

# Community Strategic Plan Dubbo City Council Community Engagement Strategy

**KJA**



strategic communications & project management

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February 2011

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## 1 Introduction

On 11 May 2009, the NSW Department of Local Government issued Circular No 09/19 announcing the release of the Exposure Draft Local Government Amendment (Planning and Reporting) Bill 2009 and the Local Government (General) Amendment (Planning and Reporting) Regulation 2009 for public consultation.

Subsequently, the Local Government Amendment (Planning and Reporting) Bill 2009 was assented on 1<sup>st</sup> October 2009.

The legislation is supported by Planning and Reporting Guidelines and a Planning and Reporting Manual which details the methodology to be used by each council in preparation of a Community Strategic Plan. Compliance with the guidelines is mandatory for all NSW councils.

The legislation emphasises that Community Strategic Plans should have a minimum life of 10 years, and at the council level be implemented through a four year delivery program and an annual operating plan. This differs significantly from the previous legislative regime where planning was confined to a three-year term within the council management plan.

## 2 Background

It is crucial that the Community Engagement Strategy for the Dubbo City Council Community Strategic Plan builds on previous consultation undertaken across the Local Government Area (LGA) and moves the relationship between the Council and the community from one of information sharing to genuine collaboration.

Dubbo City Council has undertaken a number of community information and consultation activities in recent years. Strategies that have required considerable community consultation have included:

- Dubbo Community Needs Survey
- D LEP
- Dubbo Economic Development Strategy
- 2010 Management Plan
- Percy Allan Review

The communications and consultation activities proposed to be undertaken to develop the Dubbo Community Strategic Plan provide a valuable opportunity to genuinely engage residents in the future direction of their community.

It is also noted that the Council was also involved in the development of the 2020 Vision for Dubbo which was launched in 2007. The 2020 Vision details a number of cooperative goals aimed at improving quality of life and services within Dubbo. Although successful, it appears this initiative may not be proceeding as quickly as anticipated and a re-energising opportunity presents itself with the development of a community strategic plan that can incorporate all the great features of the 2020 Vision.

### 3 Aims of the Community Engagement Strategy

The Community Engagement Strategy for the Dubbo Community Strategic Plan is made up of two sub-plans: **a Communications Plan and an Engagement Plan.**

The Communications Plan relates to the activities which raise awareness of the Community Strategic Planning process, inform members of the community and stakeholders about the opportunities to participate in the consultation process, and delivers the key messages about the development of the Community Strategic Plan.

The Engagement Plan relates to the activities which provide opportunities for active, meaningful and ongoing participation by the community in identifying the key issues, challenges and opportunities for the Dubbo LGA as well as establishing a vision for how they would like the area to be in 20 years time.

The approach to community engagement proposed here reflects and builds on Councils commitment to community engagement as detailed in the “*Community Participation in Council Decision-Making Strategy*” & the “*Dubbo City Council Community Participation in Council’s Decision-Making Policy*”. Dubbo Council has made clear commitments to engaging with the community as a vital part of local democracy and acknowledge the importance of engagement as an opportunity to broaden the knowledge and expertise applied to Council-managed processes including but not limited to strategic planning.

#### 3.1 Objectives of communications plan

- Provide a clear methodology for communicating with the community and stakeholders during the development of the Dubbo Community Strategic Plan
- Promote the key messages about the purpose, aims and objectives of the Dubbo Community Strategic Plan for all people to become better informed
- Raise awareness with all different groups of stakeholders – including groups who have not had involvement in the past
- Deliver clear and consistent messages to the community and stakeholders
- Widely promote opportunities for the community to get involved and have their say in the development of the Dubbo Community Strategic Plan
- Communicate the community and stakeholder benefits of the plan to as broad a group of stakeholders as possible

#### 3.2 Objectives of engagement plan

- Provide a clear methodology for engaging with the community and stakeholders during the development of the Dubbo Community Strategic Plan
- Ensure that all different groups of stakeholders are involved – including groups who have not had involvement in the past
- Explain the process in the first round of consultation. Participants in the second round will help with the prioritisation of recommendations
- Ensure the community and stakeholders are aware of their opportunities to be involved in the development of the Dubbo Community Strategic Plan
- Identify the key stakeholders and key issues
- Provide a framework for broad consultation and engagement with key stakeholders and the Dubbo community, including identification of hard-to-reach communities and appropriate strategies to ensure specific interest groups are provided with opportunities to have their say

- Anticipate potential issues and implement strategies to minimise the impact of those issues on successful development of the Dubbo City Community Strategic Plan
- Provide an opportunity for Council and the Community to work together to define a plan for the future of Dubbo
- Maximise participation of all stakeholders by using engagement activities and locations appropriate to the local community

## 4 Key Messages

### 4.1 Communications messages

- Dubbo Community Strategic Plan: “Our place; our plan; our future”
- Everyone has a part to play in the future of the Dubbo City Local Government Area
- The Dubbo Community Strategic Plan will provide a blueprint to ensure the Dubbo City community continues to thrive and prosper into the future
- The Dubbo Community Strategic Plan will streamline and integrate past planning processes into one long-term, overarching and aspirational strategy that provides Council and other stakeholders with a clear direction for the next 25 years
- The Dubbo Community Strategic Plan will ensure the Dubbo community can maintain its identity and lifestyle as it faces the challenges of the future
- This process will continue to reflect our role as a regional service provider
- This is an opportunity to contribute to the future of Dubbo

### 4.2 Engagement messages

- The Dubbo Community Strategic Plan can only be delivered through a true partnership between the community, council and other stakeholders
- The Dubbo Community Strategic Plan will help the Dubbo community reinvigorate their identity and improve their lifestyle as they face the challenges of the future
- The Dubbo Community Strategic Plan will be created and owned by the community – it is not the council’s plan, it is the community’s plan
- The Dubbo Community Strategic Plan provides Council with the tools and direction to manage the changes and pressures of the future on behalf and for the benefit of the community
- The Dubbo Strategic Plan is a long-term plan – we can’t do everything at once, but the Community Strategic Plan provides a way forward
- The Dubbo Community Strategic Plan will provide council and the community with a clear direction for the next 25 years – but the plan will be flexible enough to adapt to emerging opportunities and respond to unforeseen changes
- The Dubbo Community Strategic Plan is an opportunity to retain all of the good features of past plans, particularly those that still have some way to implement.
- The Dubbo Community Strategic Plan will define the focus for short-term and long-term activities in Dubbo
- Everyone’s input is important

## 5 Advocates – “Champions of the Future”

An advocate group will be established through invitations to community leaders. This advocacy group will be a key part of the program. Council will identify advocates from community groups, programs and network contacts.

To differentiate from previous consultation/engagement projects, this advocate group will be called “Champions of the Future”. This name reflects the vision for the plan, and starts to create the environment for a discussion around the future.

The champions will be new to engagement activities with Council, therefore involving a broader and varied community group to ensure this plan process builds and expands on the success of previous engagements. These people will be community leaders who may not have been involved in Council plans projects previously. Members of the Council Executive Team will identify the “Champions of the Future” through networks, contacts and previous community engagements.

It is envisaged that the champions will be well informed about the project and be able to promote the program of activities through their own networks. The Champions will feature at the project launch and will be gathered in the workshop in Stage 2 of the engagement process. Champions may also be used on promotional material and in media coverage.

## 6 Stakeholder analysis

There is a significant range of stakeholders across the Dubbo City Local Government Area and beyond to be engaged, including:

- Business and industry
- Community – including youth and seniors, disabled, women, families and people from across all socio economic backgrounds, as well as broader regional communities
- State and Federal departments and agencies
- State and Federal Members of Parliament
- Media – local and regional
- Other Councils
- Dubbo City Council – councillors and employees
- Chambers of Commerce, business leaders
- Agricultural sector
- Health service providers including aged care providers
- Environmental groups
- Recreational, art, heritage and cultural groups
- Education providers including primary, secondary and tertiary institutions
- Multicultural/ Religious groups
- Charitable and volunteer groups
- Pensioners Association / Disability groups
- Community groups
- Regional communities
- Villages: Wongarbron, Eumungerie, and Ballimore
- Community service organisations
- Aboriginal groups
- Infrastructure providers
- Service suppliers
- Developers
- Tourism
- Rate payer associations
- Rural Consultative Working Party

This Stakeholder Analysis provides an overview of the various stakeholders and key engagement activities proposed for each.

Stakeholder	Key engagement activity
Industry groups	<ul style="list-style-type: none"> <li>Targeted group focus sessions for specific industry/business groups eg: tourism</li> <li>General group session arranged through Chamber of Commerce– general invitation for those who can't attend specific group sessions</li> <li><i>Web survey (engagement activity yet to be confirmed)</i></li> </ul>
Community	<ul style="list-style-type: none"> <li>Two open-invitation community workshops</li> <li>Targeted community workshops – aimed at specific sectors of the community eg: sporting and recreational groups, seniors, young people, arts and heritage community</li> <li>Aboriginal community barbeque and workshop – and other engagement opportunities drawn from the successful 2020 Vision experience</li> <li>Targeted presentations to community groups eg: heritage groups, environmental groups</li> <li>Web survey – promote via local media</li> <li>Written survey – invitation to specific groups</li> <li>'Have a Say Day' at central point / shopping precinct/ Rotunda</li> <li>Static display in shopping centre to promote strategic planning process</li> </ul>
State and Federal agencies	<ul style="list-style-type: none"> <li>Targeted agency workshop coordinated through Premier's Department representative</li> </ul>
State and Federal MPs: <ul style="list-style-type: none"> <li><i>Federal Member for Parkes, Mark Coulton MP</i></li> <li><i>State Member for Dubbo, Dawn Fardell MP (pending State election result)</i></li> </ul>	<ul style="list-style-type: none"> <li>Mayor and General Manager to write to MPs at commencement of communication activities outlining Community Strategic Planning process being undertaken and opportunities for community participation.</li> <li>Invitation to be extended for Mayor and/or General Manager to meet MPs to discuss key issues as needed.</li> </ul>
Other Councils: <ul style="list-style-type: none"> <li><i>Cabonne Council</i></li> <li><i>Gilgandra Shire Council</i></li> <li><i>Narromine Shire Council</i></li> <li><i>Warrumbungle Shire Council</i></li> <li><i>Wellington Shire Council</i></li> </ul>	<ul style="list-style-type: none"> <li>Mayor and General Manager to write to catchment Councils to advise of the Community Strategic Planning process being undertaken.</li> </ul>
Dubbo Council: <ul style="list-style-type: none"> <li><i>Councillors</i></li> <li><i>Indoor Council employees</i></li> <li><i>Outdoor and Business</i></li> </ul>	<ul style="list-style-type: none"> <li>Targeted workshops for indoor and outdoor employee groups</li> <li>Councillors encouraged to participate in community engagement activities in their role as Dubbo LGA residents, business operators etc but not in their role as Councillors</li> </ul>

Stakeholder	Key engagement activity
<i>Unit Council employees</i>	<ul style="list-style-type: none"> <li>Workshops to be held with Councillors at the conclusion of the engagement program to present outcomes of the engagement program and outline next steps in development of the Community Strategic Plan</li> </ul>
Media	<ul style="list-style-type: none"> <li>Meetings with newspaper editors and radio and television station news directors. Engaging with these media outlets early in the process will assist the project to gain a media profile. Ideally a weekly column/feature in the newspapers, and a regular discussion opportunity on the radio would be negotiated.</li> </ul>

## 7 Issues Analysis

The following issues have been identified through a document review and internal phone discussion with Dubbo City Council, and fall within the general themes of: people, places, infrastructure, sustainability and leadership.

Themes	Potential issue	Proposed response/Action
Our People	Retaining and attracting young people particularly after their tertiary studies	The consultation program for the development of the Dubbo Community 2036 Strategic Plan includes a number of opportunities to seek input from young people – both school students and those who have left school – to help identify the barriers to young people staying in, or returning to, Dubbo once they have completed their education.
	Lack of engagement across community/cultural groups	A main objective is to engage as much as possible with cultural groups including the Aboriginal community. Issues identified in the Council Strategic Plan 2010-2030 include the negative press generated locally and the continued referral by the national media to issues experienced a long time ago
	<ul style="list-style-type: none"> <li>Provision of aged care services and services for carers</li> <li>Population increases and change in age demographics (median age is now 35)</li> </ul>	Development of Dubbo Community 2036 Strategic Plan provides the local community and authorities with an opportunity to consider potential demographic changes over the next 25 years and to develop appropriate long-term strategies to manage the impact of those changes.

Themes	Potential issue	Proposed response/Action
Our People Our Places	Crime/anti social behaviour: prevention, law and order and other initiatives	To include NSW Police Force, NSW Department of Justice and Attorney General, and Commonwealth agencies involved in 2020 Plan.
Our People Our Places	<ul style="list-style-type: none"> <li>Attracting future funding to support Dubbo's position as regional service centre.</li> <li>Generating local employment opportunities and encouraging new business</li> </ul>	<p>The consultation program for the development of the Dubbo Community 2036 Strategic Plan includes specific methods for engaging with the broader business and industry sector to look at the challenges facing Dubbo City's economy over the next 25 years and to develop strategies to manage those challenges.</p> <p>This plan will highlight areas of community focus to potentially promote to – State and Federal funding agencies.</p> <p>Development of the DCSP will help to invigorate re community spirit in Dubbo.</p>
Our Sustainability	<ul style="list-style-type: none"> <li>Water conservation</li> <li>Protection of the Macquarie River</li> </ul>	Development of the DCSP will identify strategies and interest groups in this area.
Our Infrastructure	<p>Airport – the cost of capital and access to funding for infrastructure upgrades that will support the growth of the airport</p> <p>Rail and Highway – for example Bellsline Expressway and Blue Mountains</p>	Include airport representatives in Business focussed workshop.
Our Infrastructure Our Places	<p>Infrastructure</p> <ul style="list-style-type: none"> <li>Managing the growth and development of Dubbo</li> <li>Maintenance of footpaths and roads</li> <li>Overall appearance of the roads</li> <li>Car parking within the CBD</li> <li>Lighting in public places – community safety</li> <li>Provision of clean toilets</li> </ul>	<p>The development of the Dubbo Community 2036 Strategic Plan provides an opportunity to think strategically about the sort of community we want in Dubbo over the next 25 years. Development of this overarching plan will help guide Dubbo Council in its day-to-day operational activities such as the provision of rubbish removal services, street lighting and footpaths. This will provide clear direction for managing the growth of the community.</p> <p>Include discussions in the workshops about funding ability. We much invest in</p>

Themes	Potential issue	Proposed response/Action
	and streets within CBD <ul style="list-style-type: none"> <li>• Cost of maintaining and growing infrastructure</li> </ul>	the future by paying for it now in what we do and how much we do.

## 8 Communications Plan

A strong communications plan is crucial to the success of the community engagement strategy: providing the community with information about the community strategic planning process and the opportunities for them to participate in the engagement program and have their say about the future of their community.

The real success of the Community Strategic Plan will only be realised if the broader community feels part of the process and have ownership of the end product.

### 8.1 Communications Methodology

A range of communication activities are proposed to ensure all residents, property owners and stakeholders are made aware of the community strategic planning process, and the consultation and engagement opportunities. It is important that these activities are undertaken in a consistent and ongoing manner, and it is proposed these be conducted by Council.

The proposed communication methodology includes:

- Project information and updates included in a range of council newsletters & council column, preferably in the form or style of 'vox-pops' with "Champions of the Future"
- Information on the council website;
- *Letterbox drop community survey and the discussion paper\*\*;*
- Targeted stakeholder letters;
- *Street stalls – held in the main street or other key gathering points to promote the issues and to seek written comment by way of community surveys. There may be an opportunity to conduct "street level" engagement at a time when there is a large community event\*\*;*
- *Shopping centre static displays – to promote the issues and encourage submissions/comment\*\*;*
- Media – including a media campaign based on the council column, with the Mayor as the face of campaign – the area is covered by:
  - Newspapers – The Land, The Daily Liberal, Dubbo Photo News
  - Television stations –Southern Cross 10; Prime
  - Radio – Country Mix FM, 93.5 Star FM Dubbo, 2DU Zoo FM, ABC Western Plains FM 95.9
- *Online survey linked to the Council website\*\**
- Launch event
- Wrap up – thank you event/celebration – delivery of the resultant draft Community Strategic Plan

## 8.2 Communications Activities

Please note that the below table is indicative only, and refer to the attached table of combined Communications and Engagement activities for further detail (Section 11).

Activity	Details	Responsibility
Staff communication	Dubbo Community Strategic Plan (DCSP) Fact Sheet to be developed for all Council staff providing information about: <ul style="list-style-type: none"> <li>• Community strategic planning</li> <li>• Community consultation activities</li> <li>• Staff consultation activities</li> <li>• Staff involvement in development of the DCSP</li> <li>• Contact for questions and/or more information</li> </ul>	Council
Dubbo 2036 branding guidelines	Finalise DCSP logo and style guide for consistent approach to communications materials. Suggest 'Our Place; Our Plan; Our Future'	Council
Identify & Invite "Champions of the Future"	<ul style="list-style-type: none"> <li>• Draft invitation letter for "Champions of the Future"</li> </ul>	Council
Advertising	<ul style="list-style-type: none"> <li>• Draft all advertising collateral</li> </ul>	
Draft all project collateral	<ul style="list-style-type: none"> <li>• Draft all project communication collateral inc. Invitation letters</li> </ul>	
Council column	<ul style="list-style-type: none"> <li>• Profile DCSP in Council column, using vox-pop style promotions with "Champions of the Future"</li> </ul>	Council
Village newsletters	<ul style="list-style-type: none"> <li>• Information meetings and details</li> </ul>	Council
Launch Community Strategic Planning process	<ul style="list-style-type: none"> <li>• Overarching Media Release from Mayor <ul style="list-style-type: none"> <li>○ Launch of DCSP process</li> <li>○ Details of Launch event</li> <li>○ RSVPs</li> <li>○ Details of "Champions of the Future"</li> </ul> </li> <li>• Web Material to be posted to Council's website, including: <ul style="list-style-type: none"> <li>○ Discussion paper</li> <li>○ Information about communications and consultation activities</li> <li>○ Community workshop timetable</li> <li>○ <i>Community survey</i></li> </ul> </li> <li>• Advertisements <ul style="list-style-type: none"> <li>○ Advertisements to be placed in local newspapers advertising workshop details &amp; <i>promoting survey</i></li> </ul> </li> </ul>	Council & KJA
Official Launch	<ul style="list-style-type: none"> <li>• Key event at an appropriate location – inviting key stakeholders and engaging presenter. Moderated by a local journalist or host, facilitating discussion from a panel group including school students, and local personalities. Slide show included. Media event also.</li> </ul>	Council to develop & arrange invitations and event
Posters	Posters advertising the community strategic planning consultation process with details of individual community workshops to be posted on noticeboards across the LGA	Council to develop & arrange distribution
Letterbox drop	Community survey to be letterbox dropped across Dubbo with: <ul style="list-style-type: none"> <li>• Discussion paper and details of community workshops</li> </ul>	Council to develop & arrange distribution

<b>Activity</b>	<b>Details</b>	<b>Responsibility</b>
Shopping centre displays	Displays to raise awareness of DCSP process and to provide information about upcoming community consultation activities. Leave copies of discussion papers and community surveys	Council to develop & arrange distribution
Media Release	Media release to promote upcoming Workshops & launch of Facebook page	Council to develop & arrange distribution
TBC: Radio talkback session	Mayor to be interviewed on local radio to discuss CSP process with presenter and invite callers and discussion	Council
Media Release	Overarching media release reminding community about consultation workshops with details of dates, times and location	Council to develop & arrange distribution
Media release	Outcomes of vision workshop and details of upcoming community workshops	Council to develop & arrange distribution
Media release	Reminder of one week of consultation period remaining, encouraging people to return feedback forms, submissions etc.	Council to develop & arrange distribution
Media Release	Media Release topic: Announcing conclusion of community engagement program and advising next steps	Council to develop & arrange distribution
Media release	Media Release topic: Announcing draft Community Strategic Plan on public exhibition and providing information about how community can view document/provide feedback	Council to develop & arrange distribution

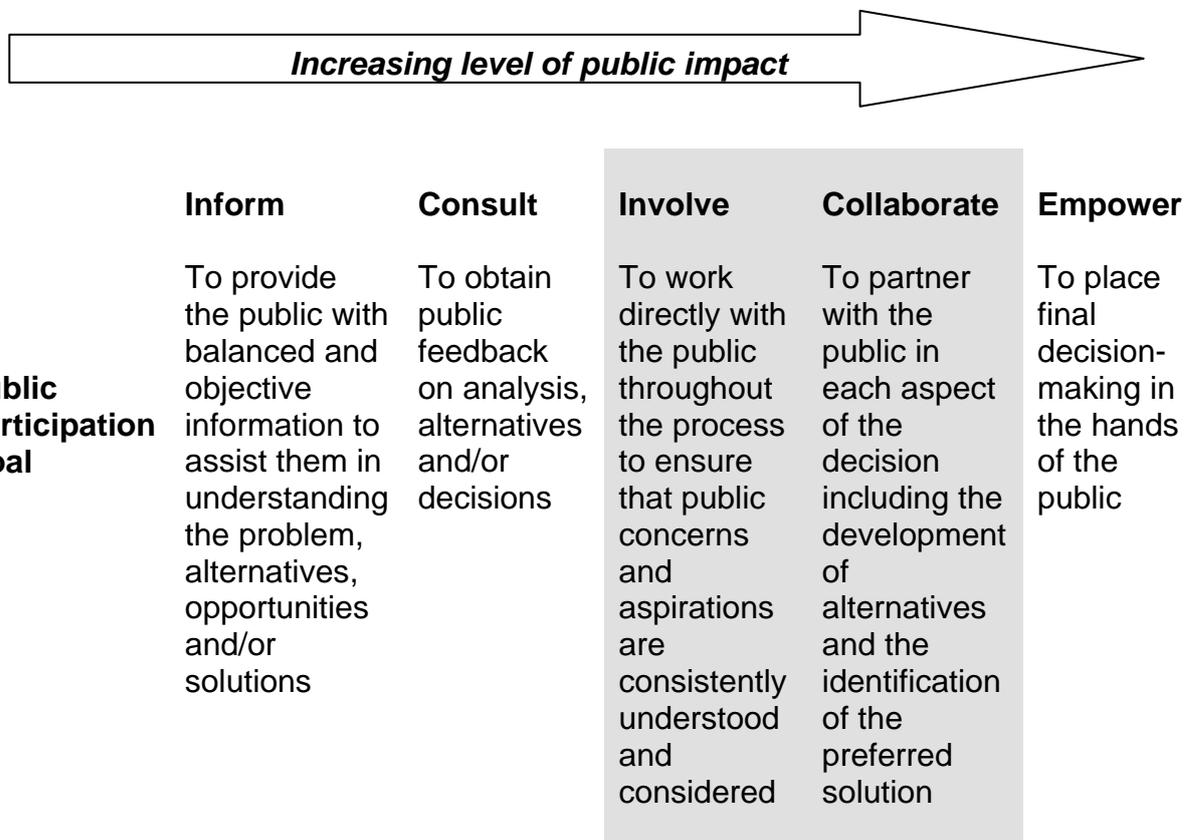
## 9 Engagement Plan

The Engagement Plan provides an opportunity for members of the community – residents and stakeholders – to participate directly in the community strategic planning process. To ensure adequate and appropriate engagement, a range of targeted and open-invitation opportunities will be provided.

The Engagement Plan will also reflect and build on the existing Community Engagement Policy and Community Engagement Strategy adopted by Council.

### 9.1 Engagement Methodology

Previous social and community planning mechanisms have required local councils simply to *inform* and *consult* with the community. The community strategic planning framework goes beyond this level of public participation and encourages councils to aim to at least *involve* communities in the planning process, with *collaborate* identified as the preferred level.



The community engagement program for the Dubbo Community Strategic Plan provides an opportunity for the Council to demonstrate its willingness to continue to listen to its community and to provide them with genuine opportunities for participation in their future.

There is a significant range of stakeholders across the Dubbo City local government area to be engaged. The Stakeholder Analysis (Section 5) provides an overview of the various stakeholders and the methods for engaging them.

The Engagement Methodology provides for a program of:

- A Project Launch, where the development of the Community Strategic Plan is announced and the community is invited to be involved in a discussion about the future

of the area. A professional moderator or host will be engaged and community members identified to take part;

- A Vision workshop will bring together community leaders, who are called “Champions of the Future”, to consider the kind of place they want Dubbo to be in the next 25 years. This half day workshop will be very interactive. (This group replaces the Community Reference Group as proposed);
- Targeted stakeholder focus groups where community members with common interests will gather together to explore what the future for Dubbo looks like and consider the path for getting there;
- Two open-invitation community workshops – one held in central Dubbo and the other in an outlying community/village;
- Community survey developed by Council – web-based for those who are unable to attend the community workshops/forums. This survey should also be available in hard copy at strategic locations such as Council’s Administration Centre and Dubbo City Library and villages.

Other activities proposed here that have not been included in the BA/KJA proposal include:

- Online engagement – through a Facebook page
- Individual meetings with stakeholders
- Street Stall held in Dubbo township
- Project Display in Library and Council Chambers
- “Have a Say Day” to engage with Aboriginal community members; and for the elderly community
- Community survey – hardcopy and online

The inclusion of these activities in the program will require resources from Council.

In addition to this range of targeted engagement processes, partnerships will be established with existing community groups and service organisations who will be encouraged to ‘host’ information sessions as part of the community strategic planning process.

Partnering with existing community and volunteer groups provides council with an ideal opportunity to involve members of the community in the planning process, who may not traditionally be attracted to council-initiated consultation processes.

Additional engagement methodologies could include:

- Telephone survey – on specific issues
- Recorded phone messages – enabling those who want to leave a phone message on specific issues

A database will be kept listing every stakeholder who contributes feedback.

In order to achieve the *involve* and *collaborate* levels through the engagement strategy, the preliminary findings after community consultation need to be discussed with a number of key leadership groups to identify and agree on future strategies to bring the plan to life. These could include:

- A State Agencies Workshop, bringing together key senior officers from relevant state government departments to consider the outcomes of the community and stakeholder workshops and to workshop key strategies within the capacity and responsibility of their respective agencies to influence;
- A Council Workshop, where the councillors in their representative role meet to workshop key strategies within the power of the council in their governing body role to implement.

## 10 Engagement activities

Please note that the below table is indicative only, and refer to the attached table of combined Communications and Engagement activities for further detail (Section 11).

Consultation and engagement activities previously employed within the Dubbo local government area will be tested at separate workshops with the Council's Management Staff. This section of the plan will be finalised after the workshop.

Activity	Details	Responsibility
Community survey online at Council's website	Have a link on Council's website to complete and submit the survey	Council to develop & publish
Community survey available in hard copy	Available at Dubbo City Council	Council to develop & arrange distribution
Letterbox drop community survey and discussion paper	Letterbox drop to all residents in Dubbo	Council to develop & arrange distribution
Send stakeholder letters - for Vision workshop and stakeholder forums for youth , environment groups, cultural groups etc.	Informing stakeholders of stakeholder workshop details	Council to develop & arrange distribution
Facebook	Establish & coordinate DCSP Facebook Page	Council
Outdoor Council employee workshop	To be held at Council depot	KJA/BA will facilitate, Council is to distribute internal memo to employees
Indoor Council employee workshop	To be held at Council Chambers	KJA/BA will facilitate, Council is to distribute internal memo to employees
Vision workshop with 'Champions of the Future'	Venue TBC	KJA/BA will facilitate, Council is to distribute internal memo to employees
Vision workshop with PCG	Council Chambers	
1. Cultural workshop with arts/culture groups etc. inc county music assoc, theatre, arts society, heritage etc	Western Plains Cultural Centre	KJA/BA will facilitate. Council to invite stakeholders & provide admin support.
2. Interfaith workshop with religious groups	Council Chambers	
3. Community workshop in central Dubbo	Venue TBC	
4. Community workshop in <i>area village (TBC)</i>	Venue TBC	
5. Environment groups workshop inc. Inland	Venue TBC	

Activity	Details	Responsibility
Waterways Rejuvenation, <b>Dubbo</b> Fields Naturalist & Conservation Society		
6. Business / industry workshop	Local business venue, or Dubbo RSL	
7. Workshop with Tourism groups including Show Society, zoo, local Tourism peak body	Local venue	
8. Rural workers	Venue TBC	KJA/BA will facilitate. Council to invite stakeholders & provide admin support.
9. Youth/school workshop	TAFE	
10. Youth/school workshop	Senior Campus	
11. Youth/school workshop / Have a Say	Skate Park	
12. State and Federal Agency Workshop	Dept Premier & Cabinet	
13. Workshop 1 with Sporting community inc soccer, rugby, netball	Sportsworld Indoor Sports Centre; or Rugby Club House, Victoria Park No1 Oval	
14. Workshop 2 with Sporting community inc kart club, dragon boating, swimming	Seasonal sports venue	
15. Workshop with families using childcare	Childcare facility or children's park (Victoria Park)	
16. Workshop with elderly community	Club or retirement facilities plus Self Funded Retirees Group	
17. Workshop with young workers.	Macquarie Inn	
18. Focus group with Dubbo Koori Interagency	TBC	
19. Workshop with Men including service groups eg. Rotary, Lions etc	Dubbo Men's Shed	
20. Workshop with Disability Groups through Dubbo Disability and Welfare Interagency plus support groups eg Hearing impaired	TBC	

Activity	Details	Responsibility
21. Workshop with Women including CWA, Lions, Zonda, Women Out West	Venue TBC	
22. Workshop with Migrant groups	Venue TBC	
One-on-one stakeholder meetings with key business / industry leaders	Venue TBC	Council
<i>'Have a Say Day'</i>	<i>Main Street or local festival (TBC)</i>	
<i>'Have a say Day' / Community BBQ with Aboriginal group, and the elderly community</i>	<i>Venue TBC Appropriate venue for elderly community – aged care facility</i>	

## 11 Engagement and Communications Activities

Date	Activity	Details	Responsibility
14 - 18 March 2011 (1 week)	Staff communication	Dubbo Community Strategic Plan (DCSP) Fact Sheet to be developed for all Council staff providing information about: <ul style="list-style-type: none"> <li>Community strategic planning</li> <li>Community consultation activities</li> <li>Staff consultation activities</li> <li>Staff involvement in development of the DCSP</li> <li>Contact for questions and/or more information</li> </ul>	Council
14 - 18 March 2011 (1 week)	Dubbo 2036 branding guidelines	Finalise DCSP logo and style guide for consistent approach to communications materials. Suggest 'Our Place; Our Plan, Our Future'	Council
21-25 March 2011 (1 week)	Identify & Invite "Champions of the Future"	<ul style="list-style-type: none"> <li>Draft invitation letter for "Champions of the Future"</li> </ul>	Council
21 March- 1 April 2011 (2 weeks)	Start preparing for community launch event: inviting key stakeholders and engaging presenter. Moderated by a local journalist or host, facilitating discussion from a panel group including school students, and local personalities. Slide show included. Media event also.		
21 March- 1 April 2011 (2 weeks)	Advertising	<ul style="list-style-type: none"> <li>Draft all advertising collateral</li> </ul>	
21 March- 1 April 2011 (2 weeks)	Draft all project collateral	<ul style="list-style-type: none"> <li>Draft all project communication collateral inc. Invitation letters and media release</li> </ul>	
11-15 April 2011 (1 week)	Council column	<ul style="list-style-type: none"> <li>Profile DCSP in Council column, using vox-pop style promotions with "Champions of the Future"</li> </ul>	
School holidays 4-27 April			

Easter break falls in this time			
From 16 April 2011 (2 weeks)	Posters	Posters advertising the community strategic planning consultation process with details of individual community workshops to be posted on noticeboards across the LGA	Council to develop & arrange distribution
w/s 30 April	TBC: Radio talkback session	Mayor to be interviewed on local radio to discuss CSP process with presenter and invite callers and discussion	Council
w/s 30 April	Media Release	Promote launch event	
w/s 30 April	Launch Community Strategic Planning process	<ul style="list-style-type: none"> <li>• Overarching Media Release from Mayor <ul style="list-style-type: none"> <li>○ Launch of DCSP process</li> <li>○ Details of Launch event</li> <li>○ RSVPs</li> <li>○ Details of “Champions of the Future”</li> </ul> </li> <li>• Web Material to be posted to Council’s website, including: <ul style="list-style-type: none"> <li>○ Discussion paper</li> <li>○ Information about communications and consultation activities</li> <li>○ Community workshop timetable</li> <li>○ Community survey</li> </ul> </li> <li>• Advertisements <ul style="list-style-type: none"> <li>○ Advertisements to be placed in local newspapers advertising workshop details &amp; promoting survey</li> </ul> </li> </ul>	Council
w/s 2 May 2011	<b>Official Launch</b>	<ul style="list-style-type: none"> <li>• Key event at an appropriate location – inviting key stakeholders and engaging presenter. Moderated by a local journalist or host, facilitating discussion from a panel group including school students, and local personalities. Slide show included. Media event also.</li> </ul>	Council to develop & arrange invitations and event
w/s 2 May 2011	Letterbox drop	Community survey to be letterbox dropped across Dubbo with: <ul style="list-style-type: none"> <li>• Discussion paper and details of community workshops</li> </ul>	Council to develop & arrange distribution
w/s 2 May 2011	Shopping centre displays	Displays to raise awareness of CSP process and to provide information about upcoming community consultation activities. Leave copies of discussion papers and community surveys	Council to develop & arrange distribution

	Media Release	Media release to promote upcoming Workshops & launch of Facebook page	Council to develop & arrange distribution
w/s 2 May 2011	Media release and advertisement - Community survey online at Council's website	Invite media reps along	Council
w/s 2 May 2011	Community survey online at Council's website	Have a link on Council's website to complete and submit the survey	Council
w/s 2 May 2011	Community survey available in hard copy	Available at Dubbo City Council	Council
w/s 2 May TBC	Council newsletter/ Media release and advertisement - Community workshop in central Dubbo	Invite media reps along	
w/s 2 May TBC	Community workshop in central Dubbo	Venue TBC	KJA/BA to facilitate
w/s 9 May TBC	Send stakeholder letters - for Vision workshop and stakeholder forums for youth , environment groups, cultural groups etc.	Informing stakeholders of stakeholder workshop details	KJA/BA to draft. Council to arrange printing and distribution
w/s 9 May TBC	Bang the Table discussion page to go live. Also establish link from Dubbo Council website.	<i>To discuss, have not costed for this</i>	
w/s 9 May TBC	Vision workshop	Venue TBC	KJA/BA support.
w/s 9 May TBC	Council newsletter/ Media release and advertisement - Community workshop in Dubbo	Invite media reps along	
w/s 9 May TBC	Community workshop in Dubbo village	Venue TBC	KJA/BA to facilitate
w/s 9 May TBC	Promote CSP in catchment council		DCC

	media		
w/s 16 May TBC	Outdoor Council employee workshop	To be held at Council depot	KJA/BA will facilitate, Council is to distribute internal memo to employees
w/s 16 May TBC	Indoor Council employee workshop	To be held at Council Chambers	KJA/BA will facilitate, Council is to distribute internal memo to employees
w/s 9 May TBC	Community workshop in Dubbo village	Venue TBC	KJA/BA to facilitate
w/s 16 May TBC	Media release and advertisement - Cultural workshop with arts, heritage groups etc.	Invite media reps along	
w/s 16 May TBC	Cultural workshop with arts, heritage groups etc.	Venue TBC	KJA/BA will facilitate
w/s 16 May TBC	One-on-one stakeholder meetings with key business / industry leaders	Venue TBC	KJA/BA to facilitate
w/s 16 May TBC	Council newsletter/ Media release and advertisement – 'Have a say day'	Highlight outcomes of previous meetings Invite media reps along	
w/s 16 May TBC	'Have a Say Day'	Venue TBC	Council to host a stand
w/s 16 May TBC	Council newsletter/ Media release and advertisement – Have a say Day' / Community BBQ with Aboriginal groups	Invite media reps along	
w/s 16 May TBC	'Have a say Day' / Community BBQ with Aboriginal groups	Venue TBC	
w/s 16 May TBC	Community meeting Dubbo village		
w/s 16 May TBC	Environment groups workshop	Venue TBC	KJA/BA to facilitate
w/s 16 May TBC	Business / industry forum	Venue TBC	KJA/BA to facilitate

w/s 16 May TBC	Council newsletter/ Media release and advertisement – Youth workshop	Highlight outcomes of previous meetings Invite media reps along	
w/s 16 May TBC	Youth workshop	Venue TBC	KJA/BA to facilitate
w/s 16 May TBC	State and Federal Agency Workshop	Venue TBC	KJA/BA to facilitate
w/s 23 May TBC	Workshop with catchment area councils/one-on-one meetings	TBC	KJA/BA to facilitate
w/s 23 May TBC	Workshop with	TBC	KJA/BA to facilitate
w/s 23 May TBC	Workshop with	TBC	KJA/BA to facilitate
w/s 23 May TBC	Workshop with	TBC	KJA/BA to facilitate
w/s 23 May TBC	Focus group with	TBC	KJA/BA to facilitate
w/s 23 May TBC	Media release	Reminder of one week of consultation period remaining, encouraging people to return feedback forms, submissions etc.	Council to develop & arrange distribution
w/s 30 May	Media Release	Media Release topic: Announcing conclusion of community engagement program and advising next steps	Council to develop & arrange distribution
w/s 30 May	Media release	Media Release topic: Announcing draft Community Strategic Plan on public exhibition and providing information about how community can view document/provide feedback	Council to develop & arrange distribution

## 12 Guiding Principles

The following Guiding Principles were identified through analysis of previous consultation and planning activities in conjunction with workshops held with the Management team and the Councillors and will be used as the basis of consultation:

- Achieve long-term **economic security and prosperity** through the creation of long-term employment options and a diverse population base
- Enhance **community wellbeing and quality of life** through the empowerment of all people and the provision of safe neighbourhoods
- Develop **safe and sustainable natural and built environments**
- **Strong civic leadership** with an engaged community who participate in decision making processes
- Maintain and **improve infrastructure and services** in Dubbo to ensure it continues to be a place where people want to live, work and visit.

## 13 Project Team

A Project Team will be established to ensure the Dubbo Community Strategic Plan responds to and reflects the Community's needs, visions and aspirations.

This approach will ensure that the Team is represented internally and onsite in Dubbo.

The team will be made up of representatives from KJA and Blackadder and a Dubbo City Council Project Team member.

The Team member from DCC will coordinate communications within Council, facilitating access and approvals where necessary. This person will also source and coordinate administrative and communications support from Dubbo City Council resources.