

# Integrated Planning and Reporting Review 2021

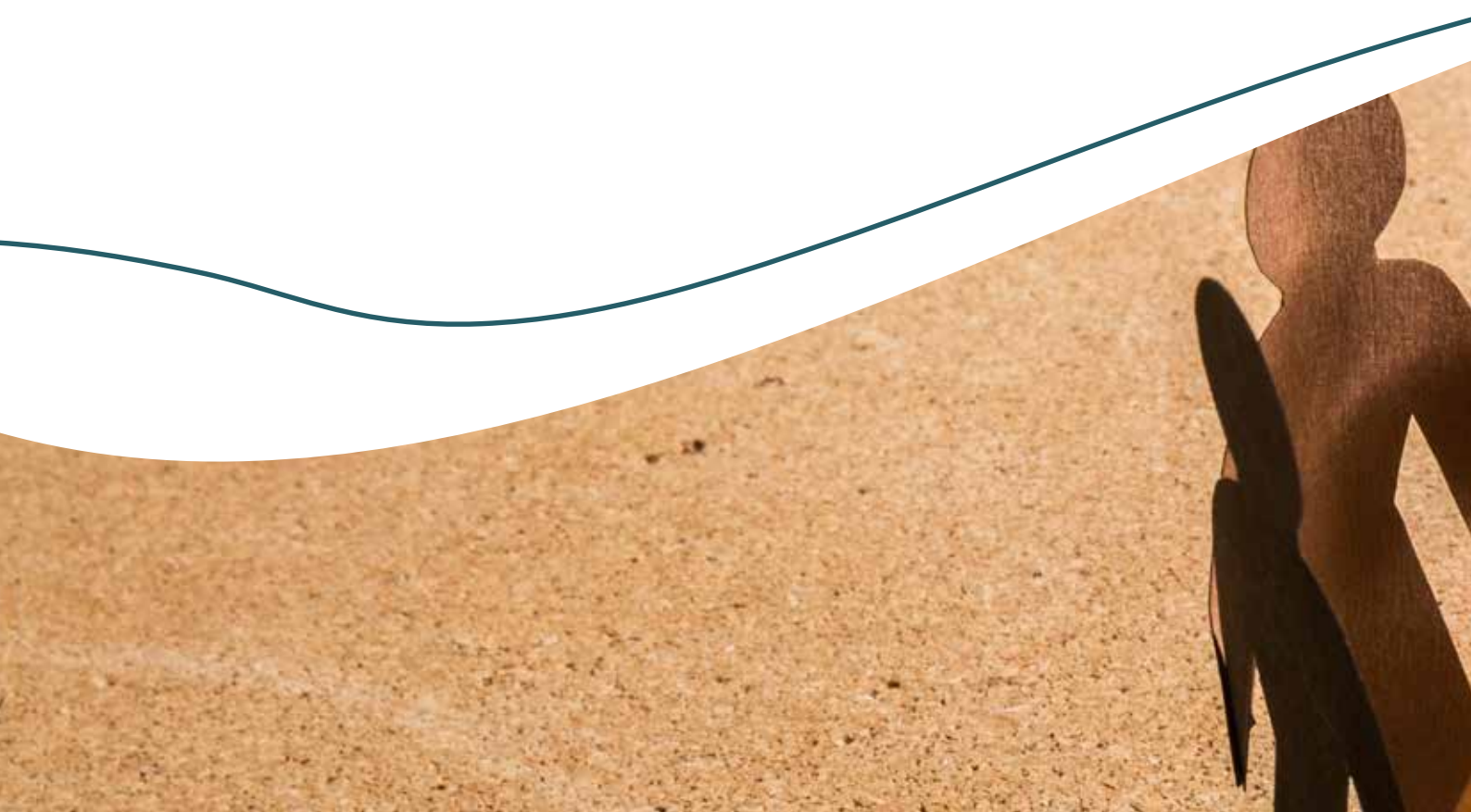
**Community  
Engagement  
Strategy**

Eurobodalla Shire Council recognises  
Aboriginal people as the original inhabitants  
and custodians of all the land and water in  
the Eurobodalla and respects their enduring  
cultural and spiritual connection to it.

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## WHY A COMMUNITY STRATEGIC PLAN?

The Community Strategic Plan is the highest-level plan that a council and its community will prepare. Eurobodalla Council has a custodial role in initiating, preparing and maintaining the plan on behalf of the community. The plan aims to encourage Council, the community and other agencies to work together as one community to deliver on the vision for the future of Eurobodalla, as conveyed in the plan.

Local government elections are generally held every four years in NSW. Following these elections, councils are required to review their Community Strategic Plan to ensure it still reflects the vision of the community, including where it wants to be in the future, how they can get there and who can help.

Council's first Community Strategic Plan 'Eurobodalla 2036' was developed during 2010. Following elections in 2012, the 'Let's Talk' engagement process generated a revised plan, the 2013 Community Strategic Plan. After elections in 2016, Council used community forums, surveys and social media campaigns to inform the 2017 Community Strategic Plan. A citizen's jury process supported development of the Delivery Program 2017-21.

Local government elections scheduled for 2020 were delayed due to the global COVID-19 pandemic and will instead be held in September 2021. Again, Council will review its Community Strategic Plan and other Integrated Planning and Reporting documents.

This Community Engagement Strategy will guide engagement activities in the review of the Eurobodalla Community Strategic Plan, Delivery Program 2022-25 and Operational Plan 2022-23.



## WHAT YOU'VE TOLD US

Council engages the community on a range of projects outside the Integrated Planning and Reporting cycle. A significant amount of valued community feedback and input has been received during engagement activities for:

- Aboriginal Action Plan
- Advancing Eurobodalla - Integrated Economic Growth and Development Strategy
- Batemans Bay Regional Aquatic, Arts and Leisure Centre
- Batemans Bay Waterfront Masterplan and Activation Strategy
- Companion Animal Management Plan
- Creative Arts Strategy
- Eurobodalla Events Strategy
- Eurobodalla Heritage Strategy

- Eurobodalla Pathways Strategy
- Mogo Adventure Trail Hub – creation of masterplan
- Nature Based Tourism Study
- Place Score engagement in Tilba, Narooma, Bodalla and Moruya
- Recreation and Open Space Strategy
- Tourism Wayfinding and Signage Strategy

The outcomes from these and other community consultations that occur during this engagement strategy will inform our review of the Community Strategic Plan. Council is conscious of the possibility of consultation fatigue within the community and will put in place processes that enable a broad range of people to be involved in the engagement process.

# THE INTEGRATED PLANNING AND REPORTING FRAMEWORK

*The Local Government Act NSW (1993)* and Integrated Planning and Reporting (IPR) Framework requires each council to prepare a Community Strategic Plan covering a minimum ten-year period, a Resourcing Strategy and a Delivery Program and Operational Plan.

The Community Strategic Plan (CSP) sits above all other council plans and policies, and its purpose is to identify the community's main priorities and aspirations for the future, and plan strategies to achieve them.

The Resourcing Strategy identifies the resources council has available to respond to its CSP and includes a Long-Term Financial Plan, Asset Management Strategy and Workforce Management Strategy.

The Delivery Program aligns with a council's term. It is a council's response and commitment to implementing, within available resources, the priorities and aspirations of the community, expressed in its CSP. The Operational Plan is the Council's annual service delivery action plan.

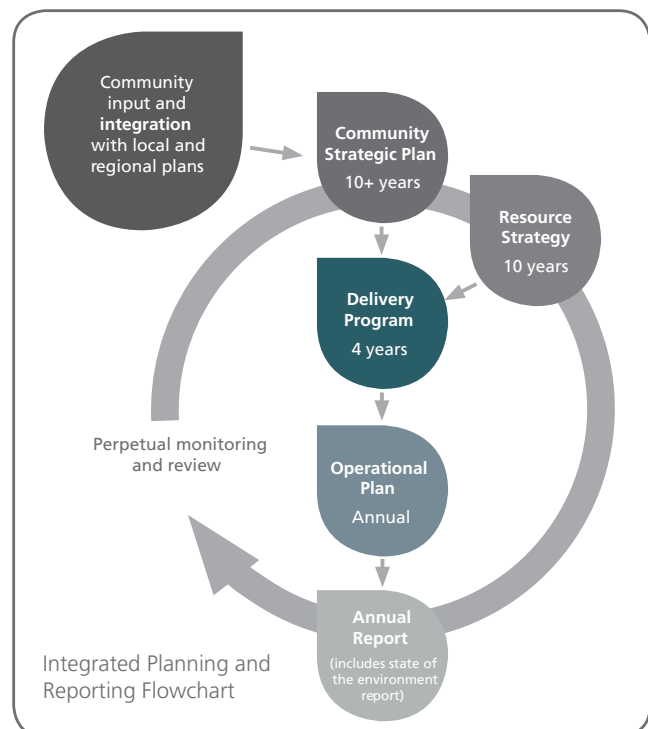
Following local council elections, a council must review their suite of IPR plans, including the CSP, to confirm its vision and priorities still accurately reflect community aspirations. Other associated plans cascade from this.

The NSW Government's IPR Framework requires councils to prepare and implement a Community Engagement Strategy for the engagement activities it will undertake to review its IPR plans.

The strategy must be prepared and implemented following the social justice principles for engagement:

- **Equity** – There is fairness in decision making and prioritising and allocation of resources.
- **Access** – All people have fair access to services, resources and opportunities to meet their basic needs and improve their quality of life.
- **Participation** – Everyone has the maximum opportunity to genuinely participate in decisions which affect their lives.
- **Rights** – Everyone's rights are recognised and promoted.

It must identify relevant stakeholder groups with the community and outline methods of engaging these groups and consider the expected levels of service expressed by the community when preparing the Community Strategic Plan.





# COUNCIL'S COMMUNITY ENGAGEMENT FRAMEWORK

Eurobodalla's Community Strategic Plan 2017 identifies the importance of building and maintaining an engaged and connected community that works together, empowered with knowledge, and has the opportunity to participate in decision making. It recognises our mutual responsibility to work towards our goals, actively participate, and engage to improve outcomes for Eurobodalla.

In response, Council adopted its Community Engagement Framework (CEF) in 2017, after an extensive development and consultation process. This process included research of best practice, review of Council's then practices, reviewing how councils similar to Eurobodalla engage with their communities, the standards advocated by industry, seeking independent advice and situation analysis, and feedback from wider community on the draft framework. It was prepared in accordance to section 402 of the *Local Government Act NSW (1993)*, incorporating the social justice principles. Council reviewed this framework in 2019 with the purpose of incorporating requirements for a Community Participation Plan in accordance with the *Environmental Planning and Assessment Act NSW (1979)*.

The CEF provides principals and tools for coordinating, planning, designing, implementing, and evaluating community engagement activities conducted by Council.

The following principles, as set out in the framework, will guide Council's approach to engaging the community:

- Be open and inclusive
- Generate mutual trust and respect, and be accountable
- Engage early and provide information that is clear
- Be considerate and provide feedback
- Value and acknowledge skills and resources

While the CEF does not prescribe exactly how the community should be engaged for every project, it provides guidance on the different levels of public participation and engagement levels to consider, as illustrated in the table below:

This strategy will include engagement activities at different levels of the participation spectrum.



1	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Why are we doing this	To provide the public with balanced and objective information to assist them in understanding solutions, alternatives, opportunities and/or problems.	To obtain public feedback on analysis, alternatives.	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 and/or devolved budgets in the hands of the public.
What will we say? What will we do?	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.

<sup>1</sup> As advocated for by the International Association for Public Participation (IAP2) in their Spectrum for Public Participation.

# OBJECTIVES FOR THIS COMMUNITY ENGAGEMENT STRATEGY

This Community Engagement Strategy has been developed in accordance with the NSW Government's IPR framework and guided by the principles, impact levels and tools contained in Council's Community Engagement Framework.

While preparing this strategy, Council has aimed to:

- ✓ Design a process that collaborates with our community and stakeholders, including hard to reach groups, in the review of the Community Strategic Plan.
- ✓ Ensure key messages and information can be communicated during the process:
  - What is Integrated Planning and Reporting and what does it mean for our community and key stakeholders?
  - How can our community get involved in the development and review of the Community Strategic Plan?
  - Is Council providing the right level of service to deliver on community vision?
  - What is the timeframe and who is responsible for what?
- ✓ Provide equitable opportunities for our community and stakeholders to participate.
- ✓ Ensure engagement methods and techniques are suitable for our community and stakeholders, can be delivered in a timely manner, and are robust during challenging circumstances.
- ✓ Provide processes and outcomes that will inform the comprehensive review of the current Community Strategic Plan.





# HOW WE'LL ENGAGE THE COMMUNITY

In Eurobodalla, 77% of households have at least one person with access to the internet from their home<sup>1</sup>. Online engagement tools have the ability to reach a broader audience unmatched by traditional engagement activities. They can be available 24 hours a day during engagement phases, offering a convenient platform for those who do not have time to physically attend meetings. For this reason we will use online engagement tools, available via Council's website, to work with the community on this project.

Throughout the process, Council will try to ensure all residents can access the engagement tools. We will provide:

- Free access to the internet and iPads at Eurobodalla libraries and Council's customer service building in Moruya.
- Access at Council managed Youth Cafes.
- Internet enabled devices for attendees of suitable community events that fall within project timing.

The accessibility of online engagement tools means we can engage traditionally harder to reach groups in this important conversation, such as working parents, younger people, people with mobility impairment, shift workers and vulnerable people during these pandemic times. Furthermore, our community is geographically dispersed, and digital tools can ensure an engagement platform that is equitable between our towns, villages and rural areas.

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<sup>1</sup> Australian Bureau of Statistics, 2016 census data, [https://quickstats.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/quickstat/LGA12750](https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA12750)

## STAKEHOLDERS AND REACH



In preparing this strategy, Council has considered balance between stakeholder groups, and the towns, villages and rural areas of Eurobodalla. This strategy has been prepared

to enable the greatest reach across stakeholder groups and focus on traditionally under-represented stakeholders.

# PHASES FOR THIS COMMUNITY ENGAGEMENT STRATEGY

To review our Community Strategic Plan, Council will implement a three-phase approach to inform and collaborate with the community and stakeholders.

## PHASE 1:

**Information  
exchange**

During each phase of the process, evaluation and review will be undertaken to ensure:

- Information exchanges and engagement methods and techniques have achieved broad reach across community and stakeholders
- Data and information gathered through engagement activities is of high quality and integrity
- The views, vision and priorities of the community are heard and accurately recorded
- Council's legislative requirements are met

## PHASE 2:

**Vision review and  
solution development**

## PHASE 3:

**Confirmation  
and completion**

# PHASE 1.

## INFORMATION EXCHANGE

**Engagement level:** inform/consult

**Objective:** To provide balanced objective information to assist in understanding problems, drivers, alternatives and opportunities.

The first phase is about gathering and sharing information and ideas. It involves a review of the current state of play including: current challenges/issues and key drivers, previous engagement exercises and outcomes, and progress towards achieving community goals. Information to inform development of engagement material will be sourced from community satisfaction and visioning surveys, Australian Bureau of Statistics (ABS) data, Council annual reports and other recent engagement activities. This information will be presented to the broader community for feedback on the current situation, progress, and any potential responses or future direction.

**Key messages:**

*"Where are we now?"*

*"What have we done to get here? Where to from here?"*

**Deliverables:**

- Our Story: State of the Shire
- End of Term Report

ACTIVITY	PURPOSE	ENGAGEMENT LEVEL	TIMING
<b>Community surveys</b> <ul style="list-style-type: none"> <li>• Community wellbeing survey</li> <li>• Community satisfaction survey</li> </ul>	To obtain statistically valid data on visioning, wellbeing and customer satisfaction. Data obtained will assist in confirming community vision and inform levels of service.	Consult	February and May 2021
<b>End of Term Report</b>	To report progress implementing current integrated plans over the current council term and fulfil legislative requirements.	Inform	July 2021
<b>Eurobodalla Snapshot</b> <ul style="list-style-type: none"> <li>• Our Story: State of the Shire</li> <li>• Community Indicators Update</li> </ul>	To combine community perception, as obtained through the community surveys, with facts from relevant data sources to allow assessment of key issues and drivers within Eurobodalla. This will include an update of the community indicators that were developed to monitor the progress of Council's Community Strategic Plan.	Inform	September 2021

**Reach:** During Phase 1 Council will use its communication channels to inform the community of the deliverables, including:

- Council's website
- Living in Eurobodalla - quarterly print newsletter mailed to all residents
- Media releases
- Council News - monthly email newsletter

## PHASE 2. VISION REVIEW AND SOLUTION DEVELOPMENT

**Engagement level:** collaborate

**Objective:** To explore community expectations and Council's ability and capacity to deliver on shared vision and goals and develop an agreed way forward.

The second phase is about partnering with the community and stakeholders, informed from phase 1 surveys, to review the vision, outcomes and strategies as recorded in the 2017 Community Strategic Plan.

A dedicated online engagement platform will be created for this phase, with a variety of online tools utilised to interact with the community and stakeholders. The platform will be available via Council's website. A short URL will be used for ease of promotion.

### Key messages:

*"Will we still be a friendly, responsible, thriving and proud Eurobodalla in 20 years' time?"*

*"Do the outcomes and strategies captured in the Eurobodalla Community Strategic Plan 2017 still accurately reflect where we want to be and how we will get there?"*

### Deliverables:

- Draft Community Strategic Plan 2021

TARGET STAKEHOLDERS	ACTIVITY AND METHOD	PURPOSE	ENGAGEMENT LEVEL	TIMING
All stakeholders	Dedicated online engagement platform	To review the community's existing vision, outcomes, and strategies to ensure they still accurately reflect the community's future priorities and aspirations. To gather amendments or alternative aspirations and priorities where existing no longer align to stakeholders.	Collaborate	October - November 2021

**Reach:** During Phase 2 Council will promote the online engagement tool to ensure participation is maximised. We will use existing communication tools, lists and networks, supplemented by targeted advertising and a presence at community events, including:

- Living in Eurobodalla - quarterly print newsletter, mailed to all residents
- Rates Notice - flyer enclosed with all rates notices, for resident and non-resident ratepayers
- Council's social media platforms and digital newsletters – including Facebook (14,799 followers) and Instagram (2,156 followers)<sup>1</sup>
- Council website – dedicated landing page information to direct users to platform (126,780 website users between July and December 2020)<sup>2</sup>
- Radio advertising campaign
- Flyer/business card with the website address to direct people to the online engagement platform
- Committees and Advisory Groups:
  - Audit Risk and Improvement Committee
  - Coastal and Environmental Management Advisory Committee
  - Disability Inclusion Advisory Committee
  - Aboriginal Advisory Committee
  - Eurobodalla Heritage Advisory Committee
  - Public Art Advisory Committee
  - Youth Committee
- Chambers of Commerce and Community Associations
- Community events – Council will make available internet enabled devices for attendees at suitable community events that fall within timing
- Promotion at Eurobodalla Libraries – free access to internet and a 'borrow an iPad' program
- Promotion at other Council facilities – administration building in Moruya, and depots in Narooma, Moruya and Batemans Bay provide access to internet enabled devices to participate in the online platform.

<sup>1</sup> Eurobodalla Shire Council Delivery Program 201-21, Operational Plan 2020-21 Six Monthly Performance Update, July to December 2020 Report

<sup>2</sup> Eurobodalla Shire Council Delivery Program 201-21, Operational Plan 2020-21 Six Monthly Performance Update, July to December 2020 Report



## PHASE 3.

# CONFIRMATION AND COMPLETION

**Engagement level:** inform/consult

**Objective:** Confirm the draft Community Strategic Plan reflects the inputs and intent of those involved in engagement and the sentiments expressed by the broader community.

The third phase takes the draft Community Strategic Plan back to the community to confirm that nothing was lost in translation and that the end documents convey what community members intended. All stakeholders will be provided with the opportunity to comment on the draft documents and be provided with feedback on how their comments influence the final outcome.

**Key messages:**

*"Did we get it right?"*

*"Does the end result reflect your input?"*

**Deliverables:**

- Final Integrated Planning and Reporting documentation

ACTIVITY	PURPOSE	ENGAGEMENT LEVEL	TIMING
<b>Community Strategic Plan</b> <ul style="list-style-type: none"> <li>• Public exhibition</li> </ul>	To ensure revised document reflects community engagement and input to articulate the community's long term aspirations, priorities and vision.	Inform/Consult	January - February 2022
<b>Delivery Program 2022-2025</b>	To ensure revised document details the activities that Council will deliver over their term and the strategies it will implement in consultation with the community as contained in the Community Strategic Plan.	Inform/Consult	March – June 2022
<b>Operational Plan 2022-23</b>	To ensure revised document includes the actions to be undertaken during the next financial year, aligned to the revised Delivery Program and Community Strategic Plan.	Inform/Consult	March – June 2022



