

Shellharbour
CITY COUNCIL



imagine

Shellharbour

Review of the Community Strategic Plan 2021

COMMUNITY ENGAGEMENT STRATEGY



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About the Community Engagement Strategy

This Strategy provides a framework for the community engagement that will be undertaken in the review and update of Shellharbour City Council's Community Strategic Plan (CSP) that was previously adopted by the Council in 2013. This review and update will extend the life of the existing Plan to 2032.

The Community Engagement Strategy outlines the guiding principles and approach for ensuring the community has an opportunity to have their say in a meaningful way.

It is timely for Council to review the CSP and in particular 'check in' with the community to ensure aspirations and priorities for the future of the City remain valid.

Key objectives of this engagement strategy are to:

- 1** Engage the Shellharbour community in the review of the CSP and the preparation of all associated Integrated Planning & Reporting documents
- 2** Align the community engagement strategy to Council's Community Engagement Policy and the principles of the International Association of Public Participation (IAP2)
- 3** Deliver the community engagement strategy under the principles of social justice to ensure that a broad range of community members are engaged to reflect the City demographics
- 4** Undertake a range of meaningful engagement activities that build upon previous engagement and that recognise the diversity of the Shellharbour Community
- 5** Listen to, involve and seek input from individuals, Government and non-government agencies, local business and industry, business chambers and developers
- 6** Monitor, evaluate and review the effectiveness of the implementation of the community engagement undertaken.
- 7** Meet the requirements of the Local Government Act, 1993
The preparation and implementation of a community engagement strategy is a requirement of the Local Government Act in developing and reviewing the CSP.

What is the Community Strategic Plan?

The Community Strategic Plan is **Council's highest level plan, that reflects the needs and aspirations of our Community.**

It is one of the key documents in the Integrated Planning and Reporting (IP&R) Framework which is also a legislative requirement of the Local Government Act 1993. The Community Strategic Plan (CSP) provides Councils in NSW the opportunity to work with their communities to develop a long term plan for their local government areas.

The CSP is one of several plans which form part of the IP&R Framework which consists of four layers of plans:

- **Community Strategic Plan,**
- **Resourcing Strategy,**
- **Delivery Program and**
- **Operational Plan.**

The framework encourages councils to draw these various plans together, to understand how they interact and to ensure the greatest benefits are achieved from comprehensively planning for the future.

Ultimately, the Framework provides greater accountability and transparency. Once Council outlines a clear strategic direction for their community through their CSP, they can then report their performance back to their community in line with pre-defined community indicators.





The Community Strategic Plan

reflects the community's vision for the City and outlines the key long-term Objectives which sets the direction for the future. It is developed and delivered as a partnership between Council and the community.



The Resourcing Strategy

contains information on the time, money, assets and people required by Council to progress the Strategies within the Delivery Program and move towards achieving our community Objectives. It is made up of the following three key components:

- Long Term Financial Plan;
- Asset Management Plan; and
- Workforce Management Plan.



The Four-year Delivery Program

details Strategies and individual Actions across the full range of Council operations, that Council will undertake to achieve the community Objectives.



Supporting the Delivery Program is the Annual Operational Plan

which contains the detail of actions to be undertaken in that year to achieve the commitments made in the Delivery Program.



Engagement framework

Council wants to have **meaningful conversations** with our community to ensure that the **community's priorities** and **aspirations** are reflected and kept **up to date.**

Community engagement is an important part of Council's role in the planning and delivery of services and facilities as we work towards achieving the Community's long-term Vision for Shellharbour City.

Council is committed to ensuring the community is actively involved in Council decision-making and activities, and implements engagement strategies that are appropriate and responsive to the needs of its diverse community.

The preparation of this Strategy and engagement opportunities are guided by the principles of social justice, the Public Participation Spectrum developed by the International Association for Public Participation (IAP2), Councils Community Engagement Policy and the Communications and Engagement Strategy.





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 problems, 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 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 direct 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 • Deliberate 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 decisions

Level of Engagement Proposed

Inform	We will share information with the community about any decisions, opportunities and or solutions that occur during the review process. The information will be provided in a way that can be easily accessed and understood.
Consult	We will consult with the community to gain an understanding of what they value most about our City and determine key objectives. Through the formal exhibition of the Community Strategic Plan the community we will further consult the community on the draft document.
Involve	We will involve our community in determining the priorities desired for Council programs, services and infrastructure.
Collaborate	We will collaborate (partner) with our community to review the Objectives of the CSP, we will collaborate with Councillors and Senior management to develop the CSP Strategies. We will collaborate with staff to write actions and key performance indicators for the Delivery Program and Operational Plan.

Social Justice Principles

When preparing a Community Engagement Strategy for the CSP Councils are required to base it and the Community Strategic Plan on the social justice principles of access, equity, participation and rights. Each of these principles has been considered in the preparation of this strategy. A summary of each of these principles is provided below:

Equity:	Access:	Participation:	Rights:
There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interest of people in vulnerable circumstances.	All people should have fair access to services, resources and opportunities to improve their quality of life.	Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.	Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Shellharbour's Community Engagement Policy

Council's Community Engagement Policy recognises the need for a comprehensive and transparent approach to community engagement to ensure that the community of Shellharbour has the opportunity to be actively involved in decisions on plans, projects, policies and services that impact on residents, ratepayers and other stakeholders. The policy provides the foundation for all community engagement activities and is supported by Council's Communications and Engagement Strategy.





What will we engage on?

The community engagement process will provide an opportunity for the community to identify their priorities and aspirations for Shellharbour in four key areas - our Community, our Environment, our Economy and our Leadership.

A lot has changed over the last few years and we will ask the community:

Where are we now?

What are the key issues, challenges and opportunities currently facing Shellharbour City?

What strategies do we need to implement to respond to these issues, challenges and opportunities?

Where do we want to be in 10 years?

Do we need to change our vision and objectives to get there?

How will we know we have arrived?

Who are our key stakeholders?

Ratepayers of Shellharbour

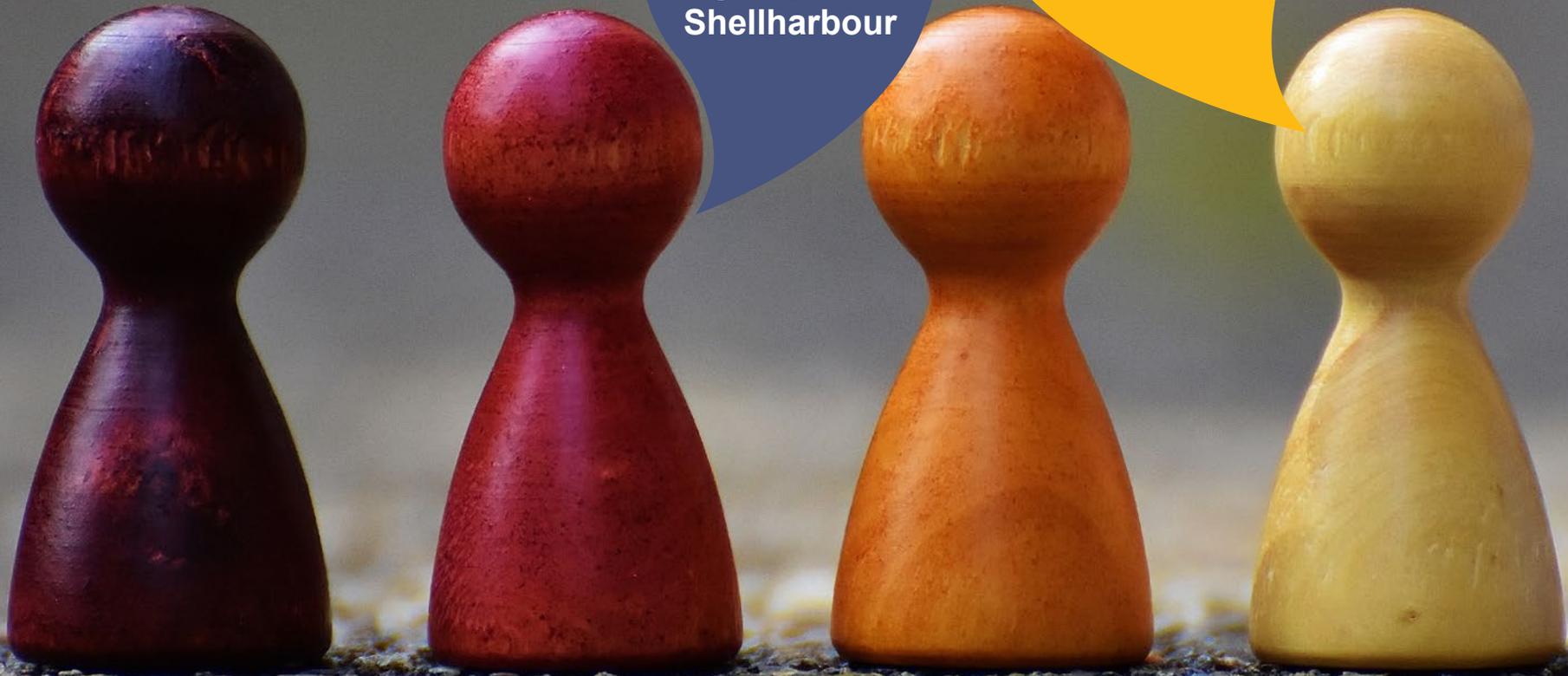
Shellharbour City residents

Councillors, Council staff and Council committees

Community and sporting groups of Shellharbour

Businesses and the Chamber of Commerce
Visitors who work, study, play or visit Shellharbour

Government and non-government organisations providing services to the people of Shellharbour



Engagement Implementation Plan

Council will adopt a range of engagement techniques to ensure the community and other key partners have an opportunity to have their say and provide meaningful input into the update of the CSP for Shellharbour.

Council has continued to collaborate with the community in developing strategies to address and action key priorities. To avoid duplication and over consultation we would like to build on what the community have already told us.



It is proposed that community engagement be delivered in the following 4 stages;

Stage 1	Stage 2	Stage 3	Stage 4
Review of previous engagement and preparation for ongoing engagement	The Conversation Continues (undertake engagement activities)	Checking in (Public Exhibition)	Reporting back and creating awareness of the updated plan

Keeping the community informed

Council will encourage broad awareness of the CSP and participation opportunities by:

- Creating a dedicated project page on Council's online engagement portal.
- Providing information about opportunities for feedback through diverse and easily accessible channels such as Council's website, social media, libraries, Council customer service points and other community meeting places
- Creating a list of Frequently Asked Questions (FAQ's) to explain the CSP and purpose for engaging.
- Working with local print, television, radio and internet based media agencies to promote each stage of community consultation.
- Providing information on the CSP via Council's various e-newsletters
- Engaging with Council's various Advisory groups and Committees including the Youth Council, Aboriginal Advisory Committee, Disability Access Committee and the Traffic Committee to promote key messages.
- Tailoring promotion for various interagencies, business networks and schools by sharing information relevant to their area of interest and expertise.
- Providing training to Council staff to ensure they are well informed and capable of sharing and gathering information with the community.

Evaluation and review

It is important that Council measure the success of engagement methods used for the review and update of the CSP to ensure their effectiveness and benefit for future use.

Evaluation will include:

- Quick survey at the end of forums and workshops to evaluate participants experience of the activity
- Number of submissions received through exhibition period
- Social networking site advertising and the number of click throughs to information and the online survey
- Participation at engagement activities



Activating Stages 1 to 3

Stage 1	Stage 2	Stage 3	Stage 4
Review of previous engagement and preparation for ongoing engagement	The Conversation Continues (undertake engagement activities)	Checking in (Public Exhibition)	Reporting back and creating awareness of the updated plan

The following pages outlines the engagement approach including; level of engagement, relevant CSP pillar, method of engagement, stakeholders and timeframe.

CSP Pillars

Community



Environment



Economy



Leadership



Stage 1

Review of previous engagement and preparation for ongoing engagement

Level of engagement	CSP Pillar	Method of engagement	Stakeholders
Inform, consult		Review engagement undertaken to date.	<ul style="list-style-type: none"> • Staff
Inform, consult		Review End of Term Report	<ul style="list-style-type: none"> • Staff
Inform, consult, collaborate		Consider key trends at a local, regional, state and national level and identify influences or impacts.	<ul style="list-style-type: none"> • Staff • NSW Government • Australian Government • Illawarra Shoalhaven Joint Organisation
Inform, consult		Preparation of demographic profile.	<ul style="list-style-type: none"> • ID Forecast • Profile ID • Staff
Inform, Consult, Collaborate		Prepare and disseminate information for various engagement activities. <ul style="list-style-type: none"> • Factsheet • Infographic • Digital content • Media releases • Posters 	<ul style="list-style-type: none"> • Staff • Councillors

Stage 2

The Conversation Continues - (undertake engagement activities)

Level of engagement	CSP Pillar	Method of engagement	Stakeholders
Involve, consult		Community Satisfaction Survey	<ul style="list-style-type: none"> IRIS
Inform, involve, consult, collaborate		Community Workshops	<ul style="list-style-type: none"> Community Committees State Agencies
Involve, consult, collaborate,		Online survey through Lets Chat	<ul style="list-style-type: none"> Community
Inform, involve, consult		Internal Workshops	<ul style="list-style-type: none"> Councillors Staff
Inform, consult, collaborate, empower		Host a conversation	<ul style="list-style-type: none"> Youth Council Networks NGOs Community Centres Staff

Stage 3

Checking in (Public Exhibition)

Level of engagement	CSP Pillar	Method of engagement	Stakeholders
Inform, consult, collaborate		<p>Public exhibition</p> <p>Active exhibition period will include:</p> <p>Promote through Council customer service points to promote awareness of CSP exhibition.</p> <p>Social Media Website Newsletters Email workshop participants</p>	All
Inform, consult, collaborate, empower		<p>Councillor briefings, workshops and Council Meetings</p> <p>New Council elected September 2021 will be full briefed and engaged in the process.</p>	<ul style="list-style-type: none"> Councillors

Stage 4

Reporting back and creating awareness of the updated plan

Level of engagement	CSP Pillar	Method of engagement	Stakeholders
Inform, consult, collaborate, empower		Councillor briefings, workshops and Council Meetings New Council elected September 2021 will be full briefed and engaged in the process.	<ul style="list-style-type: none"> Councillors
Inform, consult, collaborate, empower		Council Staff workshops	<ul style="list-style-type: none"> Staff
Inform, consult		Public Exhibition of updated Plans	All
Inform		Create digital story and visual content	<ul style="list-style-type: none"> Community Staff Councillors
Inform		Update website	<ul style="list-style-type: none"> Community Staff



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