

LORD HOWE ISLAND BOARD

Business Paper

OPEN SESSION

ITEM

Development of a ten year LHI Community Strategic Plan

RECOMMENDATION

That the Board approve the process and timeline for developing a ten year LHI Community Strategic Plan.

BACKGROUND

In October 2017, the Board considered in Closed Session a proposal for development of a ten year Community Strategic Plan for Lord Howe Island. Attached is the proposal, which was reported to the October meeting (Attachment C).

At the October meeting, the Board approved the overall resourcing for developing a plan, but requested some changes to the community engagement strategy and proposed structure of plan.

The commencement of the community strategic planning process was delayed pending:

- The LHI Board elections, as it was felt that the plan should be owned by the newly constituted Board with new or re-elected Board members
- Allocation of a budget for the project through the annual budget process

These issues having been addressed, the strategic planning process is now ready to commence.

CURRENT POSITION

1. Developing the Plan

Meaningful engagement with the LHI community is essential for the plan to have community ownership. The plan needs to be community-driven.

Accordingly, the Community Engagement Strategy has been modified to place the community first (see: Attachment A). It is proposed to establish a Community Reference Group, consisting of interested and committed community members, who will oversee the planning process from beginning to end.

A Strategic Planning Project Officer will be recruited to work with the Community Reference Group in developing the community strategic plan.

Consultants will be engaged as needed throughout the process.

2. Resourcing the development of the Plan

Resourcing for the community strategic plan has been included in the draft 2018/2019 budget. It includes:

- Part-time Strategic Planning Project Officer to support the community engagement, planning, communication and consultation process – \$48,000
- Preparation of the community strategic plan document and consultancy services – \$30,000

3. Timeline for the Plan

The development of the Community Strategic Plan cannot be rushed. It is anticipated that the community engagement process, research and development of the CSP itself will take 12 months.

A proposed timeline is outlined in Attachment B.

RECOMMENDATION

That the Board approve the process and timeline for developing a ten year LHI Community Strategic Plan.

Prepared: Penny Holloway, Chief Executive Officer

Attachments:

Attachment A: Community Engagement Strategy

Attachment B: Proposed Timeline

Attachment C: Development of a Ten Year LHI Community Strategic Plan

Community Strategic Plan - Community Engagement Strategy

The development of the Community Strategic Plan needs to be community driven if it is to have acceptance by the community.

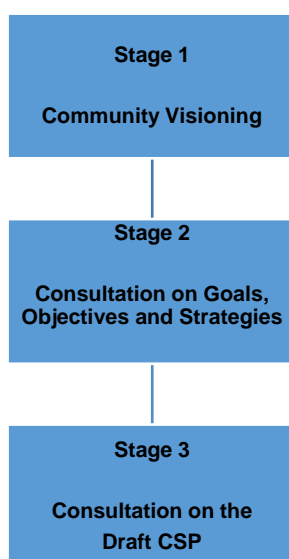
Community engagement will be undertaken to identify the community’s aspirations for the future of Lord Howe Island, the long-term objectives of the community and strategies to achieve these objectives.

The methods chosen need to maximise opportunities for input from all sections of the community and all demographics – young and old, families and singles, as well as residents living temporarily off the island.

The methods are encapsulated in the framework below and the most appropriate level will be selected for different types of engagement.

LEVEL OF PARTICIPATION	DESCRIPTION
INFORM	Provide balanced and objective information to help the community understand problems, alternatives, opportunities and/or solutions
CONSULT	Obtain community feedback on alternatives and/or decisions
INVOLVE	Work directly with the community throughout the process to ensure that community concerns and aspirations are consistently understood and considered
COLLABORATE	Partner with the community in each aspect of developing the strategy, including development of alternatives and identification of solutions
EMPOWER	Final strategy will be signed off by the community

Community engagement opportunities will be provided at all stages of the process of development the Community Strategic Plan:



All stages will be covered by the following activities:

Collaborate and empower

Establish a Community Reference Group

The community project group would consist of community members representing different demographic groups in the community (e.g. young and old, families, businesses). The role of the community reference group would be to advise on the CSP process, provide feedback to the Board throughout the process of developing the CSP and sign off on the final CSP.

Involve

Online Forum

The Board will use an external website provider to host an online discussion forum to reach the wider community, including LHI residents living off the Island, who prefer providing input via the internet and/or social media.

Focus Groups – community conversations

Community conversations will be organised around key themes, and for particular sections of the community.

Inform

Community Assets Paper

A review of the outcomes of the Community Strategy 2010 – 2015 will be undertaken, identifying what has been achieved and what is still outstanding.

A community assets paper will be developed based on the current and future issues facing Lord Howe Island to cover identified planning themes and distributed to the community and published on the Board's website. The Paper will help to inform the community and form a basis for consulting them on their views for the future.

Newsletters – electronic and paper

The Board will distribute newsletters to the community with the latest news of the CSP development and provide details of consultations to come.

Consult

Community Survey

The purpose of the survey is to find out what the community values about LHI and what they would like to see for the future.

The community survey will ask 3 questions:

1. *What are the 3 things you value about living on Lord Howe Island?*
2. *What are the 3 things you would you like to see in the future of Lord Howe Island?*
3. *Please rank the issues (to be identified) that are most important to you?*

Appointment of a community engagement facilitator is required to work with the Community Reference Group and to engage the community in conversations about Lord Howe Island and what people want to see happening in the future.

Community Strategic Plan – Proposed timeline

Date/Month	Stage	Actions
May 2018	<ul style="list-style-type: none"> • Inform community about community strategic plan • Commence recruitment of Strategic Planning Project Officer 	<p>Newsletter No 1: Community Strategy planning process and timeline</p> <p>Undertake recruitment process</p> <p>Set up Community Strategic Plan website page and FaceBook page</p> <p>All information about the strategy process to be available on a variety of media</p> <p>Hard copy/email/website/FaceBook distribution</p>
June	<ul style="list-style-type: none"> • Appoint Strategic Planning Project Officer • Establish Community Reference Group 	<p>Complete appointment</p> <p>Call for nominations for CRG</p> <ul style="list-style-type: none"> - Householder - Signal - Direct contact <p>Newsletter No 2: CRG establishment and membership</p>
July	<ul style="list-style-type: none"> • Review Community Strategy 2010-2015 	<p>Review outcomes of the Community Strategy 2010 – 2015</p> <p>Identify achievements and gaps</p> <p>Newsletter No 3: Review of community strategy – what has been achieved</p>
August	<ul style="list-style-type: none"> • Community Survey • Community Assets Review 	<p>Survey what the community values what they would like to see for the future.</p> <p>Review community issues and assets.</p> <p>Newsletter No 4: Community survey and community assets review</p>
September	<ul style="list-style-type: none"> • Community Assets Review • Draft key themes of strategy • Online Forum • Focus Groups – community conversations 	<p>Complete review and prepare paper</p> <p>Identify key themes from survey and review of past strategy and community assets review</p> <p>Set up on-line forum</p> <p>Hold focus groups around key themes, and for different demographic groups</p> <p>Report on progress to Board</p>

		Newsletter No 5 : Key themes, on-line forum and focus groups
October	<ul style="list-style-type: none"> • Online Forum • Focus Groups – community conversations 	<p>Consult via on-line forum</p> <p>Hold focus groups around key themes, and for different demographic groups</p> <p>Newsletter No 6 : Information from on-line forum and focus groups</p>
November	<ul style="list-style-type: none"> • Collation of themes, strategies and actions 	<p>CRG and project officer gather and analyse information</p> <p>Report on progress to Board</p> <p>Newsletter No 6 : Information from on-line forum and focus groups</p>
December	<ul style="list-style-type: none"> • Collation of themes, strategies and actions 	<p>CRG and project officer gather and analyse information</p> <p>Newsletter No 7: Update on progress, themes and strategies</p>
January 2019	<ul style="list-style-type: none"> • Draft Community Strategy 	<p>CRG and project officer draft community strategy</p> <p>Newsletter No 8: Update on progress in drafting strategy</p>
February	<ul style="list-style-type: none"> • Community workshops • Consultation on Draft Strategy 	<p>Community workshops on draft strategy</p> <p>Newsletter No 9: Update on community workshops</p>
March	<ul style="list-style-type: none"> • Community workshops • Consultation on Draft Strategy 	<p>Community workshops on draft strategy</p> <p>Report on progress to Board</p> <p>Newsletter No 10: Progress report on the plan – information on aspects of the plan</p>
April	<ul style="list-style-type: none"> • Final Draft of Strategy 	<p>CRG and project officer prepare final draft of community strategic plan</p> <p>Newsletter No 11: Progress report on the plan – information on aspects of the plan</p>
May	<ul style="list-style-type: none"> • Report to Board for adoption 	<p>Community Strategic Plan adopted.</p> <p>Newsletter No 12: Celebration of the final plan – product of community collaboration</p>

Lord Howe Island Board

Development of a ten year LHI Community Strategic Plan

October 2017

BACKGROUND

All Councils in NSW must develop a ten year Community Strategic Plan as part of the Integrated Planning and Reporting requirements of the *Local Government Act 1993*. The Lord Howe Island Board is not bound by the local government legislation. However, as the Board operates like a Council, it is good practice for the Board to undertake strategic planning with the community in an integrated and planned way.

In 2010, the Board funded the preparation of a community strategic plan to guide the community in achieving desired goals and objectives. The Island's residents were consulted extensively through a comprehensive "community conversation" facilitated by external consultant Peter Kenyon of the consultancy Bank of IDEAS.

The LHI Community Strategy 2010-2015 was developed following the conversation and released in August 2010. In implementing the Community Strategy a Community Development Group (CDG) was set up consisting of community members to support the implementation of actions and provide advice to the Board. A Community Development Officer position was also created at the Board on a part-time basis for an initial 12 month period.

The Board oversaw the implementation of the actions in the Strategy with a report to the Board in early 2013 indicating that 70% of the 61 actions identified had been commenced or completed. While very good work had taken place in developing the Strategy and in the first years of implementation, it appears that the community process had lost impetus by early 2013.

The Board now wishes to undertake the development of a new Community Strategic Plan to create a vision and guide the future direction of the Lord Howe Island community and the Board.

The vision will be developed with the community and key stakeholders during 2017 and 2018, and will guide the priorities and direction for Lord Howe Island over the next ten years.

PROPOSAL

1. *Developing the Plan*

The Community Strategic Plan (CSP) should be the highest level plan developed by the Board in conjunction with the community. All other plans would then relate to the key directions of the CSP, including the three year Corporate Plan, the one year Operations Plan and the annual budget. The Local Environment Plan also needs to be guided by the aspirations of the CSP.

In developing a Community Strategic Plan (CSP) there needs to be a structure, a process and a timeframe. A Community Strategic Plan should establish strategic objectives together with strategies for achieving those objectives. The CSP essentially needs to address four key questions for the community:

- Where are we now?
- What do we want to be in ten years' time?
- How will we get there?
- How will we know that we have arrived?

These questions will be addressed through the CSP development process which needs to cover a number of key elements and steps:

- **Information and analysis (where are we now)**

This involves examination, analysis and understanding of what Lord Howe Island is all about in relation to its community, environment, economy and governance. This needs to include an examination of the strengths, weaknesses, opportunities and threats. This needs to focus on community assets rather than issues, looking at "what's right with us", discovering underutilised assets and untapped potential.

Inputs into this phase include:

- o Communications and Community Engagement Survey 2016 – detailed results provide important feedback from the community
- o Views and aspirations of different age cohorts need to be captured, including those of children and young people
- o Visitor Information Survey 2017 – detailed results and feedback on visitors to the Island

- **Community engagement and involvement (what do we want to be in ten years' time)**

Meaningful engagement by the Board with the LHI community is needed in identifying their aspirations for the future of the Island in relation to community, environment, economy and governance. This should also identify the long term objectives of the community and strategies to achieve these objectives. A community engagement strategy needs to be prepared in a format that can be used for community consultation. Other stakeholder engagement, including other government agencies, needs to be undertaken. See attached draft outline of a Community Engagement Strategy.

- **Development of the Community Strategic Plan framework (how will we get there)**

The framework for the CSP, which will be filled in through the community engagement process, will include:

- o Vision
- o Aspirations
- o Outcomes
- o Goals
- o Strategies
- o Responsibilities
- o Budget

- **Evaluation, review and reporting (how will we know that we have arrived)**

The development of three year Corporate and one year Operations Plans will turn strategies into actions and identify the budget and resources needed to achieve the outcomes on a year by year basis.

Regular evaluation, review and reporting to the community on progress and results will ensure that the community knows when their aspirations have been met.

2. Resourcing the development of the Plan

The development of the Community Strategic Plan cannot be rushed, if the background work that is needed is to be done thoroughly and community input is to be meaningful.

It is anticipated that the research, community engagement process and development of the CSP itself will take 12 months.

Resourcing needed includes:

- Board staff member's time to support the planning, communication and consultation process – (approx. \$10,000 in-kind)
- Consultant to prepare Issues Paper - (approx. \$30,000)
- Consultant to undertake community engagement (focus groups and community conversations) – (approx. \$50,000)
- Preparation of the Community Strategic Plan document – (approx. \$5000)

It is estimated that an additional budget amount of \$85,000 is required to resource and support a comprehensive process.

DRAFT OUTLINE

Community Strategic Plan - Community Engagement Strategy

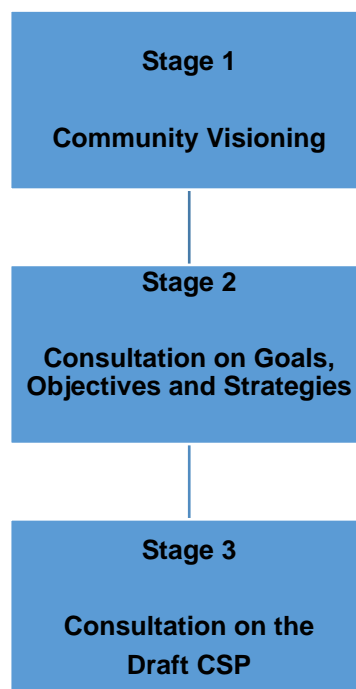
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The methods are encapsulated in the framework below and the most appropriate level will be selected for different types of engagement.

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CONSULT	Obtain community feedback on alternatives and/or decisions
INVOLVE	Work directly with the community throughout the process to ensure that community concerns and aspirations are consistently understood and considered

Community engagement opportunities will be provided at all stages of the process of development the Community Strategic Plan:



All stages will be covered by the following activities:

Inform

Discussion Paper – Community Assets-based

A Paper will be developed identifying current and future issues as well as the community assets of Lord Howe Island. This will identify a number of planning themes and be distributed to the community and published the Board's website. The Assets-based Paper will help to inform the community and form a basis for consulting them on their views for the future.

Newsletters – electronic and paper

The Board will distribute newsletters to the community with the latest news of the CSP development and provide details of consultations to come.

Consult

Community Survey

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Involve

Establish a Community Reference Group

The community project group would consist of community members representing different demographic groups in the community (e.g. young and old, families, businesses). The role of the community reference group would be to advise on the CSP process and provide feedback to the Board and consultants throughout the process of developing the CSP.

Online Forum

The Board will use an external website provider to host an online discussion forum to reach the wider community, including LHI residents living off the Island, who prefer providing input via the internet and/or social media.

Focus Groups – community conversations

Appointment of an external community engagement facilitator to engage the community in conversations about Lord Howe Island and what they want to see happening in the future.