



2020 *Vision*

A blue compass rose icon with a white star in the center and the letter 'N' at the top.

Community Engagement Strategy

Review of 2020 Vision North Sydney Strategic Plan

Introduction

Councils are required under the Local Government Act 1993 to inform the community of particular issues that potentially affect their way of life. North Sydney Council is committed both in principle and in practice, to engaging on matters affecting the North Sydney community.

Council's recently adopted Community Engagement Policy states that "Council will engage the community when issues involving decision making or policy formulation are deemed, by Council officers or the elected Council, to be of specific interest to the community, and/or arise that may have a significant immediate or long term impact on the local community." Council's Community Engagement Policy (CS14) can be viewed at <http://www.northsydney.nsw.gov.au/www/html/2210-policy-manual.asp>

In accordance with this policy, Council has prepared a Community Engagement Strategy that outlines how Council will involve the community in reviewing the 2020 Vision, by providing a range of ways for the community and key stakeholders to get involved in the review process.

Background to Review of 2020 Vision

The purpose of the Community Strategic Plan is to form sustainable partnerships with the community and key stakeholders, driven by a collaborative group, creating greater ownership and commitment by North Sydney Council councillors and senior management in understanding and using indicators for reporting.

In 2004 North Sydney Council developed the North Sydney Strategic Plan, know as the '2020 Vision' which sets out directions and strategies for the future of the local government area. The 2020 Vision was developed following an extensive consultation process that included public forums, surveys, submissions and workshops.

Council undertakes a comprehensive review of the Strategic Plan every four (4) years following the local government elections. As part of this process, the community are given an opportunity to be involved in the review of its Strategic Plan.

Following the election of Council in September 2008, planning for the strategic review process began in December 2008 with a timeframe to adopt the new 10-year Community Strategic Plan by October 2009 (formerly July 2009)¹.

This review provides Council will the opportunity to review its corporate planning framework in line with the Department of Local Government's proposed Integrated Planning and Reporting Framework. The review also allows Council to enhance the 'sustainability indicators' within the Plan, to focus action and inform strategic decision making.

In early 2007 Council engaged ICLEI Sustainability Services (ISS) to conduct a review and analysis of the indicators and targets contained in current 2020 Vision Strategic Plan - Performance Report. They have made recommendations on how to

¹ The review timeframe has been extended, for more information refer to http://www.northsydney.nsw.gov.au/resources/documents/MS02_2020_Vision_Strategic_Plan_Review_Progress_Update.pdf

integrate sustainability into the Strategic Plan's indicators and targets. The development of sustainability indicators in concert with the review of the 2020 Vision is an effective way to consult with the community about measures that will demonstrate progress towards their identified goals and objectives in the Plan.

Community Engagement

Council's role is to lead community engagement to identify long-term objectives of the community, strategies to achieve these objectives and the levels of service the community expects.

The methods chosen need to maximise opportunities to go out to the community as well as inviting the community to come to Council. In line with North Sydney Council's guiding principles of community engagement, Council will use the framework shown below and select the most appropriate level. This framework has been adapted from that developed in 2000 by the International Association for Public Participation (IAP2). Council will use this framework to ensure a range of engagement 'levels' are offered, including:

LEVEL	CODE ²	DESCRIPTION
Inform	1	Providing balanced and objective information to help the community understand problems, alternatives, opportunities and/or solutions
Consult	2	Obtain public feedback on alternatives and/or decisions
Involve	3	Work directly with the community throughout the process to ensure that public concerns and aspirations are consistently understood and considered
Collaborate	4	Partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution

Community engagement opportunities will be provided at each of the four (4) phases of the Review.

Phase 1

To gather input from the community three (3) open-ended questions will be posed throughout the first phase of the engagement process:

- What do you value most about North Sydney?
- What would you like to see improved or changed?
- What would you like for the future of North Sydney?

The three (3) questions will be displayed on all documentation including the discussion papers and promotional collateral. These questions will be asked all participants and will form the basis of group discussions around each of the ten 'Directions' of the Community Strategic Plan.

'Directions' Discussion Paper (Level 1)

A discussion paper will be developed based on the ten (10) Directions of the current

² The code is used to identify the level(s) of engagement to be used per method of engagement per project phase.

2020 Vision: Environmental Sustainability, Neighbourhoods and Streetscapes, Transport and Parking, North Sydney Central Business District, Open Space and Recreation, A Sense of Community, Community Services and Facilities, Local Infrastructure, Governance and Organisation and Finance. This paper will identify current and emerging issues, Council's current actions to address these issues, posed questions to consider for the future and offered suggestions for measuring progress.

Development of the discussion paper will involve MANEX (Council's senior management team) and key staff. This will be published on Council's website, included with all invitations, and made available at each of the workshops and other community events.

Workshops (Levels 2 & 3)

To introduce and engender wide ownership of the project, a series of workshops will be conducted with councillors, MANEX and key stakeholders - residents, businesses and youth. The first phase will include a series of workshops to review the current ten (10) 'Directions' of the 2020 Vision.

The aims of the workshops will be to introduce the 2020 Vision review project to stakeholders, seek feedback, and build collaboration with the community. Workshops will be held at the Council Chambers in March and April 2009. They will run by an external facilitator with the support of staff.

The residential and business community workshops will be promoted extensively via the local media ('The Mosman Daily' and 'North Shore Times'), Council's website, and letters to key target groups. Councillors will also be encouraged to actively participate to the community workshops. The feedback from each of the forums will be posted on Council's website and mailed to each of the participants.

Staff workshops will be held to create greater ownership and commitment of staff in understanding organisational sustainability in planning, reporting and decision making and their role and relationship to, and give feedback on the 2020 Vision.

Surveys (Level 2)

Council will engage the community/key stakeholders via three (3) surveys:

1. Through Council's biennial Customer Satisfaction Survey, 400 residents and 200 businesses, randomly selected will be interviewed to provide feedback on satisfaction with Council's services and programs. Additional questions specific to the 2020 Vision Review will be added also.
2. Council will distribute reply paid feedback cards asking respondents to reply to the three (3) open-ended questions. These cards will be distributed to all community agencies, key stakeholders, Council's reference group members, past 2020 Vision participants, schools etc. And will be made available at community events and from Council's Customer Service Centre, Stanton Library and North Sydney Olympic Pool.
3. Council will also develop a web survey administered through its website www.northsydney.nsw.gov.au/2020vision

Photographs/Artworks (Level 3)

The community will be invited to send photographs and/or artworks (in and medium) depicting what they like - or don't like - about living in North Sydney. A public exhibition of the photos can be held as part of the launch event and published in the new 2020 Vision. This opportunity will be especially targeted to schools and childcare centres as well as established local artists networks.

At the conclusion of Phase 1 a summary of consultations outcomes (raw data) will be produced and distributed to participants and stakeholders as well as posted on Council's website.

Phase 2 (Level 3 & 4)

The second phase of the community engagement process will involve the analysis of the raw consultation data and the development a draft new 2020 Vision. The intention of the review is to build upon and improve the existing plan, i.e. not to 'throw the preverbal baby out with the bath water'; thus a SWOT analysis of the current plan will be undertaken. The current goals, strategies and indicators will reworked to integrate the new and emerging priorities identified through Phase 1 engagement processes.

Analysis will be performed on the raw data to reduce the bulk of the feedback to a smaller number of key issues/themes. These issues/themes will then be ranked according to priority by the community.

During the analysis a list will be prepared of the customer requests that were identified during the first phase of community engagement. Specific and detailed concerns identified that could potentially be addressed more quickly than via a high level document like the 2020 Vision will be compiled and conveyed to the relevant work area of Council for consideration and appropriate action.

The draft new 2020 Vision will be developed by the Project Team in consultation with staff, councillors and key stakeholders.

An external facilitator will be engaged to assist staff to develop draft indicators. The indicator development process will include:

- Select indicator pool from local and international suites, literature review and existing North Sydney Council indicators
- Develop initial indicator pool categorised by Quadruple Bottom Line (QBL)
- Filter sustainability indicators through workshops with MANEX, Project Team meetings, and alignment with North Sydney Vision (statement)
- Refine indicator suite
- Filter sustainability indicators further through Project Team meetings and alignment with QBL
- Filter indicator suite through MANEX/staff workshop and Project Team meetings (using Indicator Filter Instrument), data availability
- Propose indicator suite

Workshops involving MANEX, councillors and stakeholders to identify indicators will also be convened. Workshop participants will evaluate indicators identified in the literature, modify them to make them more relevant or suggest more pertinent indicators. A 'what you can do' section for each indicator will be developed with the community. Staff will also be asked to work through a draft set of indicators using a

filter tool and suggest data sources. The objective of the workshop is to narrow down the set of potential indicators. This list will then be evaluated by the Project Team, from which the final indicators will be chosen.

The community will have the opportunity to provide comment on the draft new 2020 Vision during the next phase.

Phase 3 (Level 2)

The third engagement phase will involve the Draft 2020 Vision being placed on public exhibition at Council's Customer Service Centre and Stanton Library and website for 28 days.

During this period the community will be particularly encouraged to provide feedback on the progress against the deliverables of the Community Strategic Plan will be communicated.

Phase 4 (Level 1 & 3)

The final engagement phase will involve the promotion of the new 2020 Vision, once adopted. A launch event(s) will be conducted celebrating the involvement of staff and community/external stakeholders in the development of the new 2020 Vision.

General Promotion and Publicity

Community feedback and progress updates will be reported back at various stages of the engagement process.

North Sydney News (Level 1)

Articles will be included in the 'North Sydney News' (quarterly) newsletter distributed to all households and businesses in North Sydney. Articles will outline the review process, the ten (10) Directions of the current 2020 Vision and invite the community to have a say on the future directions of North Sydney, as well as will provide regular progress updates.

Council website (Level 1)

The 2020 Vision web page is to be updated to invite residents to participate in the 2020 Vision Review. It will include details of the community workshops. The current 2020 Vision, Progress Report, Directions discussion paper and a feedback form will be available for download. Feedback from each of the community workshops will also be posted on the website at the conclusion of the first phase of community engagement. The consultation process will also be outlined on Council's website. Case studies and success stories to help tell the story/create the narrative could also be included on the website.

Advertisements in local newspapers (Level 1)

Advertisements promoting the review of the 2020 Vision and inviting the community to send their feedback or attend the community workshops will be included in 'The Mosman Daily' and 'North Shore Times' newspapers. Promotion of the community workshops will also be included in the mayor's column.

Further Information

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