CM13.5. Albury City Wide Social Infrastructure Strategy - Project Scope and Stakeholder Engagement Plan

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CONFIDENTIAL	No		
FURTHER ENQUIRIES	Simona Coad Community and Place	**PHONE**	6023 8111
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Purpose of Report

To present the proposed scope, timeframe and Stakeholder Engagement Plan for the development of an Albury Social Infrastructure Strategy.

Background

Significant population growth is expected in Albury over the next 20 years, increasing from 55,000 people in 2021 to more than 76,000 people by 2041. This growth is creating many opportunities for new and diverse housing, jobs and infrastructure for a liveable City. An important component of this infrastructure provision is the different types of community assets and services that contribute to liveability by meeting people's human need for connection, wellbeing, learning and creativity, collectively referred to as our 'social infrastructure'.

Social infrastructure is often called 'the glue that holds communities together'. Ensuring quality social infrastructure is provided in our neighbourhoods can strengthen people's sense of community and belonging. A fast-growing population puts pressure on resources, including social infrastructure and means that existing facilities can struggle to keep up and or exceed their capacity to service the needs of a changing community.

Council is a major provider of social infrastructure through a mix of both direct ownership of facilities and service provision or direct ownership of facilities with leasing arrangements for service provision. Social infrastructure facilities that Council directly owns and runs include three cemeteries, five community centres, a long day care centre, six preschools, art museum, entertainment centre, youth centre, artists in residence house and one library museum. A second library is in a leased facility and an artist makerspace is in planning stage prior to redevelopment of a heritage building.

The term social infrastructure can refer to both 'hard' and 'soft' infrastructure. Hard social infrastructure includes the facilities, buildings and spaces, while soft infrastructure includes the programs, services, connections and networks that run from and occur in these spaces. For example, a library (hard infrastructure) might run children's story time (soft infrastructure) and a local knitting group (soft infrastructure) might gather weekly at a community hall (hard infrastructure).

A recent liveability report for Albury-Wodonga completed by the Australian Urban Observatory in 2021 found that while there is a relatively high provision of social infrastructure in Albury, a closer analysis

revealed wide variation in the accessibility of these facilities (as measured by distance from dwellings).

It is also known that most social infrastructure facilities in Albury are more than 40 years in age, with few facilities built in the last 10 years. This means that many existing facilities are at risk of being no longer fit for purpose, especially for meeting modern disability access and environmental performance standards.

Issues

In terms of planned facilities, we know that there is an increased cost in providing new social infrastructure. Opportunities to purchase land or buildings for community facilities are limited. Legislative requirements continue to evolve, maintenance costs are rising, and community expectations are increasing.

Most of Albury's forecast population growth will live in the Thurgoona Wirlinga Precinct. Good social infrastructure provision will play a positive enabling role by creating welcoming places for people to gather and meet, as well as providing necessary support and services that help to form the identity of this area as it continues to undergo rapid change.

All of this means that Council is having to rethink the best approach to future social infrastructure provision through realising better design, consolidating assets and thinking about how spaces like libraries, museums, galleries and community centres might be delivered under 'community hub' models. AlburyCity's Local Strategic Planning Statement (LSPS) which was endorsed on 14 September 2020, established that "Great Places for our community to enjoy" is a planning priority for Albury and set actions to improve access to public spaces and promote co-location of uses in existing and future public spaces.

Social infrastructure should not be planned in isolation but be considered as a broader network of facilities that work together to meet a range of community needs across a neighbourhood, suburb, catchment and region. This integrated, strategic approach allows facilities to provide a different but complementary range of offerings. By considering assets as part of a network, duplication of resource allocation can be avoided.

Preparation of a comprehensive Social Infrastructure Strategy is proposed to address the ongoing challenge of efficiently managing and embellishing our extensive network of facilities, especially for delivery of new community facilities in our expanding residential areas.

This project will assist Council and other service providers to meet these existing policy commitments, as well as provide findings that can help inform the upcoming Thurgoona Wirlinga Precinct Structure Plan Review project.

Towards Albury 2050

The development of a Social Infrastructure Strategy aligns with the following outcomes:

- 3.2.2 Support initiatives and facilities that encourage social inclusion and community connections to achieve better mental health outcomes.
- 3.2.3 Partner and advocate to improve, promote and facilitate equitable access to human services and facilities for all, with a focus on our seniors.
- 3.4.2 Advocate for improved access to formal and informal lifelong learning opportunities, facilities and services.
- 3.6.1 AlburyCity will create vibrant and interesting public and cultural spaces and places that support and encourage the development of and participation in and celebration of arts and culture.

The development of a Social Infrastructure Strategy also relates to other Council strategies including:
- Local Strategic Planning Statement.
- Disability Inclusion Action Plan.
- Asset Management Strategy (due to be completed late 2022).
- Open Space Strategy (commencing late 2022).
- Thurgoona Wirlinga Precinct Structure Plan Review (commencing 2023).
- Cultural Plan Review (commencing 2023).

Developing a Social Infrastructure Strategy for Albury provides the opportunity for a detailed planning framework to assist in the delivery of facilities that better meet the needs and preferences of our growing population.

Project Scope

The Social Infrastructure Strategy will adopt a broad definition of social infrastructure, being "the assets and services that contribute to liveability by meeting the human need for community connection, wellbeing, learning and creativity".

The Social Infrastructure Strategy will focus on 'hard' infrastructure, being the physical building or space where community, cultural, health and education needs are met, covering facilities like community centres, libraries, cultural facilities, schools, childcare centres and health centres.

The Social Infrastructure Strategy will examine at a high level the utilisation levels of different facilities but overall does not include evaluation of, or recommendations about, 'soft' infrastructure, being the programs, services and networks that run from or occur in, these spaces. For example, the Strategy would examine aspects such as the number, location, floor space size, condition and accessibility of libraries but not aspects such as their staffing levels, collection size, book clubs or events program.

The Social Infrastructure Strategy will outline Council's long-term direction for social infrastructure provision across the Albury Local Government Area. The Strategy will focus on facilities over which Council has primary responsibility or role in delivering, to inform future planning and funding. The main types of facilities these include are community centres, libraries, cultural facilities and cemeteries.

To ensure the planning and delivery of social infrastructure is considered in a holistic way, the strategy will also consider the adequacy of provision of non-Council facilities (both public and private) such as schools, childcare centres, aged care centres and community-based clubs and meeting rooms.

Analysis of non-Council facilities will be at a desktop level primarily for the purpose of seeking to coordinate Council's advocacy work on behalf of the community for adequate social infrastructure provision and ensuring promotion of their availability to the community. It is anticipated that for non-Council-owned facilities, the Social Infrastructure Strategy will only provide commentary that highlights the role that these non-Council facilities and service providers play in supporting well-functioning communities. The Social Infrastructure Strategy will not make any specific recommendations about the future planning, delivery models or funding of these non-Council owned facilities.

By adopting the broadest definition of social infrastructure which includes consideration of both Council and non-Council owned facilities, future planning of Council services and facilities will not occur in isolation and can consider partnership models where appropriate to maximise efficiencies through shared use, co-location and integration. By considering the availability of non-Council assets as a variable when planning for new facilities, renewal or repurposing of existing facilities or facility rationalisation, Council will be able to ensure that future decision-making maximises the number and range of facilities available to the community.

A full list of the types of facilities the Social Infrastructure Strategy proposes to examine are listed in the table below.

Social need met	Facilities in scope	Facilities out of scope
Community Feel connected to communities of shared identity and/or interest	Community halls and centres, youth centres, seniors' centres, men's sheds, community gardens, scout and girl guide halls	Religious institutions
Cultural Explore creativity	Museums, theatres, galleries, performing arts centres, outdoor amphitheatres/plazas	Outdoor non-specific event spaces e.g. sports grounds, car parks
Health Experience wellbeing	Community health facilities, hospitals, cemeteries and aged care centres.	Social and affordable housing, courthouses, non-government welfare service offices, GP and allied health practices, emergency services (police, fire, ambulance and SES), correctional facilities
Education Engage in lifelong learning	Childcare centres, preschools, primary schools, high schools, colleges, libraries, Universities and TAFE	Family day care, non-government Vocational Education facilities

For the above in-scope facilities, Council owned facilities will be investigated at a greater depth, than non-Council facilities which will be focused on desktop analysis and high-level stakeholder engagement with relevant groups.

The Social Infrastructure Strategy aims to investigate (but not be limited to) the following:
- How much social infrastructure do we have? Identify and map the current social infrastructure supply network of both Council and non-Council-owned facilities to examine potential gaps, needs, capacity and projected demand by facility types.
- How well is our social infrastructure performing? Engage with stakeholders and community (Refer Stakeholder Engagement Plan in Attachment 1) to produce a framework that will guide preferred models of future social infrastructure delivery.
- How can we strengthen our community through social infrastructure provision? Demonstrate and quantify the need for different types of social infrastructure across the Albury Local Government Area. For Council owned facilities, the Strategy will identify and recommend appropriate short, medium and long-term options to meet future community needs and preferences.

The Social Infrastructure Strategy will identify top-level priorities. While the Strategy will assess and provide commentary on the strengths and weaknesses of the overall social infrastructure network, recommendations will only relate to Council-owned facilities. The scope excludes detailed studies such as providing site or facility Master Plans. For example, the Strategy will make recommendations for the number and type of community, cultural, health and education facilities required in the Thurgoona Wirlinga Precinct Structure Plan (TWPSP) study area but will not make detailed recommendations such as selecting sites or providing costings.

The Social Infrastructure Strategy will set up a holistic framework for options to improve Albury's network of facilities by providing recommendations relating to the number, location and types of facilities required (including models of delivery) that may then inform subsequent projects as required related to implementation plans, business cases or economic feasibility studies for individual facilities to be upgraded, enhanced or divested.

Stages and timing

The aim is to complete the Social Infrastructure Strategy project as soon as possible while also producing suitable opportunity for community and stakeholder input. The proposed timing seeks to ensure appropriate consideration of the timing and scope of anticipated concurrent projects especially the Albury Open Space Strategy and the TWPSP Review. Where possible, common tasks such as community consultation for these projects will be aligned.

The Social Infrastructure Strategy is proposed to be delivered in three parts:
1. Social Infrastructure Availability Assessment (establish how many facilities our community have access to)
2. Growth and Change Analysis (understand how well these facilities are performing and if they meet community needs)
3. Recommendations and Reporting (Discuss future options for facility planning and make recommendations for Council owned facilities).

The proposed timeframes for each project part are as follows:

Preliminary: Consultant appointment (Early 2023)
- Request for Quotation (RFQ) advertised, assessed, awarded and commencement meeting

Part 1 Social Infrastructure Availability Assessment (Early 2023)
- LGA-wide assessment of the availability of current, committed and proposed social infrastructure
- Community and Stakeholder Engagement (Have Your Say #1)
- Mapping overview of social infrastructure attributes (built form, function and governance arrangements)
- Councillor pre-meeting Briefing Session

Part 2 Growth and Change Analysis (Mid-2023)
- Community and Stakeholder Engagement (Have Your Say #2)
- Prepare Consultation Outcomes Report
- Opportunities and challenges Report (or similar e.g., SWOT/Force Field analysis)

Part 3 Recommendations and Reporting (End 2023)
- Draft Social Infrastructure Strategy
- Councillor pre-meeting briefing session
- Council meeting seeking endorsement to exhibit draft
- Public Exhibition
- Consideration of submissions
- Finalise Social Infrastructure Strategy
- Council meeting for adoption

Risk

- **Business Risk** – It is proposed to appoint an external consultant to assist with preparing the Social Infrastructure Strategy. Community consultation and oversight of the project will be carried out by AlburyCity.
- **Corporate Risk** – The project is anticipated to invite considerable public interest. It will be guided by a Stakeholder Engagement Plan. This includes managing risks associated with managing community expectations as the Strategy is developed. Refer Community Engagement section below.
- **WHS and Public Risk** – This project will include an availability audit of existing, committed and proposed social infrastructure which for Council-owned facilities will include criteria that examines building condition drawn from existing asset data. The Building & Property team will assist with reviewing findings of any risks posed to staff and hirers or facility users as a result of this audit.
- **Environmental Risk** – This project will include an availability audit of existing, committed and proposed social infrastructure which, for Council-owned facilities, will include criteria that examines and assesses the environmental sustainability features of facilities. Examples include looking at the solar orientation of buildings, use of recycled water, use of energy-

efficient heating, cooling and lighting systems, and use of renewable energy such as solar panels. The project is also likely to include high-level recommendations around the financial sustainability of existing and future Council-owned facilities, including consideration of operational costs including energy running costs.

- **Delivery Program Risk** – The proposed timeframe aims to complete key elements of the project so that findings and recommendations can align with and directly inform the review of community facility provision within the Thurgoona Wirlinga Precinct Structure Plan Review. The project seeks to align community engagement sessions and strategy development where possible. Any changes to the scope or additional stakeholder and community engagement phases may require an extension to the project delivery timeframe.

There are future risks associated with managing change associated with implementation of any specific recommendations made in the Strategy, which is likely to include introducing an evidence-based and strategic methodology for assessing need for different types of community assets. This may include proposals for new facilities, enhanced facilities, repurposing facilities and relocation or disposal of facilities. It is anticipated that this risk will be managed by all recommendations informing the prioritisation and funding of individual projects on a case-by-case basis via the capital planning process and development of the forward capital program.

$90,000 will be required to complete this project across the 22/23 and 23/24 financial year. The amounts required will be allocated as part of the September Quarter Budget Review process.

Community Engagement

Access to and use of community, cultural, education and health facilities is an issue that affects most residents, so it is likely that there will be considerable community and stakeholder interest in the project. Effective engagement will be key to the success of the Social Infrastructure Strategy.

It is proposed that key stakeholder groups be broadly identified as owners or users of facilities, including:
1. Our community, representing a range of demographics, ages and suburbs, who may be current or potential users of facilities.
2. Government representatives, including School Infrastructure NSW and the Local Aboriginal Land Council.
3. Facility owners and managers, including both landowners and tenants.
4. User groups, including community groups that hire facilities.

A Stakeholder Engagement Plan has been prepared and is included in attachment 1. This proposes three key stages of consultation summarised as follows:

Stage 1: Have Your Say #1
- Opportunity to raise awareness of the project and enable early input into social infrastructure guiding principles.
- Initial meetings and interviews with facility managers for input into facility availability audit, issues and aspirations.

Stage 2: Have Your Say #2
- Listen to people's values, preferences, issues and concerns about current levels of social infrastructure provision.
- Gain insights and ideas on facility improvement priorities and possible future models of delivery.

Stage 3: Exhibition
- Public Exhibition opportunity for formal feedback on the draft Social Infrastructure Strategy.

Refinements may be made to the Stakeholder Engagement Plan as the project progresses to maximise input from stakeholders and our community and encourage continuous improvement of consultation techniques.

It is identified that the project will benefit from clarity in communications material regarding areas of social infrastructure delivery that are the primary responsibility of local government (such as community centres, libraries and cemeteries) as distinct from social infrastructure that is the primary responsibility of other levels of government (schools, hospitals) or the private sector (childcare, aged care).

Any auditing of non-Council owned, social infrastructure facilities is for the purpose only of quantifying at a high level, the number and types of facilities available in Albury LGA and is in no way a compliance or inspection exercise. This means that for non-Council-owned facilities, only open-source data will be used drawn from publicly available, desktop-based information. For example, school information can be drawn from the federal government myschool.edu.au website and childcare information from the Australian Children's Education & Care Quality Authority website acecqa.gov.au. Any onsite visit to non-Council-owned facilities will only be conducted in the event a facility owner or manager initiates a request for Council's project team to view their social infrastructure facility as part of the community consultation phase. This may occur for example because they are interested in their facility being more widely promoted or wish to increase the number of community groups accessing their facility, or are interested in forming new shared use, hire or partnership opportunities. Possible examples include a school interested in community groups hiring their hall after school hours, or a member-based club (such as RSL club or bowling club) wishing to establish a men's shed or community garden.

Options

1. Endorse the Social Infrastructure Strategy project scope, approach and Stakeholder Engagement Plan **Recommended**.

   This option includes a focus on a range of facility types within the scope and will develop a considered and evidence-based framework for Council's future planning and decision-making about community assets.

2. Amend the Social Infrastructure Strategy project scope, approach and Stakeholder Engagement Plan. **Not Recommended**.

This option could include changes to the scope or timeframes. For example, Council may seek to include or exclude the analysis of certain types of facilities, exclude consideration of non-Council-owned facilities, or defer investigation of the social infrastructure network until after the completion of the TWPSP review and/or Open Space Strategy project.

3. Not proceed with a Social Infrastructure Strategy project. **Not Recommended**.

    This option relies on future decisions on community facility renewal, upgrade or replacement will continue to be made on a case-by-case basis.

Conclusion

This report outlines the proposed scope, timeframes and Stakeholder Engagement Plan for undertaking the development of a Social Infrastructure Strategy.

The development of a Social Infrastructure Strategy will provide Council with an evidence-based approach to the assessment of needs, expectations, existing capacity of community, cultural, health and education facilities to inform future provision across the network of social infrastructure in the Albury Local Government Area.

The development of a Social Infrastructure Strategy will provide guidance to help achieve objectives contained in Toward 2050 and our Local Strategic Planning Statement. The project will respond to growing community interest in the provision of contemporary social infrastructure across the Albury Local Government Area, particularly in the Thurgoona Growth Area.

Recommendation

That Council endorses the Social Infrastructure Strategy project scope, approach, and Stakeholder Engagement Plan for developing an Albury Social Infrastructure Strategy.

Attachments

1. Draft Albury City-Wide Social Infrastructure Strategy Stakeholder Engagement Plan July 2022 (DOC22/149415).

DRAFT AlburyCity Stakeholder Engagement Plan

STEP 1. The required detail for your plan. Complete the information below:

Project Name	Albury Social Infrastructure Strategy (FIL22/01708)
Engagement Plan Author	Sonia Dalitz, Strategic Planner
Date of Engagement Plan	25 October, 2022
Project Number	2314
Record Number	DOC 22/149415
Project Overview	The project will produce a Social Infrastructure Strategy document. The document will provide AlburyCity with guidance to appropriately plan for the delivery of community, creativity, wellbeing and learning facilities that meet the needs and preferences of our growing population. This includes a particular focus on Council owned facilities such as community centres, libraries, museums and cemeteries. The project will provide AlburyCity with guidance to ensure we are a caring community where everyone has access to quality facilities, activities, and human services (Outcome 3 of Albury 2050). It will produce a framework that can be used as an evidence base for future projects relating to Council's provision of social infrastructure for example for new facilities, facility upgrade, enhancement, or divestment.
Overarching project goal or objective (s)	The Social Infrastructure Strategy project will investigate: 1. How much social infrastructure do we have? Produce a consolidated availability assessment of the entire network of Albury's social infrastructure (Council and non-Council owned) to quantify any existing or future unmet need by facility type 2. How well is our social infrastructure performing? Engage key stakeholders to produce a framework that will guide preferred models of future social infrastructure delivery that emphasise co-location and shared use 3. How can we improve the quality of our network of social infrastructure? Deliver an easily understood Strategy document presenting a holistic vision of preferred options for future social infrastructure that best support strong communities. For Council owned facilities, identify and recommend appropriate short, medium and long-term options to meet future community needs and preferences.

	There will be meaningful input provided by stakeholders in the development of the Social Infrastructure Strategy. 1. Raise awareness across our community that AlburyCity is looking into issues and opportunities associated with our social infrastructure network. 2. Hear a range of stakeholder views on existing facilities including their current built form, function and governance, and aspirations to improve their future capacity. 3. Provide interested community members with an opportunity to contribute to identification and prioritisation of principles that will guide future delivery of social infrastructure. 4. Use a variety of engagement techniques to gather a range of ideas and feedback on possible solutions to enhancing Albury's social infrastructure networks. Where possible and appropriate, engagement activities will be coordinated with other relevant Council projects, notably the Review of the Thurgoona Wirlinga Precinct Structure Plan and Open Space Strategy project. Effectively managing the engagement process to minimise duplication will be critical to managing the risk of engagement fatigue in the community.
Stakeholder Engagement Objective	

Stakeholders	As there are many property interests and high levels of facility usage, it is expected that a broad range of people will have an interest in the project. Engagement will be designed to gather a representative sample of views (as much as possible) based on the following groupings.
	1. The general community a) Residents (both within Albury and the surrounding regions).
	2. Government representatives a) NSW Departments including School Infrastructure, Health, Planning and Environment, Regional NSW b) Wodonga Council (for collaborative planning especially of regional level facilities) c) AlburyCity Councillors d) Local Aboriginal Land Council.
	3. Facility owners and managers a) Landowners (e.g. TAFE, CSU, Registered Clubs) b) Tenants/ Centre Coordinators/ Caretakers.
	4. User Groups a) Hirers b) Members (e.g. library members, school students/teachers). c) Community sector organisations (e.g. Aboriginal groups, Youth groups, Seniors groups, Cultural groups, Scout and Girl Guide chapters).
	5. Peak bodies a) Youth Council b) Access and Inclusion Committee c) Playgroup Australia

Timeline	Component 1 – Social Infrastructure Audit (Early 2023). Component 2 – Capacity and Needs Assessment (Mid 2023). Component 3 – Draft and Final Social Infrastructure Strategy (End 2023).
Level of Engagement (IAP2 Spectrum)	**Component 1 – Inform and Consult** During the Social Infrastructure Availability Assessment, there will be awareness raising efforts of the project made. This stage will allow people to find out about the project via the 'Have Your Say' platform and register their interest in being involved. It will also enable some early input on guiding principles for provision, such as via online polls or a short survey. More in-depth data gathering efforts through meetings and interviews will be made with targeted stakeholders (facility owners/managers) to confirm the accuracy of data being collected on the existing network of facilities. **Component 2 – Involve** During the Growth and Change analysis, we will listen to people's values, preferences, issues and concerns about the current levels of social infrastructure provision. This will include asking them about their current usage of different facility types, and gauge what factors would improve their usage of facilities. We will gain insights and ideas on facility improvement priorities and possible future models of delivery. **Component 3 – Consult and Inform** After feedback from Component 1 and 2 is integrated into the Draft Social Infrastructure Strategy, we will consult with the community through the Public Exhibition process. This stage will check that the Strategy has accurately captured and reflected community views, and allow opportunity for further feedback and input. If formally adopted by Council, we will 'close the loop' by informing that the Social Infrastructure Strategy has been finalised.

Media interest	Some media interest is anticipated and likely to be similar to the topics and levels of interest generated by the recent Local Housing Strategy. The project team will work closely with the Communications team to: • Proactively provide media releases promoting the project objectives; and • Monitor and respond to requests for comment. A project risk is potential confusion arising from any concurrent consultation with other internal projects relating to facilities in the study area (e.g. open space strategy, TWPSP Review). Regular coordination of these projects, potential consultation alignment and clear communication/messaging is proposed to minimise this risk. The project will also benefit from clarity in communications material regarding areas of social infrastructure delivery that are the primary responsibility of local government (such as community centres, libraries and cemeteries) as distinct from social infrastructure that is the primary responsibility of other levels of government (schools, hospitals) or the private sector (childcare, aged care). The project will make clear that any availability auditing of non-Council owned facilities will be drawn from publicly available, open source, desktop based analysis. For example, school information can be drawn from the federal government myschool.edu.au website, and childcare information from the Australian Children's Education & Care Quality Authority website acecqa.gov.au.
Budget	Part of the overall Social Infrastructure Strategy project budget is available for consultation costs such as: • Newspaper advertising; • Printing; and • Mail outs.
Evaluation	Post project review will be undertaken, examining: • Number of people registering their interest (e.g. website 'hits', downloads, social media traction) • Number of media articles (positive/ neutral/ negative) • Number of survey responses/ submissions • Participation in interviews/ workshops/ drop in sessions
Approval	Simona Coad 31 September 2022

STEP 2. Add details of Stakeholder Engagement Plan to the register
Register this approved plan by listing under the relevant year in DOC14/86321.

STEP 3. Consult with the Communications Team and / or Corporate Planner
Discuss the different techniques to engage with stakeholders (internal or external) and your anticipated deliverables. Consider the implementation timeframe for your Engagement Plan. Add information to Step 4. Refer to AlburyCity Corporate Communications Strategy for methods to best communicate.

STEP 4. Deliverables and techniques.
When you have determined the techniques and timing for your engagement process, please list below:

Engagement Techniques and Timeframe	
TECHNIQUES/DELIVERABLES	**ESTIMATED DATES FOR ENGAGEMENT DELIVERY**
COMPONENT 1: SOCIAL INFRASTRUCTURE AVAILABILITY ASSESSMENT	**2023**
Develop and open online 'Have Your Say' website with online polls or short survey	January
Social media posts and media release (if required)	
One on one meetings (in person onsite or via phone interview) with targeted stakeholders (facility managers) to alert them to project and invite feedback on specific facility built form, function and/or governance matters	January to March
COMPONENT 2: GROWTH AND CHANGE ANALYSIS	**2023**
Electronic Direct Mail (eDM) to notify Component 1 community engagement participants of Component 2 consultation opportunities	April to July
'Have your Say' website updated with long form surveys targeted at user groups	
Social media posts, website homepage slider, media release, AlburyCity News, posters in key Council facilities (if required)	
Councillor Workshop	
Facilitate community workshops and/or 'drop in' or information sessions	
One on one small group meetings or phone interviews with key stakeholders	
COMPONENT 3: RECOMMENDATIONS AND REPORTING	**2023**
Councillor Workshop	August to November
Social media posts and media release (if required)	
Electronic Direct Mail (eDM) to notify Component 1 and 2 community engagement participants of Component 3 consultation opportunities	
Public Exhibition (min. 28 days) via 'Have your Say' website - Public notice (Border Mail) - Online feedback/written submission form	
Social media posts and media release (if required) (pending Council adoption)	
Electronic Direct Mail (eDM) to all community engagement participants of previous stages to inform of Final Master Plan adoption	
Communications Approval (as required)	Andy Roberts, 5/10/22