

**DECISION OF 3697th COUNCIL MEETING
HELD ON 20 NOVEMBER 2017**

406. GMO04: Integrated Planning and Reporting Framework Review

Report of Jenny Gleeson, Manager Integrated Planning and Special Projects and Katrina Furjanic, Corporate Planning Coordinator

In accordance with legislative requirements North Sydney Council must review its Integrated Planning and Reporting Framework consisting of the Community Strategic Plan, Delivery Program and Resourcing Strategy. Each newly elected council must complete the review by 30 June in the year following the local government elections and roll the planning period forward. Council must prepare a:

- a) Community Strategic Plan - with minimum 10-year view.
- b) Delivery Program - three years not four years to align with the current term of council and the next scheduled local government elections.
- c) Resourcing Strategy - with minimum 10-year view.

The purpose of this report is to:

- a) advise the Council of its responsibilities in reviewing its Integrated Planning and Reporting Framework; and
- b) seek endorsement of the Community Engagement Strategy proposed for the review of the Community Strategic Plan. The strategy outlines the proposed engagement process and timeframe.

Funds are allocated in the adopted 2017/18 Budget to undertake the review of the Integrated Planning and Reporting Framework Review.

Funding for the project is appropriate.

Recommending:

1. THAT Council notes the preparation timetable for the review of the Community Strategic Plan which is also applicable to the review of the other components of Council's Integrated Planning and Reporting Framework.

2. THAT Council endorses the Community Engagement Strategy for the review of the Community Strategic Plan.

Voting was as follows:

For/Against 8/0

Councillor	Yes	No	Councillor	Yes	No
Gibson	Y		Barbour	Y	
Beregi	Y		Drummond	Y	
Keen	Y		Gunning	Y	
Brodie	Y		Mutton	Y	
Carr	Absent		Baker	Absent	

RESOLVED:

1. THAT Council notes the preparation timetable for the review of the Community Strategic Plan which is also applicable to the review of the other components of Council's Integrated Planning and Reporting Framework.

2. THAT Council endorses the Community Engagement Strategy for the review of the Community Strategic Plan.



Report to General Manager

Attachments:

1. Draft Community Engagement Strategy
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SUBJECT: Integrated Planning and Reporting Framework Review

AUTHOR: Jenny Gleeson, Manager Integrated Planning and Special Projects
Katrina Furjanic, Corporate Planning Coordinator

ENDORSED BY: Adrian Panuccio, A/General Manager

EXECUTIVE SUMMARY:

In accordance with legislative requirements North Sydney Council must review its Integrated Planning and Reporting Framework consisting of the Community Strategic Plan, Delivery Program and Resourcing Strategy. Each newly elected council must complete the review by 30 June in the year following the local government elections and roll the planning period forward. Council must prepare a:

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The purpose of this report is to:

- a) advise the Council of its responsibilities in reviewing its Integrated Planning and Reporting Framework; and
- b) seek endorsement of the Community Engagement Strategy proposed for the review of the Community Strategic Plan. The strategy outlines the proposed engagement process and timeframe.

FINANCIAL IMPLICATIONS:

Funds are allocated in the adopted 2017/18 Budget to undertake the review of the Integrated Planning and Reporting Framework Review.

Comment by Responsible Accounting Officer:

Funding for the project is appropriate.

RECOMMENDATION:

1. THAT Council notes the preparation timetable for the review of the Community Strategic Plan which is also applicable to the review of the other components of Council's Integrated Planning and Reporting Framework.

Report of Jenny Gleeson, Manager Integrated Planning and Special Projects/Katrina Furjanic,
Corporate Planning Coordinator
Re: Integrated Planning and Reporting Framework Review

(2)

2. THAT Council endorses the Community Engagement Strategy for the review of the Community Strategic Plan.

LINK TO COMMUNITY STRATEGIC PLAN

The relationship with the Community Strategic Plan is as follows:

- Direction: 5. Our Civic Leadership
- Outcome: 5.1 Council leads the strategic direction of North Sydney
5.4 Ensure that the organisation is effective and efficient
5.5 Ensure the long term financial sustainability of North Sydney

BACKGROUND

The *Community Strategic Plan 2010/11-2019/20* was initially adopted in November 2009 following a nine-month engagement period. Council was one of the first group of NSW councils to prepare its Integrated Planning and Reporting Framework. The Plan was re-adopted on 21 June 2010, following a further public exhibition period, in line with the development of the *Delivery Program 2010/11-2013/14* and the accompanying *Resourcing Strategy* - which then consisted of three separate components: Long Term Financial Plan 2010/11-2019/20, Asset Management Strategy 2010/11-2019/20 and Workforce Strategy 2010/11-2013/14.

In 2012/13 following the commencement of the previous term of Council, a review of the *Community Strategic Plan 2010/11-2019/20* was undertaken in accordance with the adopted Community Engagement Strategy. This involved a seven-month engagement process. The review validated the previous plan and considered new and emerging challenges and opportunities facing North Sydney, gathering together our community's priorities for the coming years.

The draft *Community Strategic Plan 2013-2023* was placed on public exhibition for 28 days, commencing from 2 May 2013. The final *Community Strategic Plan 2013-2023* (post exhibition) was reported to the Council meeting of 17 June 2013, whereby Council resolved (Min No. 364):

1. THAT Council adopts the *Community Strategic Plan 2013-2023*.
2. THAT the Mayor write to all those members of the community who provided submissions during the public exhibition period, thanking them for their efforts and support in preparing the *Community Strategic Plan 2013-2023*.

CONSULTATION REQUIREMENTS

Community engagement will be undertaken in accordance with Council's Community Engagement Protocol.

SUSTAINABILITY STATEMENT

The following table provides a summary of the key sustainability implications:

QBL Pillar	Implications
Environment	<ul style="list-style-type: none">• There are no known significant environmental implications relating to this report.
Social	<ul style="list-style-type: none">• There are no known significant social implications relating to this report.
Economic	<ul style="list-style-type: none">• Funds were allocated in the 2017/18 Budget to undertake the review of the IPR Review.
Governance	<ul style="list-style-type: none">• Council meets the legislative requirements with respect to reviewing the IPR Framework at the start of term of the Council.

DETAIL

1. Legislative Requirements

1.1 Community Strategic Plan

In accordance with the *Local Government Act 1993* each council must develop and endorse a Community Strategic Plan, on behalf of its local government area. It is the highest level plan that a council prepares. It must cover a minimum period of 10 years.

The Community Strategic Plan is an aspirational plan that describes the desired future, outcomes and strategies for the North Sydney local government area. It considers the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aspirations. The specific aim of the Plan is to assist the Council to make informed decisions about the best ways to address challenges and make the most of opportunities.

The Community Strategic Plan should be developed and delivered as a partnership between council, state agencies, community groups and individuals. It should address a broad range of issues that are relevant to the whole community. Many of the outcomes and strategies are outside the responsibility of Council. For these outcomes and strategies, Council needs to approach, negotiate with, and partner with individuals, businesses, community groups, governments and agencies.

1.2 Delivery Program (includes Financial Estimates)

For its part in delivering the Community Strategic Plan, Council has to prepare a Delivery Program aligning to the term of Council which details how it will respond to the strategies for which it is responsible. The Delivery Program is a statement of commitment - the Council is accounting for its stewardship of the community's long term directions and outcomes by outlining what it intends to do towards achieving these during its term.

In accordance with legislative requirements, the Delivery Program must be reviewed every four years. Each newly elected council must complete the review by 30 June in the year following the local government elections. Council must prepare a Delivery Program for the period 2018/19 to 2020/21 by 30 June 2018. Normally the Delivery Program covers a four-year period but the horizon of the plan has been shortened to three years for this planning system due to the deferral of the election of the Council.

The *Delivery Program 2013/14-2016/17* was structured by ‘strategic direction’ giving a “strategic view”.

1.3 Operational Plan (includes annual Budget)

The Operational Plan is a sub set of the Delivery Program. In accordance with legislative requirements, Council must have an Operational Plan adopted before the beginning of each financial year, outlining the activities to be undertaken that year, as part of the Delivery Program. Council must prepare its Operational Plan 2018/19 by 30 June 2018.

The *Operational Plan 2017/18* is structured in accordance with the organisational structure i.e. by Division and Department, giving an “operational view”.

1.4 Resourcing Strategy

The Resourcing Strategy is the point in Council’s Integrated Planning and Reporting Framework where Council identifies its responsibilities in delivering the Community Strategic Plan. The Resourcing Strategy responds to what Council is responsible for and includes three components - long term financial planning, asset management planning and workforce management planning. The Resourcing Strategy also allows the community to consider a wide range of options for delivering the strategic outcomes, which in the past has included a special rate variation.

1.4.1 Long Term Financial Plan

In accordance with statutory requirements the Long Term Financial Plan component must include:

- Projected income and expenditure, balance sheet and cash flow statement;
- Planning assumptions used to develop the plan;
- Sensitivity analysis - highlights factors/assumptions most likely to affect the plan;
- Financial modelling for different scenarios e.g. planned/optimistic/conservative; and
- Methods of monitoring financial performance.

The following is an overview of our current Long Term Financial Plan. Council is currently operating under the *Resourcing Strategy 2013-2023*, which was originally adopted on 16 June 2013 (Min No 367) and most recently re-adopted on 14 June 2016 (Min No 180). The Long Term Financial Plan component must be updated annually in conjunction with preparation of the Operational Plan. In accordance with the related resolutions Council is currently operating under Scenario 2:

Scenario 2 (Base plus additional \$105 million for capital expenditure from 2013/14 to 2016/17) - assumes a continuation of normal business, incorporating some targeted service improvements, and includes the previously approved 5.5% special rate variation but allows for an annual injection of approximately \$105 million of additional funds towards new capital projects and the renewal of Council’s ageing infrastructure for the Delivery Program term (i.e. from 2013/14 to 2016/17 inclusive). These funds are to be sourced from Council’s reserves, the balances of which have increased in recent years due to better than expected operating results.

Note: Council’s current special rate variation of 5.5% per annum ends at 30 June 2018. Council has several special levies which have been granted in perpetuity and are applicable to all rate

payers - these are Environmental Levy, Infrastructure Levy, Crows Nest Main Street Levy and Neutral Bay Mainstreet Levy (with the latter two applicable to selected business ratepayers only). Effective from 1 July 2014 Council introduced a Stormwater Management Charge (SWMC) applicable per property, with the cost depending on the property type. The SWMC is spent on the capital renewal and upgrade of stormwater drainage assets.

1.4.2 Asset Management Strategy

The purpose of the Asset Management Strategy is to enable Council to show:

- how its asset portfolio will meet the service delivery needs of its community into the future;
- that its asset management policies are being achieved; and
- that existing asset management practices integrate with the Community Strategic Plan.

The following is an overview of our current Asset Management Strategy. The current Asset Management Strategy component was prepared following a review of the Council's service delivery practices, financial sustainability indicators, asset management maturity and fit with the community's vision as outlined in the Community Strategic Plan. It includes an asset management improvement plan, detailing a program of tasks to be completed and resources required to bring council to a minimum 'core' level of asset maturity and competence.

In accordance with legislative requirements the Asset Management Strategy must also include an Asset Management Policy. Council currently has in place an Asset Management Policy that was most recently re-adopted on 18 February 2013 as part of the quadrennial Policy Manual Review. The Asset Management Policy will be reviewed again in the context of the preparation of the revised Asset Management Strategy (i.e. will not be included the next Policy Manual Review which is currently underway, due to be reported to Council in early 2018).

The Asset Management Strategy informs and is informed by the Long Term Financial Plan. As indicated in the current Resourcing Strategy, Scenario 3 is the 'preferred' scenario for asset management; however, we are currently operating under adopted Scenario 2 (amended) which assumes a continuation of normal business (i.e. current service levels) as well as incorporates some targeted service improvements, including infrastructure renewal additional to the original estimates.

1.5 Council's Sub Plans and Strategies

Council's Integrated Planning and Reporting Framework is supported and underpinned by other Council strategies, plans and the levels of service which seek to resource and deliver the outcomes of the Community Strategic Plan and the Delivery Program. As per past practice, it is recommended that the next Delivery Program include an appendix listing Council's adopted sub plans and strategies.

2. Scope of the Review

The review provides the opportunity to revisit the community's current and future needs (i.e. challenges and opportunities to be addressed). As per past process, it is recommended that the newly elected Council refresh the Community Strategic Plan rather than comprehensively

review/reinvent the plan. It is important the Community Strategic Plan is long term and durable. The directions embedded in North Sydney's long term plans should extend well beyond the tenure of particular councils and not change radically with each change in council for North Sydney. This recommendation does not mean that elements of the existing plan's structure cannot be changed, including the strategic directions (i.e. number and theme categories), as desired based on community feedback as to what are the current key priority areas.

2.1 Guiding Principles

The following guiding principles are considered the best practice approach to reviewing the Community Strategic Plan. It is recommended that the Council embrace these as part of the review process:

- a) *Consult and collaborate* - Council will engage with the community and stakeholders in an open and meaningful way. Given the constrained fiscal environment, difficult choices will need to be made about the future of North Sydney. The Community Strategic Plan, in particular, provides an opportunity to listen to different viewpoints and build consensus.

Council will also collaborate closely with relevant government entities. The relationship with government departments and agencies is particularly important as we all work towards the same goal of improving social, economic, environmental and governance outcomes for North Sydney.

- b) *Drive improved outcomes* - Council will take a quadruple bottom line approach to all our work, with the aim of achieving improved social, economic, environmental and governance outcomes. Council has the capacity to both respond to, and influence, our society, economy and the environmental considerations will not always be easy, but we will seek to achieve possible outcomes across all these domains.
 - c) *Integrate land use, asset management, workforce management planning and community strategic planning* - Council recognises the importance of aligning land use, asset management and workforce management planning with community strategic planning. Land use, financial, asset management and workforce management planning is informed by the community strategic plan and enables the achievement of CSP outcomes. The CPS will inform future updates to land use, financial, asset management and workforce management plans. This integration will help to ensure that we achieve improved social, economic, environmental and governance outcomes from land use, financial, asset management and workforce management planning.
 - d) *Use evidence wisely* - Council will draw on detailed, objective evidence to support better, more informed decision making. This will require careful research. The evidence we use will be shared with the community. Transparency will ensure scrutiny of our assumptions and methodologies and enhance community discussion. Council recognises that, in some cases, the evidence required for decision making may not exist or be fit for purpose. In others, even the best available evidence will not mitigate uncertainty entirely. In this context, we will seek to preserve options to provide more flexibility in the future and identify solutions that meet a range of possible needs.
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- e) *Promote responsible funding and financing* - Council’s fiscal position is relatively sound. However, over the long term, revenue growth may struggle to keep pace with growth in spending, particularly associated with an ageing population, and as such, ongoing sustainable fiscal management will be important. Funding projects and services responsibly means making hard choices about what to fund and what not to fund. Financing things responsibly also means making decisions about how and when the community pays for things. This includes looking at when the costs and benefits of things are incurred, getting value for money and considering all the funding and financing options available.

- f) *Be open to change* - Council recognises that improving outcomes rests, in part, on our willingness to embrace change so it can be used to our advantage. This could mean adapting existing assets, building flexibility into planning processes and responding to or adopting new technologies.

2.2 Community Engagement Strategy

On behalf of the North Sydney community, Council is responsible for facilitating the process to develop the plan and “steward” its implementation by a wide range of stakeholders. Having strategies identified in a comprehensive Community Strategic Plan that has clear evidence and community input provides a stronger case for their implementation. In response an Engagement Strategy (Attachment 1) has been prepared to raise awareness of the Community Strategic Plan review process by informing community stakeholders about the opportunities to participate in the review.

Engagement methods have been chosen to maximize existing networks and audiences such via social media and capitalise upon recent major consultation exercises conducted by Council to avoid over consultation. In regards to face-to-face opportunities, a ‘Talk of the Town’ model was considered, however review of the breadth of feedback collected by Council via recent consultations - including the Economic Development Strategy, Late Night Trading, Creative Places /Places for Creatives Forum TAPAS Action Plans, Transport Strategy, Recreational Needs Study and various Masterplans and Plans of Management - it is considered that the Community Engagement Strategy does not warrant such an event. Recent project specific consultations have yielded a substitutional amount of stakeholder feedback regarding issues and priorities which can be used to informed the Community Strategic Plan. Instead Council will hold workshops with a range of target groups, this method will allow in-depth conversation with the stakeholder groups and allow staff from other departments to also use these occasions to inform the review of various sub plans and strategies such as the Family and Children’s Strategy.

Engagement activities to be undertaken have been sequenced as per the below timetable:

Phase	Timing
1. Research and Scoping	Oct 2017 - Jan 2018
2. Identify aspirations and expectations	Feb - Apr 2018
3. Develop, allocate and cost strategies	Apr - May 2018
4. Prepare draft Integrated Planning and Reporting suite of plans	May 2018
5. Finalise Integrated Planning and Reporting suite post exhibition	Jun 2018

The feedback received will also be used to inform the preparation of the Delivery Program and Resourcing Strategy.

2.2.1 Reporting Back to the Community (during the engagement process)

Feedback from the community will be reported back at various stages of the engagement process. Feedback will be sent to all participants and made publicly available including via Council's website.

2.2.2 Specific Community Requests (arising during the engagement process)

A list will be prepared of any customer requests that are identified during the community engagement. Specific and detailed concerns identified that could potentially be addressed more quickly than through a high level document like the Community Strategic Plan will be compiled and conveyed to the relevant work area of Council for consideration and appropriate action and for consideration in the Delivery Program.

2.2.3 Awareness and Promotion (post adoption)

While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as State agencies and community groups may also be engaged in delivering the long-term objectives of the plan. Council staff will communicate the Community Strategic Plan to all relevant stakeholders.

Once adopted, the Integrated Planning and Reporting suite of plans will be published on Council's website. Limited copies of the individual components will be printed as well as summary versions.

A communications strategy will also be developed to ensure greater awareness of the Community Strategic Plan during its implementation period. It is anticipated that a launch event will be planned for July/August 2018. Promotional material such as postcards and banners will be produced as well as existing communication channels used including social media.

COMMUNITY ENGAGEMENT STRATEGY



Community Strategic Plan

NSW 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.

North Sydney Council undertakes a comprehensive review of the Integrated Planning and Reporting Framework (suite of plans) following each local government election, which include preparation of a long term aspirational vision for local government area, known as the Community Strategic Plan. As part of this process, stakeholders are given an opportunity to be involved in the review/development of Council's Integrated Planning and Reporting Framework.

1. Introduction

Between November 2017 and June 2018, Council will be renewing the Community Strategic Plan. This is a long-term plan (minimum 10 years) that will identify the community's main priorities and expectations for the future of North Sydney.

This engagement strategy outlines Council's approach for engaging the local community in the Community Strategic Plan review. Council has committed to working directly with the community/key stakeholders in developing the Community Strategic Plan to ensure that community concerns and aspirations are consistently understood and considered.

Council is ultimately responsible for the adoption of the Community Strategic Plan; however, the community have a role in recommending the priority areas for Council to target their resources, which are outlined in the accompanying Delivery Program. As is the case with any agency whether it is federal, state or local government there are a limited amount of resources available as well as certain legislative requirements which have to be met and Council in conjunction with the community will consider this along with what is important to the local community when allocating resources via its Delivery Program and Resourcing Strategy.

Council believes that meaningful participation by community and stakeholders in the development of the Community Strategic Plan will lead to more informed and robust decisions for all. Council is committed to providing opportunities for stakeholders to be involved in the development of its revised Integrated Planning and Reporting Framework and will communicate how that input was considered and included.

1.1 Council's Community Engagement Policy

This strategy has been prepared in accordance with Council's Community Engagement Policy and Protocol. The Protocol is used to determine the level of 'level(s) of impact' applicable to this project/decision (proposal). This proposal has been determined as:

LEVEL OF IMPACT	LEVEL OF ENGAGEMENT
High - LGA Wide	Inform, Consult, Involve

Council used the framework shown in Table 1.1 to select the most appropriate 'level(s) of engagement' for this proposal to ensure an appropriate range of engagement 'levels' and methods were offered.

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

Table 1.1 Derived from the IAP2 Public Participation Spectrum

2. Background

The Community Strategic Plan is the highest level plan that a NSW council will prepare. The purpose of the plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the planning process must consider the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aims and aspirations.

Even prior to the introduction of Integrated Planning and Reporting legislation, North Sydney Council has had in place long term strategic planning as demonstrated in the timeline below:



The intention of this review is to build upon and improve the existing Community Strategic Plan, i.e. not to 'throw the proverbial baby out with the bath water'. As per past practice this review process will seek to refine the issues raised in the previous plan and to identify new priorities and issues that emerged since 2013, as well as identification of future priorities. The review will also draw on the findings of recent Council consultation used to inform the preparation of other key planning documents, known as sub plans and strategies to our Integrated Planning and Reporting Framework.

3. Community Engagement Strategy

3.1 Who are our community stakeholders?

The Engagement Strategy identifies the following stakeholders to engage with, not listed in any priority order:

- Residents/rate payers (including Precinct Committees)
- Businesses/rate payers (including Chambers of Commerce)
- Community groups and organisations including peak bodies, interest groups and support groups
- Hard to reach target groups e.g. young people, students, workers
- Educational institutions
- Visitors/tourists
- Government - federal and state agencies and neighbouring councils
- Media
- Councillors
- Council staff

3.2 Key Communication Messages

- The engagement strategy meets Integrated Planning and Reporting legislation that all NSW councils must adhere to. The planning process is an integrated approach incorporating the environmental, social, economic and civic leadership factors affecting our local government area. None of these areas exist in isolation and the plan will reflect this.
- Development of the new Community Strategic Plan does not dismiss the work that was done as part of former plan, however the document requires refreshing due to some significant issues affecting the community such as demographic changes particularly our ageing population.
- Council values stakeholder participation in the development of the Community Strategic Plan. Council will be open and transparent with the community on how their feedback has been incorporated into the overall planning process; however, the final decision on priorities and levels of service provision included in its Delivery program and Resourcing Strategy will be made by the Council.
- The Community Strategic Plan is a broad document that will consider the community's main priorities and expectations for the future and develop strategies for achieving these priorities. Council is not the only stakeholder responsible for working towards meeting the agreed priorities and expectations. The role of other government agencies and external stakeholders will also be identified.
- The Community Strategic Plan is at the heart of Council's operations. Any future plans and subsequent decisions made by Council will be aligned to the Community Strategic Plan.

3.3 Guiding Principles

The following guiding principles are considered the best practice approach to reviewing the Community Strategic Plan:

- a) *Consult and collaborate* - Council will engage with the community and stakeholders in an open and meaningful way. Given the constrained fiscal environment, difficult choices will need to be made about the future of North Sydney. The Community Strategic Plan, in particular, provides an opportunity to listen to different viewpoints and build consensus.

Council will also collaborate closely with relevant government entities. The relationship with government departments and agencies is particularly important as we all work towards the same goal of improving social, economic, environmental and governance outcomes for North Sydney.

- b) *Drive improved outcomes* - Council will take a quadruple bottom line approach to all our work, with the aim of achieving improved social, economic, environmental and governance outcomes. Council has the capacity to both respond to, and influence, our society, economy and the environmental considerations will not always be easy, but we will seek to achieve possible outcomes across all these domains.
- c) *Integrate land use, asset management, workforce management planning and community strategic planning* - Council recognises the importance of aligning land use, asset management and workforce management planning with community strategic planning. Land use, financial, asset management and workforce management planning is informed by the community strategic plan and enables the achievement of Community Strategic Plan outcomes. The Community Strategic Plan will inform future updates to land use, financial, asset management and workforce management plans. This integration will help to ensure that we achieve improved social, economic, environmental and governance outcomes from land use, financial, asset management and workforce management planning.
- d) *Use evidence wisely* - Council will draw on detailed, objective evidence to support better, more informed decision making. This will require careful research. The evidence we use will be shared with the community. Transparency will ensure scrutiny of our assumptions and methodologies and enhance community discussion. Council recognises that, in some cases, the evidence required for decision making may not exist or be fit for purpose. In others, even the best available evidence will not mitigate uncertainty entirely. In this context, we will seek to preserve options to provide more flexibility in the future and identify solutions that meet a range of possible needs.
- e) *Promote responsible funding and financing* - Council's fiscal position is relatively sound. However, over the long term, revenue growth may struggle to keep pace with growth in spending, particularly associated with an ageing population, and as such, ongoing sustainable fiscal management will be important. Funding projects and services responsibly means making hard choices about what to fund and what not to fund. Financing things responsibly also means making decisions about how and when the community pays for things. This includes looking at when the costs and benefits of

things are incurred, getting value for money and considering all the funding and financing options available.

- f) *Be open to change* - Council recognises that improving outcomes rests, in part, on our willingness to embrace change so it can be used to our advantage. This could mean adapting existing assets, building flexibility into planning processes and responding to or adopting new technologies.

3.4 Timetable

Council's Integrated Planning and Reporting Framework, including the Community Strategic Plan, will be developed over an eight-month timeframe (detailed below) commencing in November 2017, with adoption by Council in June 2018. During this period activity undertaken by staff will be sequenced so that the final documents prepared reflect community aspirations and expectations and are adequately informed by social, environmental, economic and civic leadership (governance) issues.

Phase	Timing
1. Research and Scoping	Oct 2017 - Jan 2018
2. Identify aspirations and expectations	Feb - Apr 2018
3. Develop, allocate and cost strategies	Apr - May 2018
4. Prepare draft Integrated Planning and Reporting suite of plans	May 2018
5. Finalise Integrated Planning and Reporting suite post exhibition	Jun 2018

3.4.1 Phase 1 - Research and Scoping

During this phase information will be compiled that will answer the following questions:

- What do we know about our community? (2016 Census data)
- What could affect our community in the future? (key challenges and opportunities)
- What legislative requirements including state and regional plans inform Council decisions?
- How will the community be informed?
- What principles will guide the Community Strategic Plan?
- What is the long-term timeframe of the Community Strategic Plan?

This phase involves:

- a) 'Directions' Discussion Paper - will be prepared based on the five Directions of the current Community Strategic Plan and the *End of Term Report 2017*. The paper will identify current and emerging issues, pose questions to consider for the future and offer suggestions for measuring progress.

Development of the paper will involve MANEX (Council's senior management team) and staff. The paper will be published on Council's website and made available in hard copy from the Customer Service Centre, Stanton Library, North Sydney Olympic Pool, Centre for Sustainability and Planet X Youth Centre as well as at each of face-to-face consultation opportunities.

Community Strategic Plan Engagement Strategy

- b) Councillor and Staff Workshops - a series of workshops will commence in Phase 1 to introduce and engender ownership of Council's revised Integrated Planning and Reporting Framework. Details of the workshops will not be disclosed to the public, aside from inclusion of Councillor and Staff feedback in the summary of engagement findings.

3.4.2 Phase 2 - Identify aspirations and expectations

To gather input from the community three open-ended questions will be posed throughout Phase 2 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?

These questions will be incorporated into all consultation methods. These questions will be asked of all participants so that the current outcomes and strategies in the Community Strategic Plan can be reviewed and reprioritised.

Encouraging and enabling stakeholders to take part in the consultation is very important. The awareness and promotion campaign is designed to inform stakeholders of the pending consultation opportunities in an effort to encourage the greatest level of participation possible in Phase 2. The following activities will commence in November 2017:

<i>Method</i>	<i>Target Stakeholders</i>	<i>Engagement Level</i>	<i>Purpose</i>
Website	All	Inform/Consult	Provide information about the project and direct people to how they can have a say e.g. consultation opportunities.
Media Release	All	Inform	
Advertisements in local papers	All	Inform	
North Sydney News	All	Inform	
Community Notice Boards	All	Inform	
Banner/signage	All	Inform	
Social Media - Facebook ¹ , Twitter ² and Instagram ³	All, including existing followers and local groups with social media accounts	Inform	
Information Kiosk - at Council events and local markers	All	Inform	
Existing e-Newsletters	Subscribers of Council's various newsletters including North Sydney e-News and Business e-News	Inform	

¹ As at November 2017 Council has over 3,200 Facebook followers.

² As at November 2017 Council has over 2,800 Twitter followers.

³ As at November 2017 Council has over 1,600 Instagram followers.

Community Strategic Plan Engagement Strategy

<i>Method</i>	<i>Target Stakeholders</i>	<i>Engagement Level</i>	<i>Purpose</i>
Direct email/letter	Past Participants in previous review	Inform	
	Education Institutions	Inform	
	Parent groups (P&Cs)	Inform	
	Businesses	Inform	
	Reference Groups - citizen members	Inform	
Precinct System ⁴	All Active Precinct Committees	Inform	Encourage Precinct Committees to promote engagement to their members and to seek feedback

Council will offer various methods by which the can participate in Phase 2 between February and April 2018, including a mix of online and face-to-face methods, allowing the community to participate at times that best suit their needs and commitments. Use of social media is Consultation opportunities are not listed in priority order:

<i>Method</i>	<i>Target Stakeholders</i>	<i>Engagement Level</i>	<i>Purpose</i>
Artwork Template	Primary school students (5-12 years) and children 0-5 years (including child care centres)	Consult	Encourage children to visually depict their vision of the future “When I grow up North Sydney will look like...”. Selected artworks will feature in the final Community Strategic plan document ⁵ and related promotional material. Entrants will be credited on all images published.
Video Competition	Young people (12 to 24 years)	Consult	Encourage young people to visually depict their vision of the future through video. Council will choose 10 finalists from the entries submitted and a peer vote competition will be held.
#tag Photo Competition via Council’s Instagram account	All	Consult	Encourage stakeholders to visually depict what they love above the North Sydney local government area. Selected images will feature in the final Community Strategic plan

⁴ North Sydney Community Precinct System was established in the late 1970s, encouraging residents, workers, students and property owners to take an active role in providing input into the operations of Council. Precinct Committees are organised by community members and are advisory. Precinct meetings are one avenue for informing Council of community opinion and maintaining two-way communication between community members and Council staff/Councillors

⁵ And/or in the Delivery Program or Resourcing Strategy; same applies to all other methods.

Community Strategic Plan Engagement Strategy

<i>Method</i>	<i>Target Stakeholders</i>	<i>Engagement Level</i>	<i>Purpose</i>
			document and related promotional material. Entrants will be credited on all images published. Council will choose 10 finalists from the entries submitted and a peer vote competition will be held.
Story Sharing via Council's Facebook account	All	Consult	Create a positive online space where stakeholders can share their stories and experiences regarding what they love about the North Sydney LGA. Word limit required.
Online Mapping Tool	All	Consult	Stakeholders can "pin-point" location as means to identify issues/priorities.
Survey	Online and hard copy version (both will ask same questions)	Consult	Stakeholders to identify issues/priorities and suggest solutions.
Written Submissions	All	Consult	Free form feedback accepted by email or posted letter as well as via online form. ⁶
Workshops (various)	All - focus on hard to reach stakeholders	Consult	Bring stakeholders together to identify issues/priorities and suggest solutions. Meet with target groups, with priority for hard to reach stakeholders, in particular where the consultation can also inform sub plan and strategy development.
Meetings	State agencies	Consult	One-on-one meetings with key external stakeholder agencies.

At the conclusion of Phase 2 a summary of consultations outcomes (raw data) will be produced and distributed to participants and key stakeholders as well as posted on Council's website.

3.4.3 Phase 3 - Developing, allocating and costing strategies

Phase 3 process will involve the analysis of the raw data collected in Phase 2. All issues/strategies identified will be sorted according to which stakeholders have direct responsibility. Strategies that are not the responsibility of Council will be directed to other agencies for input. Resourcing will be identified for Council-owned strategies based on the identified levels of service, forming the basis of the Delivery Program and Resourcing Strategy.

⁶ For more information about how to make a written submission refer to Council's [Information Sheet: Making a Written Submission to Council](#).

Note: During the analysis a list customer requests will also be identified. Specific concerns identified that could potentially be addressed more quickly, than via a high level document like the Community Strategic Plan, will be conveyed to the relevant work area of Council for consideration and appropriate action.

3.4.4 Phase 4 - Prepare Draft Integrated Planning and Reporting suite of plans

This Phase involves the finalisation and exhibition of the Community Strategic Plan and accompanying Delivery Program and Resourcing Strategy, via a minimum 28 days' public exhibition period (legislative requirement). During the exhibition period the documents will be available for viewing at Council's Customer Service Centre, Stanton Library, North Sydney Olympic Pool, Centre for Sustainability and Planet X Youth Centre. Submissions may be made in writing during the exhibition period.

A drop-in information session will be held during the exhibition period providing the opportunity for stakeholders to ask questions of Council's staff. This session will be open to the public. The event will be advertised through the local papers, Council's website and to all participants in Phase 2.

3.4.5 Phase 5 - Final Community Strategic Plan Preparation

Once adopted, the final engagement step in Phase 5 involves increasing promotion and awareness of the new Community Strategic Plan. To do this we will undertake the following activities from June 2018:

- a) Communication Strategy and Branding - a communication strategy including branding will be developed identifying the promotion and publicity methods to be employed to generate awareness of the Community Strategic Plan throughout the life of the plan.
- b) Launch Event(s) - will be conducted celebrating the involvement of stakeholders in the development of the new Community Strategic Plan. A public exhibition of the artwork, video and photo entries will be held as part of the launch event(s).

4. Opportunity Cost/Rationale

There is a financial cost to Council to achieve a high quality process. If the process is robust and there is community ownership of the decisions made than long term savings will result.

Insufficient or poor quality engagement can result in poor long-term decisions requiring further resources to rectify. Aspirational objectives need to be informed by minimal levels of service that Council is legislatively required to provide as well as service levels expected by the community. There is a likely risk that the priorities identified in the revised Integrated Planning and Reporting Framework will be unachievable if engagement activities do not link aspirational objectives with realistic expectations.

The aim of a high quality community engagement process is about getting sustainable decisions. This means the community and Council finding common ground and making decisions for the benefit of both current and future generations. The process will help elected officials to understand and respond to their communities hopes, dreams, issues and concerns over the long term and not only for their limited terms of office.

5. Further Information

For further information please contact Council's Integrated Planning and Special Projects Manager, Jenny Gleeson:

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