <p>The PRG will also draw on findings from previous engagement, including, but not limited to:</p> <ul style="list-style-type: none"> • Extensive consultation about future use of the hospital site conducted by the Mullumbimby Hospital Action Group (MHAG) • Consultation with local people experiencing homelessness on their priorities and needs, led by the Byron Community Centre. <p><u>Communicating with PRG network</u></p> <p>PRG members, including community members, stakeholder representatives, Councillors and staff, will communicate with their networks throughout the term of the group. This will provide a valuable engagement mechanism for both distributing and collecting information. PRG members are developing individual strategies for communicating with their networks to ensure that activities are relevant and appropriate.</p> <p><u>Project-specific Engagement</u></p> <p><i>Stage 1: Broad engagement</i></p> <ul style="list-style-type: none"> • focused on community visioning • using online tools, online and paper survey, and place-based opportunities planned and led by PRG members (“PRG pop-ups”) with Council support, including parklet, presence at local markets, and a ‘soap box’ at locations in Mullumbimby, New Brighton and Ocean Shores. <p><i>Stage 2: Deep engagement</i></p> <ul style="list-style-type: none"> • focused on investigating and exploring priority themes • 3 workshops with identified stakeholders presenting pitches and/or written submissions to PRG (with content experts present, as relevant)

Where to next		
Engagement Activities	Step 1	Draft Community Engagement Plan provided to Executive Team for consideration at 24 th January 2018 meeting

	Step 2	Draft Community Engagement Plan distributed to PRG for feedback and input prior to/at 6 th February 2018 meeting
	Step 3	Draft engagement activities reviewed with feedback incorporated
	Step 4	Presentation of Draft Community Engagement Plan to Communications Panel
	Step 5	Draft engagement activities reviewed with feedback incorporated
	Step 6	Finalise engagement materials, book activities and release engagement calendar (online and advertised)
	Step 7	PRG members distribute information to their networks
	Step 8	Advertising and media around engagement activities, including direct communication to known community groups and interested parties.
	Step 9	Implement Stage 1 of the engagement plan
	Step 10	Data analysis from Stage 1, including identification of themes
	Step 11	Progress report provided to Executive Team and PRG for consideration and feedback
	Step 12	Implement Stage 2 – pitches presented at 3 themed workshops
	Step 13	Data analysis from Stage 2
	Step 14	Use findings to move into 'Explore Common Ground' phase and 'Decide Together' phases of PRG process Note: subsequent phases of PRG process will be supported by expert consultant, Professor John Byrne (already engaged).
Evaluation		<ul style="list-style-type: none"> • Numbers of people that participate in engagement activities • Documented outcomes of ideas (number and breadth) • Themes broadly defined
Key spokespersons		<p>Cr Jeannette Martin (PRG Spokesperson/Chair of PRG)</p> <p>Gill Lomath (PRG Spokesperson/Community Representative)</p> <p>Mark Arnold (Director Corporate and Community Services)</p>

Engagement Program Matrix: Reference Guide (abridged to fit PRG purpose)

Key: Essential Desirable Optional

Engagement Level	Method	Recommendation for Level 1 (high impact on Byron Shire)	
INFORM	Letter/email to specific parties		
	Website notice		
	Phone contact available		
	Public notice advert		
	Echo advert		
	Bay FM		
	E-news general		
	Media release		
	Brochure/flyer		
	Community Access Points		
CONSULT	Fact Sheet		
	FAQs		
	Council report		
	Social Media		
	Survey - online		
	Survey - paper		
INVOLVE	Stakeholder meeting (by invitation)		
	Public Exhibition		
	Online discussion forum		
Focus group			
COLLABORATE	Project Reference Group		
	Deliberative Forum		

Communication and engagement action plan							
Task		Objective	Stakeholders	Note	When	Tasked to	Cost \$
1	Letter/email to specific parties	3,4	Community groups and individuals with identified interest/prior contact	Provide Fact Sheet and details of engagement opportunities	February 2018	Joanne/ Deb/ Rachel	Internal staff
2	Website notice	3,4	All	Link to Your Say Byron Shire site, include PRG details and materials e.g. Fact Sheet	February 2018	Joanne/ Deb/ Rachel Amy Phillips	Internal staff
3	Phone contact available	1,2,3,4,5	All	Advise customer service team of contact staff	Ongoing	Joanne/ Deb/Rachel	Internal staff
4	Public notice advert	3,4	All	Provide details of engagement opportunities	February and March 2018	Deb/Rachel	Advertising rates (\$360 approx.)
5	Echo advert	3,4	All	Provide details of engagement opportunities	February 2018	Deb/Rachel Annie Lewis	Advertising rates (\$300 approx.)
6	Bay FM	3,4	All	Goals of project, PRG purpose etc. and details of engagement opportunities	March 2018 – throughout engagement period	Annie Lewis – interview with the Mayor, Chair or Spokesperson	Internal staff
7	E-news general	3,4	Subscribers to Council	Provide details of engagement opportunities	February and March 2018 (x2)	Deb/Rachel Annie Lewis	Internal staff
8	Media release	3,4	All	Project objectives and details of engagement opportunities (includes Northern Star and Byron Shire News)	February and March 2018 (x2)	Annie Lewis	Internal staff
9	Brochure/flyer	3,4	All	Goals of project, PRG purpose etc. and details of engagement opportunities	February	Deb/Joanne/Rachel	Internal staff

Communication and engagement action plan							
Task		Objective	Stakeholders	Note	When	Tasked to	Cost \$
10	Community Access Points	3,4	Brunswick Valley community	Mullumbimby Administration Office – Front Counter + Brunswick Heads Library (targeting Brunswick Valley)	February and March	Deb/Joanne/Rachel	Internal staff
11	Fact Sheet	3,4	All	Fact Sheet outlining project and details for engagement opportunities	February 2018	Joanne/ Deb	Internal staff
12	FAQs	3,4	All	Provide answers to FAQs on Your Say Byron Shire site	Throughout engagement period and beyond	Joanne/ Deb/ Rachel	Internal staff
13	Council memo	3,4	Councillors and staff	Outline engagement project for information and encouraging involvement	February 2018	Joanne/ Deb/ David	Internal staff
14	Social Media	3,4	All	Promote details of engagement opportunities	Throughout engagement period and beyond	Amy Phillips	Internal staff Advertising rates (Facebook \$150)
15	Survey - online	1,2,3,4,5	All	Embedded in Your Say Byron Shire site	During February/ March consultation period	Joanne/ Deb/ Rachel	Internal staff
16	Survey - paper	1,2,3,4,5	All	Distribute to libraries, community centres, Brunswick Heads Visitor Centre	During February/ March consultation period	Joanne/ Deb/ Rachel	Internal staff
17	Drop in session	1,2,3,4,5	All	“PRG pop-ups”, including parklet in Mullumbimby and Ocean Shores, Markets and ‘soap box’	March	Joanne/ Deb//Rachel PRG members	Internal staff
18	Public Exhibition	1,2,3,4,5	All	As required	As scheduled	Joanne/Deb/David	Internal staff

Communication and engagement action plan							
Task		Objective	Stakeholders	Note	When	Tasked to	Cost \$
19	Online discussion forum	1,2,3,4,5	All	Your Say Byron Shire platform, moderated	During February/ March consultation period	Joanne/ Deb/ Rachel	Internal staff
20	Focus Group	1,2,3,4,5	invitation only	Three themed workshops for presentation of pitches (Engagement Stage 2)	April 2018	Joanne/ Deb/ Rachel	Internal staff Catering costs (\$300)
21	Project Reference Group	1,2,3,4,5,6	PRG members	Draft Community Engagement Plan presented and feedback invited.	Feedback: 6 February 2018 Throughout engagement period	Joanne/ Deb/ Rachel PRG members	Internal staff (Room hire & consultant fees included in broader project budget)
24	Deliberative Forum	1,2,3,4,5,6	PRG members	Incorporated in PRG deliberative process	May –July 2018	Joanne/ Deb/ David PRG members	Internal staff As above
	TOTAL	\$1,110					

IAP2 Spectrum of Public Participation



Increasing Level of Public Impact

	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example techniques	<ul style="list-style-type: none"> ■ Fact sheets ■ Web sites ■ Open houses 	<ul style="list-style-type: none"> ■ Public comment ■ Focus groups ■ Surveys ■ Public meetings 	<ul style="list-style-type: none"> ■ Workshops ■ Deliberative polling 	<ul style="list-style-type: none"> ■ Citizen advisory committees ■ Consensus-building ■ Participatory decision-making 	<ul style="list-style-type: none"> ■ Citizen juries ■ Ballots ■ Delegated decision