



# **Attachment 3 to Item 10.5.2.**

---

## Communication and Engagement Plans

Date of meeting: 28 May 2024

Location: Council Chambers

Time: 6:30pm



North Richmond Community Precinct  
Communications and Engagement Plan  
V1.01



## Table of Contents

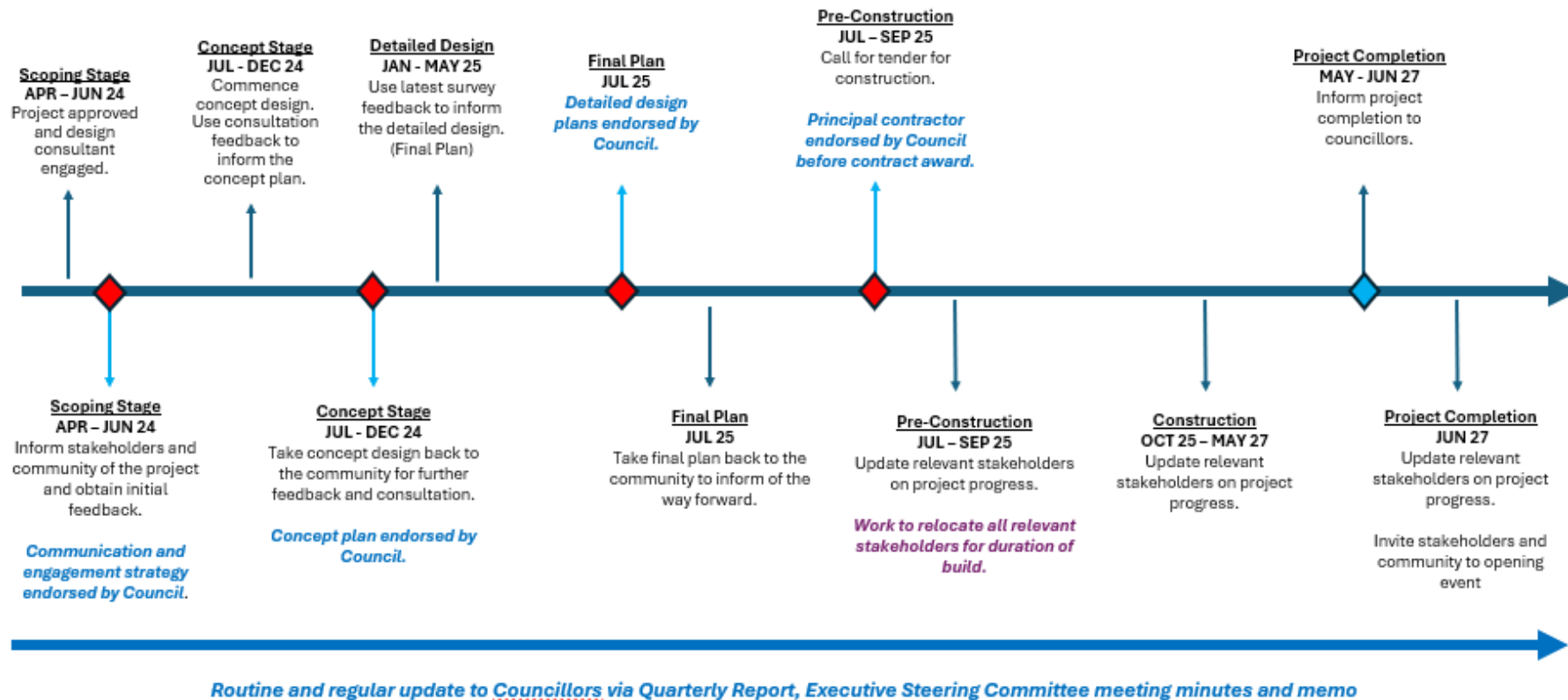
<b>1.</b>	<b>Consultation Plan Summary .....</b>	<b>2</b>
<b>2.</b>	<b>Branding and Visual Identity (Optional) .....</b>	<b>3</b>
<b>3.</b>	<b>Communication Objectives.....</b>	<b>3</b>
<b>4.</b>	<b>SWOT Analysis.....</b>	<b>4</b>
<b>5.</b>	<b>Key Messages .....</b>	<b>5</b>
<b>6.</b>	<b>Stakeholders.....</b>	<b>7</b>
	6.1 Key Stakeholders.....	7
	6.2 Stakeholder Analysis .....	9
<b>7.</b>	<b>Available Communication Methods .....</b>	<b>10</b>
<b>8.</b>	<b>Levels of participation .....</b>	<b>13</b>
	8.1 Public participation spectrum.....	13
	8.2 Six steps of project development.....	14
<b>9.</b>	<b>Evaluation/Reporting .....</b>	<b>29</b>



## 1. Consultation Plan Summary

### North Richmond Community Precinct

#### Engagement and Communications Plan





## 2. Branding and Visual Identity (Optional)

- Overarching Branding identity – Western Sydney Infrastructure Grants
- Project Branding identity – NORTH RICHMOND COMMUNITY PRECINCT
- Use of corporate logo – Yes
- Additional logos – NSW Government

## 3. Communication Objectives

The objectives of this communication plan are:

- a) Promote the community benefits of NORTH RICHMOND COMMUNITY PRECINCT and generate positive anticipation.
- b) Promote engagement opportunities for NORTH RICHMOND COMMUNITY PRECINCT.
- c) Manage concerns/questions regarding NORTH RICHMOND COMMUNITY PRECINCT.
- d) Inform the community regarding the construction of NORTH RICHMOND COMMUNITY PRECINCT.
- e) Promote the delivery/opening of NORTH RICHMOND COMMUNITY PRECINCT.
- f) Promote the Hawkesbury as a place with high quality community facilities.
- g) Meet our contractual obligations in terms of working with Western Sydney Infrastructure Grants authorities for comms and marketing approval and acknowledging the Western Sydney Infrastructure Grants funding stream. See <https://www.nsw.gov.au/branding/sponsorship-and-funding-acknowledgment-guidelines/funding-acknowledgement-guidelines/funding-acknowledgement-statement> for more details.



#### 4. SWOT Analysis

A SWOT Analysis has been completed for this project to assist in the identification of the strengths and opportunities that can be used to leverage the program and highlight weaknesses and threats that may result in some issues management needing to be undertaken. By identifying the strengths, weaknesses, opportunities, and threats; Council will be able to better target communications and use its resources more effectively.

<p>Strengths (internal)</p> <ul style="list-style-type: none"><li>- Projects have been previously identified and scoped.</li><li>- Well-resourced project delivery team(s).</li><li>- Experienced comms/marketing/engagement team with clearly identified promotion/engagement streams.</li></ul>	<p>Weaknesses (internal)</p> <ul style="list-style-type: none"><li>- There is currently a poor perception of Council within the community.</li><li>- A backlog of other infrastructure projects from the recent floods, and a perception in the community that they should be finished first (i.e. roads).</li></ul>
<p>Opportunities (external)</p> <ul style="list-style-type: none"><li>- High quality, multi-focus projects delivering facilities for a large variety of interest groups and demographics.</li><li>- Community perception that much of the existing community infrastructure is lacking or is aging.</li><li>- Growing population expects quality infrastructure.</li><li>- Promote projects happening west of the river where there's a perception of a lack of infrastructure.</li><li>- Provision for North Richmond Emergency Evacuation Centre. Opportunity to generate income from the facility operation for long term sustainability of the facility.</li></ul>	<p>Threats (external)</p> <ul style="list-style-type: none"><li>- Lack of understanding in the community about how the funding works.</li><li>- Input and requests from interest groups may delay the project.</li><li>- Input and requests from Councillors may delay the project.</li><li>- Funding requirements by the State Government.</li><li>- Community opposition/differing opinion of project priorities.</li><li>- Delays arising from climatic conditions or natural disasters.</li><li>- Disruption to sports teams/activities during construction.</li><li>- Disruption to nearby residents/traffic during construction.</li><li>- Closure of other facilities as a result.</li><li>- Undermining of projects by affected workforce.</li></ul>



## 5. Key Messages

The key messages for the program have been developed to ensure the objectives of the project and the key stakeholders are engaged. There are 5 areas that the key messages will cover.

- a) The Project is one of 10 Western Sydney Infrastructure Grants projects which have received \$98 million in funding from the NSW Government.
- b) The transformative North Richmond Community Precinct project is designed to respond to population growth and act as a meeting and cultural space, social and recreational hub, and when required, a much-needed fit-for-purpose emergency evacuation centre for our community residing west of the Hawkesbury River.

The site currently features old facilities, which are no longer fit for purpose.

This project will incorporate the following facility improvements:

- A branch library service and technology space.
- Performing arts and rehearsal space with a mobile stage for musical and theatre productions as an extension to the existing Youth Centre.
- Multipurpose art studio space.
- Indoor sports stadium and change rooms to support hard-court sports including netball, basketball, futsal, and volleyball.
- Emergency evacuation centre for use during natural disasters through upgrades to the existing centre.

Precinct grounds improvements to create a mix of active and passive outdoor spaces with seating, shaded areas, BBQs, a shared bike path and additional car parking.

- c) (i) Council has developed a draft design for this project and wants the community to have their say. Please visit <http://www.yourhawkesbury-yoursay.com.au> by [DATE] to leave your feedback on the designs, which will be considered as part of the final design process.

OR

- (ii) This project was designed following extensive engagement and feedback from the local community to ensure the project serves the community's diverse and evolving needs for many years to come.





- d) For more details on Council's Western Sydney Infrastructure Grants projects, visit <https://www.hawkesbury.nsw.gov.au/for-residents/westinvest-projects>
- e) The following Western Sydney Infrastructure Grants statements must be observed in written promotions:

**Proudly funded by the NSW Government.**

If there is more than one funding contributor (i.e. Council, Federal Government), the acknowledgement must include the NSW Government first and then name each contributor in order of the value provided. See below.

**Proudly funded by the NSW Government in association with [insert contributor's name]**



## 6. Stakeholders

### 6.1 Key Stakeholders

A list of possible key stakeholders has been identified. Identify those who are relevant to the project.

Identified Stakeholder	Contact details (if applicable)
North Richmond Community Centre Associated Groups, <ul style="list-style-type: none"> <li>- Hawkesbury Quilters and Embroiders</li> <li>- North Richmond Music School</li> <li>- Vibe 2 Dance</li> <li>- Kosdan Martial Arts</li> <li>- Groups 4 Mums</li> <li>- Line Dancing</li> <li>- Yonteen Dancers</li> <li>- Kurrajong Handspun Craft</li> <li>- Playgroup</li> <li>- Café Connections</li> <li>- Hope 4 U</li> <li>- Circle Dancing</li> <li>- Seniors Leisure Group</li> <li>- Tai Chi</li> <li>- Creative Dance</li> <li>- Jeonsa Taekwondo School</li> <li>- Seniors Exercise Class</li> <li>- Freedom Centre Church</li> <li>- Calvary Church</li> </ul>	Birgit Walter 02 45717909 <a href="mailto:nrcc@northrichmond.org.au">nrcc@northrichmond.org.au</a>
Fun Factory OOSH	02 4571 2162 <a href="mailto:funfactory@northrichmond.org.au">funfactory@northrichmond.org.au</a>
North Richmond Youth Project	02 4571 3659 <a href="mailto:yw@northrichmond.org.au">yw@northrichmond.org.au</a>
Elizabeth Street Preschool	
North Richmond Residents	LBD
Grose Vale Residents	LBD
Grose Wold Residents	LBD
Kurrajong Residents	LBD
Kurmond Residents	LBD

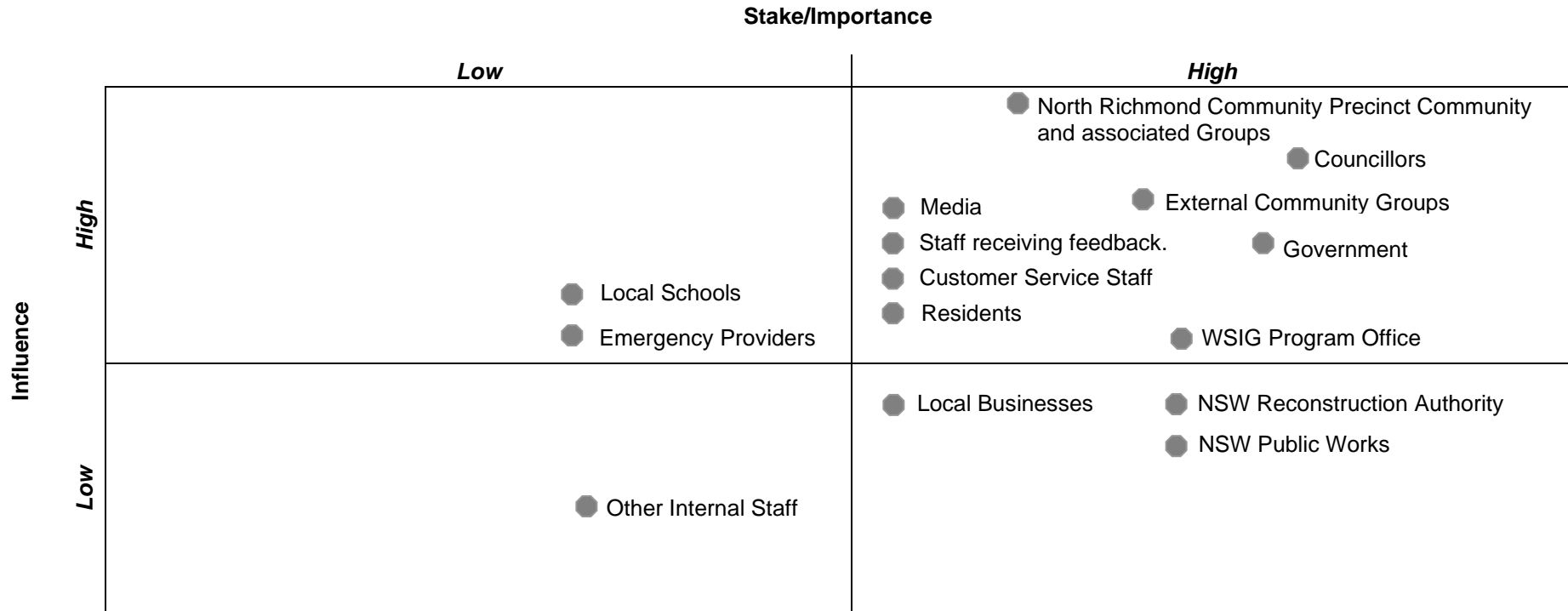


Identified Stakeholder	Contact details (if applicable)
Local schools <ul style="list-style-type: none"> <li>- Richmond North Public School</li> <li>- Grose View Public School</li> <li>- Kurrajong Public School</li> <li>- Kurmond Public School</li> <li>- Kurrajong North Public School</li> <li>- Colo High School</li> </ul>	Contacts <ul style="list-style-type: none"> <li>- 45711542. <a href="mailto:Richmondn-p.school@det.nsw.edu.au">Richmondn-p.school@det.nsw.edu.au</a></li> <li>- 45721386 <a href="mailto:groseview-p.scool@det.nsw.edu.au">groseview-p.scool@det.nsw.edu.au</a></li> <li>- 45731647 <a href="mailto:kurrajong-p.school@det.nsw.edu.au">kurrajong-p.school@det.nsw.edu.au</a></li> <li>- 45731648 <a href="mailto:kurmond-p.school@det.nsw.edu.au">kurmond-p.school@det.nsw.edu.au</a></li> <li>- 4567 7291 <a href="mailto:kurrajongn-p.school@det.nsw.edu.au">kurrajongn-p.school@det.nsw.edu.au</a></li> <li>- 45712011 <a href="mailto:colo-h.school@det.nsw.edu.au">colo-h.school@det.nsw.edu.au</a></li> </ul>
Local Businesses <ul style="list-style-type: none"> <li>- Glenn Corkill Mechanical Repairs</li> <li>- Roll On Automotive</li> <li>- Colonial Smash Repairs</li> <li>- North Richmond Family Medical Practice</li> <li>- Hawkesbury Valley Baptist Church</li> <li>- North Richmond Panthers</li> <li>- Starfish Aquatics</li> </ul>	
Macquarie Towns Arts Society	Satya Morrison 0405 337 652
Hawkesbury Sports Council	02 4578 8504 <a href="mailto:hawksports@bigpond.com">hawksports@bigpond.com</a>
Glossodia Community Centre	Rae Brown 02 4576 5542 <a href="mailto:glossodiacc@ihug.com.au">glossodiacc@ihug.com.au</a>
Kurrajong Community Centre	Angela Hall 02 4573 1166 <a href="mailto:admin@hcos.org.au">admin@hcos.org.au</a>
Media	
Hawkesbury City Council Staff	
Councillors	
WSIG Program Office	
NSW Reconstruction Authority	
NSW Public Works	
Emergency Providers <ul style="list-style-type: none"> <li>- SES</li> <li>- RFS</li> <li>- NSW Police</li> </ul>	



## 6.2 Stakeholder Analysis

A stakeholder analysis has been undertaken to identify key stakeholder groups that targeted communications can be developed for to achieve the objectives of this plan. This analysis identifies their stake/importance and influence they have in the project and how we are best able to target communication to achieve buy in and achieve objectives.



Stakeholder Potential	Low Stake/Importance	High Stake/Importance
<b>High Influence</b>	<b>Keep Satisfied</b> – Useful for decision and opinion formulation, brokering: mitigate impacts.	<b>Manage Closely</b> – Most critical stakeholder group: collaborate with closely.
<b>Low Influence</b>	<b>Monitor (minimal effort)</b> – Least priority stakeholder group: monitor.	<b>Keep Informed</b> – Important stakeholder group, in need of empowerment: involve, build capacity and secure interests.



## 7. Available Communication Methods

### Communication Methods

The following communication methods will be used to communicate key messages to select stakeholders. The methods will be use in a coordinated approach with consistent branding of Council.

Communication Method	Details
Corporate social media	Promote during all phases of the project
Corporate website	Media releases will be posted on Hawkesbury City Council's website. Projects listed under For Residents on website. Opening celebrations listed under Discover the Hawkesbury website in What's On.
Your Hawkesbury Your Say	Track project's full lifespan. Utilise surveys and feedback form functions. Include documents, who's listening, key dates.
Councillor briefings	Keep Councillors informed of progress and plans at all stages of the project.
Quarterly CAPEX Report	Include WSIG Project Updates to keep Councillors informed at all stages.
Formal face-to-face meetings	Meet with stakeholders face-to-face, whether at existing opportunity or schedule an opportunity.
Internal newsletters	GM newsletter – to all staff. Weekly updates on engagement/construction/opening progress.
	Councillor update - Weekly updates on engagement/construction/ opening progress.



Communication Method	Details
Email banner	Promote project engagement with linked graphic on all HCC emails. Promote opening event with linked graphic on all HCC emails.
School newsletters	Email local schools and ask them to promote in their school newsletter. Create small ad to send to them.
Videos	Can be professional or in-house. Can utilise drone (subject to CASA permission).
Advertisement (Display)	Hawkesbury Independent Magazine (monthly) – potential for front page and full page inside + editorial. Hills to the Hawkesbury Magazine (fortnightly) – potential for display advertising and editorial.
Radio with the Mayor	Monthly radio sessions with Pulse FM. Weekly What's On.
Media Release	Media releases to be delivered to local and metro media organisations as per email list. Media releases to be posted to Council News page.
Newsletter Articles	Updates in Community Newsletter and Community Report delivered to all rate payers quarterly.
Flyer	DL or A5 flyer printed internally. Can be included in rates notice or other community letter (depending on timing).
Poster	A3/A4 version of the flyer, printed internally. Placed outside Customer Service, at libraries, North Richmond Community Centre, and VIC.



Communication Method	Details
Rates Notice	Back of notice advertising space. Promote construction and/or grand openings.
Signage/banners	<p>Corflute signage announcing engagement opportunity to be established on site.</p> <p>Vinyl banner along site fence line.</p> <p>Metal signage to be established on site announcing construction when plans finalised.</p> <p>Potential to use banner sites at McGraths Hill, Clarendon, North Richmond.</p>
Ground decals	High wear, non-slip ground decals in high visibility and high traffic areas.
Scrims	<p>Scrim mesh around the sites as per NSW Guidelines.</p> <p>Including relevant logos, wording, concept images.</p> <p>Include viewing windows.</p>
Digital billboard (IF / WHEN AVAILABLE)	Promoting newly opened facilities.
Display at Council events	<p>Promote project celebration at Council's stand, utilise corflutes, flyers.</p> <p>Active opportunities with engagement staff/contractor conducting face-to-face surveys.</p>
Engagement pop-ups	<p>Pop-up day at project location.</p> <p>Free activities and food/drinks to encourage attendance.</p> <p>Active engagement opportunities with engagement staff/contractor conducting face-to-face surveys.</p>
Messages on Hold	Phone on-hold messaging.
Guide/FAQ	A guide for Council's Customer Service will be developed to ensure that they are fully informed about the project.



## 8. Levels of participation

### 8.1 Public participation spectrum

The level of community involvement is underpinned by the best practice principles developed by the International Association for Public Participation (IAP2). Many of the actions in this Strategy will assist Council in adhering to the IAP2 public participation spectrum.

← Increasing level of community engagement ←	<b>INFORM</b> To provide the community with the information to assist them in understanding the problems, alternatives and/or solutions; to keep the community informed of the issue and decision.	<b>OUR COMMITMENT</b> We will keep you informed.
	<b>CONSULT</b> To obtain input on issues, draft documents and/ or decisions; to acknowledge and consider public concerns.	<b>OUR COMMITMENT</b> We will keep you informed, listen to, and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.
	<b>INVOLVE</b> To work directly with the community to determine public concerns and opinions and ensure that these are directly reflected in the alternatives developed and the decisions made.	<b>OUR COMMITMENT</b> We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.
	<b>COLLABORATE</b> To work in partnership with the community on each aspect of the decision-making process, including understanding of the issue, developing alternatives, and identifying the solution.	<b>OUR COMMITMENT</b> We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.
	<b>EMPOWER</b> To fully delegate control of the decision-making process to the community; Council participates in this process as one of the stakeholders and works with the community to implement the decision.	<b>OUR COMMITMENT</b> We will implement what you decide.





## 8.2 Six steps of project development

Broadly speaking, projects can be divided up into six steps. The level of participation, and the kinds of engagement required, will be influenced upon both the project itself and the stage of the project.

### SCOPING

The broad overview of the project being undertaken. This can include what the project is, what fundamental requirements it will need to meet in the community, and the expected essential inclusions.

PROJECT – SCOPING STAGE						
	WHO	WHAT	HOW	WHEN	RESPONSIBILITY	STATUS
<b>INFORM</b>	Elizabeth St Preschool	Inform of the upgrade to Nth Richmond Community Centre	Flyer requesting feedback via 'Your Hawkesbury, Your Say.'	19 April – 19 May 24	Project Manager/Communication Officer	In progress
	Surrounding businesses (Nth Richmond Shops)	Inform of the upgrade to Nth Richmond Community Centre	Flyer requesting feedback via 'Your Hawkesbury, Your Say.'	19 April – 19 May 24	Project Manager/Communication Officer	In progress
	Glossodia Community Centre	Inform of the upgrade to Nth Richmond Community Centre	Flyer requesting feedback via 'Your Hawkesbury, Your Say.'	19 April – 19 May 24	Project Manager/Communication Officer	In progress
	Kurrajong Community Centre	Inform of the upgrade to Nth Richmond Community Centre	Flyer requesting feedback via 'Your Hawkesbury, Your Say.'	19 April – 19 May 24	Project Manager/Communication Officer	In progress
	Hawkesbury Valley Baptist	Inform of the upgrade to Nth Richmond Community Centre	Flyer requesting feedback via 'Your Hawkesbury, Your Say.'	19 April – 19 May 24	Project Manager/Communication Officer	In progress
	Residents (Nth Richmond)	Inform of the upgrade to Nth Richmond Community Centre	Flyer requesting feedback via 'Your Hawkesbury, Your Say.'	19 April – 19 May 24	Project Manager/Communication Officer	In progress



	Wider North Richmond Community	Inform of the upgrade to Nth Richmond Community Centre	LBD with flyer to request feedback via 'Your Hawkesbury, Your Say.'  Display flyer at Coles and Woolworths community boards. Promote the request for feedback.	19 April – 19 May 24	Project Manager/Communication Officer	In progress
	Local School Students	All WSIG projects	Informed school kids of projects at School Leadership Program 2024.	14 – 15 March 2024	Communication Officer	Complete
	Hawkesbury Community	All WSIG projects	WSIG section of the HCC tent at Hawkesbury Show	19 – 21 April 2024	Communications Officer	Complete
	Redbank Community	Inform of the upgrade to North Richmond Community Centre	Possible direct email to Redbank property owners requesting feedback via 'Your Hawkesbury, Your Say.'	TBC	Project Manager/Communication Officer	Not started
	North Richmond Community Centre and associated groups	Inform of the upgrade to North Richmond Community Centre.	Face-to-face meeting to understand the requirements for the new centre, groups affected, and to discuss the plans for the groups who use the centre during the upgrade.	9 April 2024	Communication Officer	Complete
	Fun Factory OOSH	Inform of the upgrade to North Richmond Community Centre.	As above and have representative attend.	19 April – 19 May 24	Project Manager/Communication Officer	In progress
	North Richmond Youth Project	Inform of the upgrade to North Richmond Community Centre.	As above and have representative attend.	19 April – 19 May 24	Project Manager/Communication Officer	In progress



	Macquarie Towns Art Society	Inform of the upgrade to North Richmond Community Centre.	As above and have representative attend.	TBC	Project Manager/Communication Officer	In progress
	Hawkesbury Sports Council	Inform of the upgrade to Noth Richmond Community Centre.	Teams meeting to understand their requests for the community centre.	TBC	Project Manager/Communication Officer	Not started
	Hawkesbury City Council Staff	Inform of the upgrade to Noth Richmond Community Centre.	Update via GM Update.	24 – 26 April 24	Project Manager/Communication Officer	Complete
	Media	Inform of the upgrade to Noth Richmond Community Centre.	Media release sent to media outlets and posted to HCC website.	24 – 26 April 24	Project Manager/Communication Officer	Complete
	Councillors	Project scope, Communication and Engagement plan, approach, and findings.	Quarterly CAPEX report and Councillor briefings as required.	Quarterly	Capital Program Director/Director Infrastructure Services	Ongoing
Were Councillors informed?	Yes		Notes: Council approved Western Sydney Infrastructure Grant			
<b>CONSULT</b>	Allison Becroft (HCC Inclusion Officer)	To understand needs of the disability community to apply to Nth Richmond Community Centre.	Face-to-face meeting to discuss potential requirements.	TBC	Project Manager/Communication Officer	Not started
Were Councillors informed?	Yes/no	When	Notes:			
<b>INVOLVE</b>						
Were Councillors informed?	Yes/no	When	Notes:			



<b>COLLABORATE</b>	Asset Systems and Planning	Work with asset team to refine scope for long term sustainability of the project	Participation to working group, PCG and PCC	Monthly or as required	Project Manager	Ongoing
	Councillors	Work with Councillors to define scope	Councillor Workshop	May 2024	Capital Program Director/Director Infrastructure Services	Ongoing
Were Councillors informed?	Yes/no	When	Notes:			
<b>EMPOWER</b>						
Were Councillors informed?	Yes/no	When	Notes:			



## CONCEPT

Once the scope of the project is defined and understood, a first concept of the project can be created. This can include a first-pass site plan with high-level detail around the included features of the project.

PROJECT – CONCEPT STAGE						
	WHO	WHAT	HOW	WHEN	RESPONSIBILITY	STATUS
<b>INFORM</b>	Media	Nth Richmond Community Centre: First Concept	Media release sent to media outlets and posted to HCC website.	Once concept design is finalised	Project Manager/Communication Officer	
	Councillors	Project progress	ESC meeting minutes	Monthly	Capital Program Director /Director Infrastructure Services	ongoing
Were Councillors informed?	Yes/no	When	Notes:			



<b>CONSULT</b>	Elizabeth St Preschool	Nth Richmond Community Centre: First Concept	Direct email or feedback via 'Your Hawkesbury Your Say'	Once concept design is finalised	Project Manager/Communication Officer	
	Surrounding businesses	Nth Richmond Community Centre: First Concept	Direct email or feedback via 'Your Hawkesbury Your Say'	Once concept design is finalised	Project Manager/Communication Officer	
	Glossodia Community Centre	Nth Richmond Community Centre: First Concept	Direct email or feedback via 'Your Hawkesbury Your Say'	Once concept design is finalised	Project Manager/Communication Officer	
	Kurrajong Community Centre	Nth Richmond Community Centre: First Concept	Direct email or feedback via 'Your Hawkesbury Your Say'	Once concept design is finalised	Project Manager/Communication Officer	
	Hawkesbury Valley Baptist	Nth Richmond Community Centre: First Concept	Direct email or feedback via 'Your Hawkesbury Your Say'	Once concept design is finalised	Project Manager/Communication Officer	
	Residents (Nth Richmond)	Nth Richmond Community Centre: First Concept	Direct email or feedback via 'Your Hawkesbury Your Say'	Once concept design is finalised	Project Manager/Communication Officer	
	Wider North Richmond Community	Nth Richmond Community Centre: First Concept	Direct email or feedback via 'Your Hawkesbury Your Say'	Once concept design is finalised	Project Manager/Communication Officer	
	Redbank Community	Nth Richmond Community Centre: First Concept	Direct email or feedback via 'Your Hawkesbury Your Say'	Once concept design is finalised	Project Manager/Communication Officer	
	Hawkesbury Sports Council	Nth Richmond Community Centre: First Concept	Direct email or feedback via 'Your Hawkesbury Your Say'	Once concept design is finalised	Project Manager/Communication Officer	



	Hawkesbury City Council Staff	Nth Richmond Community Centre: First Concept	Update via GM Update.	Once concept design is finalised	Project Manager/Communication Officer	
	Allison Becroft (HCC Inclusion Officer)	Nth Richmond Community Centre: First Concept	Direct email or feedback via 'Your Hawkesbury Your Say'	Once concept design is finalised	Project Manager/Communication Officer	
	Wider Community Residents	Nth Richmond Community Centre: First Concept	Direct email or feedback via 'Your Hawkesbury Your Say'	Once concept design is finalised	Project Manager/Communication Officer	
	North Richmond Youth Project	Nth Richmond Community Centre: First Concept	Direct email or feedback via 'Your Hawkesbury Your Say'	Once concept design is finalised	Project Manager/Communication Officer	
	North Richmond Community Centre and associated groups	Nth Richmond Community Centre: First Concept	Direct email or feedback via 'Your Hawkesbury Your Say'	Once concept design is finalised	Project Manager/Communication Officer	
	Fun Factory OOSH	Nth Richmond Community Centre: First Concept	Direct email or feedback via 'Your Hawkesbury Your Say'	Once concept design is finalised	Project Manager/Communication Officer	
	Macquarie Towns Art Society	Nth Richmond Community Centre: First Concept	Direct email or feedback via 'Your Hawkesbury Your Say'	Once concept design is finalised	Project Manager/Communication Officer	
	North Richmond Panthers	Nth Richmond Community Centre: First Concept	Direct email or feedback via 'Your Hawkesbury Your Say'	Once concept design is finalised	Project Manager/Communication Officer	
	Richmond North Public School	Nth Richmond Community Centre: First Concept	Direct email or feedback via 'Your Hawkesbury Your Say'	Once concept design is finalised	Project Manager/Communication Officer	
Were Councillors informed?	Yes/no	When	Notes:			



<b>INVOLVE</b>	Councillors	Concept design, cost and risk	Quarterly CAPEX report, Councillor briefings and/or Council report as required.	Quarterly or as required when concept design is finalised	Capital Program Director /Director Infrastructure Services	
Were Councillors informed?	Yes/no	When	Notes:			
<b>COLLABORATE</b>	Asset Systems and Planning	Work with asset team for agreeable concept design for long term sustainability of the project	Participation to working group, PCG and PCC	Monthly	Project Manager/Communication Officer	
Were Councillors informed?	Yes/no	When	Notes:			
<b>EMPOWER</b>						
Were Councillors informed?	Yes/no	When	Notes:			





## DETAILED DESIGN

Utilising feedback procured during the concept stage; a detailed final plan can be developed. This includes granular detail around the project's features and inclusions, positioned to specifically address the identified needs of stakeholders.

PROJECT – DETAILED DESIGN STAGE						
	WHO	WHAT	HOW	WHEN	RESPONSIBILITY	STATUS
<b>INFORM</b>	Residents (Nth Richmond)	Nth Richmond Community Centre: Final Plan	Direct email or update to project page on Council Website.	TBC	Project Manager/Communication Officer	Not started
	Wider North Richmond Community	Nth Richmond Community Centre: Final Plan	Direct email or update to project page on Council Website.	TBC	Project Manager/Communication Officer	Not started
	Hawkesbury City Council Staff	Nth Richmond Community Centre: Final Plan	Update via GM Update.	TBC	Project Manager/Communication Officer	Not started
	Media	Nth Richmond Community Centre: Final Plan	Media release sent to media outlets and posted to HCC website.	TBC	Project Manager/Communication Officer	Not started
	North Richmond Community Centre and associated groups	Upgrade to Nth Richmond Community Centre: Final Design	Direct email or update to project page on Council Website.	TBC	Project Manager/Communication Officer	Not started
	Councillors	Project progress	ESC meeting minutes	Monthly	Capital Program Director /Director Infrastructure Services	Ongoing
Were Councillors informed?	Yes/no	When	Notes:			
<b>CONSULT</b>	Allison Becroft (HCC Inclusion Officer)	Upgrade to Nth Richmond Community Centre: Final Design	Face-to-face meeting to discuss updates to the project concept for final review and feedback on project.	Monthly	Project Manager	
	Asset Systems and Planning	Inform of plans at scoping stage to obtain feedback	Email or face-to-face meeting as required.	Monthly	Project Manager	



			Review progress prior to PCG and PCC meetings. Include team members in working groups.			
Were Councillors informed?	Yes/no	When	Notes:			
<b>INVOLVE</b>						
Were Councillors informed?	Yes/no	When	Notes:			
<b>COLLABORATE</b>						
Were Councillors informed?	Yes/no	When	Notes:			
<b>EMPOWER</b>						
Were Councillors informed?	Yes/no	When	Notes:			



## PRE-CONSTRUCTION

Once the detailed design is approved, Council will then undertake the advertising for and appointment of contractors, procuring materials and setting project timelines.

PROJECT – PRE-CONSTRUCTION STAGE						
	WHO	WHAT	HOW	WHEN	RESPONSIBILITY	STATUS
<b>INFORM</b>	Councillors	Project progress	ESC meeting minutes	Monthly	Capital Program Director /Director Infrastructure Services	
Were Councillors informed?	Yes/no	When	Notes:			
<b>CONSULT</b>	North Richmond Community Centre and associated groups	Communicate projected start dates and dates required to vacate centre.	Formal letters sent to all stakeholders to advise of details and formal project start dates. Face-to-face meetings to be held to discuss details of move to temporary locations.	TBC	Project Manager/Communication Officer	
	Fun Factory OOSH	Communicate projected start dates and dates required to vacate centre.	Formal letters sent to all stakeholders to advise of details and formal project start dates. Face-to-face meetings to be held to discuss details of move to temporary locations.	TBC	Project Manager/Communication Officer	
	North Richmond Youth Project	Communicate projected start dates and dates required to vacate centre.	Formal letters sent to all stakeholders to advise of details and formal project start dates. Face-to-face meetings to be held to discuss details of move to temporary locations.	TBC	Project Manager/Communication Officer	



	Macquarie Towns Art Society	Communicate projected start dates and dates required to vacate centre.	Formal letters sent to all stakeholders to advise of details and formal project start dates. Face-to-face meetings to be held to discuss details of move to temporary locations.	TBC	Project Manager/Communication Officer	
Were Councillors informed?	Yes/no	When	Notes:			
<b>INVOLVE</b>	Councillors	Project progress	ESC meeting minutes	Monthly	Capital Program Director /Director Infrastructure Services	
Were Councillors informed?	Yes/no	When	Notes:			
<b>COLLABORATE</b>	North Richmond Panthers	Inform of the timings of project for commencement of the use of their facilities.	Letters and face-to-face meetings.		Project Manager/Communication Officer	
	Richmond North Public School	Inform of the timings of project for commencement of the use of their facilities.	Letters and face-to-face meetings.		Project Manager/Communication Officer	
Were Councillors informed?	Yes/no	When	Notes:			
<b>EMPOWER</b>						
Were Councillors informed?	Yes/no	When	Notes:			



## CONSTRUCTION

The delivery of the project and its milestones/timelines. Consideration needs to be given not to just what is happening on-site, but the potential and likely impact on surrounding infrastructure and properties.

PROJECT – CONSTRUCTION STAGE						
	WHO	WHAT	HOW	WHEN	RESPONSIBILITY	STATUS
<b>INFORM</b>	Residents (Nth Richmond)	Inform residents of the project progress and projected timelines.	-Direct mail to directly impacted residents and email to those who participated in the survey. -Update to project page on Website. -Social post update on commencement of construction and project updates throughout.	TBC	Project Manager/Communication Officer	
	Wider North Richmond Community	Inform residents of the project progress and projected timelines.	-Direct mail to directly impacted residents and email to those who participated in the survey. -Update to project page on Website. -Social post update on commencement of construction and project updates throughout.	TBC	Project Manager/Communication Officer	
	North Richmond Community Centre and associated groups	Nth Richmond Community Centre project timelines	-Direct mail to directly impacted residents and email to those who participated in the survey. -Update to project page on Website. -Social post update on commencement of construction and project updates throughout.	TBC	Project Manager/Communication Officer	



	Hawkesbury City Council Staff	Nth Richmond Community Centre project timelines	Update in GM Update.	TBC	Project Manager/Communication Officer	
	Media	Nth Richmond Community Centre project timelines	Media release sent to media outlets and posted to HCC website.	TBC	Project Manager/Communication Officer	
	Councillors	Project progress	ESC meeting minutes	Monthly	Capital Program Director /Director Infrastructure Services	
Were Councillors informed?	Yes/no	When	Notes:			
<b>CONSULT</b>						
Were Councillors informed?	Yes/no	When	Notes:			
<b>INVOLVE</b>						
Were Councillors informed?	Yes/no	When	Notes:			
<b>COLLABORATE</b>						
Were Councillors informed?	Yes/no	When	Notes:			
<b>EMPOWER</b>						
Were Councillors informed?	Yes/no	When	Notes:			



## COMPLETION AND DELIVERY

The final stage. This includes opening the project to the community with a community celebration with required representatives in attendance, as well as the details around the ongoing management and operation of the site.

PROJECT – COMPLETION STAGE						
	WHO	WHAT	HOW	WHEN	RESPONSIBILITY	STATUS
<b>INFORM</b>	Nth Richmond Residents	NRCP Opening and Events	LBD to residents and email to those who completed the survey.		Project Manager/Communication Officer	
	Surrounding businesses	NRCP Opening and Events	LBD and email to those who provided feedback on the project.		Project Manager/Communication Officer	
	Hawkesbury City Council Staff	NRCP Opening and Events	Email all staff with media release to inform them of project stage.		Project Manager/Communication Officer	
	Media	NRCP Opening and Events	Media release sent to media outlets and posted to HCC website.		Project Manager/Communication Officer	
	NRCP Associated groups	NRCP Opening and Events	Email or flyer to all involved		Project Manager/Communication Officer	
	Councillors	Project progress/Completion	ESC meeting minutes/Council Report	At Completion	Capital Program Director /Director Infrastructure Services	
Were Councillors informed?	Yes/no	When	Notes:			
<b>CONSULT</b>	North Richmond Community Centre	NRCP Opening and Events	Face-to-face meetings with group plan opening events.	TBC		
Were Councillors informed?	Yes/no	When	Notes:			



<b>INVOLVE</b>						
Were Councillors informed?	Yes/no	When	Notes:			
<b>COLLABORATE</b>	Events Team	NRCP Opening and Events	Work with team to plan relevant opening events.	TBC	Project Manager/Communication Officer	
	WSIG Team	NRCP Opening and Events	Work with team to plan relevant opening events and ensure attendance at the events.	TBC	Project Manager/Communication Officer	
	Councillors	NRCP Opening and Events	Work with team to plan relevant opening events and ensure attendance at the events.	TBC	Project Manager/Communication Officer	
Were Councillors informed?	Yes/no	When	Notes:			
<b>EMPOWER</b>						
Were Councillors informed?	Yes/no	When	Notes:			

## 9. Evaluation/Reporting

The objectives of the communications plan for the call for feedback will be measured by

- a) Community feedback received.
- b) Media content.



Richmond Swimming Centre Redevelopment  
Communications and Engagement Plan  
V1.01



## Table of Contents

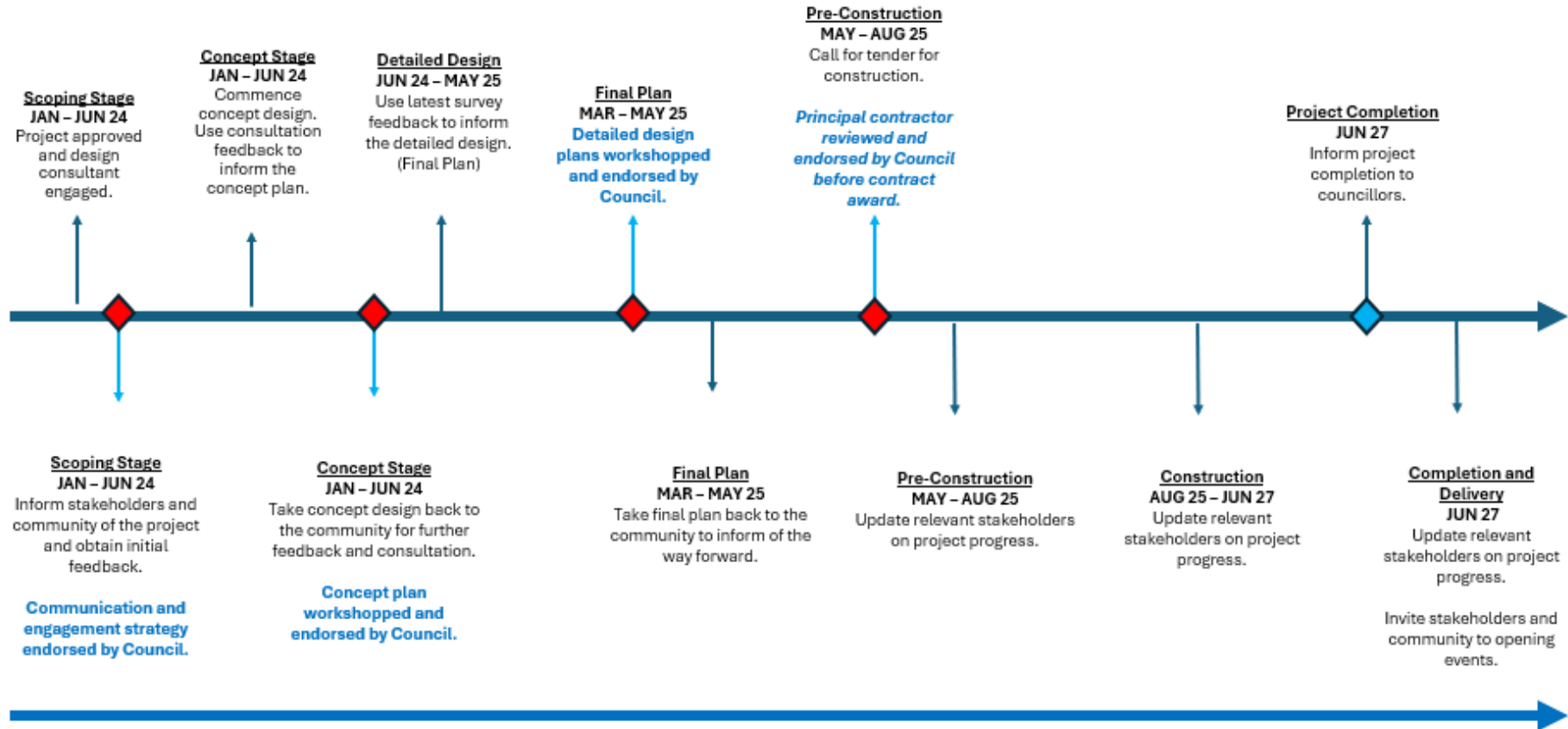
<b>1.</b>	<b>Consultation Plan Summary .....</b>	<b>2</b>
<b>2.</b>	<b>Branding and Visual Identity (Optional) .....</b>	<b>3</b>
<b>3.</b>	<b>Communication Objectives.....</b>	<b>3</b>
<b>4.</b>	<b>SWOT Analysis.....</b>	<b>4</b>
<b>5.</b>	<b>Key Messages .....</b>	<b>5</b>
<b>6.</b>	<b>Stakeholders.....</b>	<b>6</b>
	6.1 Key Stakeholders.....	6
	6.2 Stakeholder Analysis .....	8
<b>7.</b>	<b>Available Communication Methods .....</b>	<b>9</b>
<b>8.</b>	<b>Levels of participation .....</b>	<b>12</b>
	8.1 Public participation spectrum.....	12
	8.2 Six steps of project development.....	13
<b>9.</b>	<b>Evaluation/Reporting .....</b>	<b>28</b>



## 1. Consultation Plan Summary

### Richmond Swimming Centre

#### Engagement and Communication Plan



Routine and regular update to Councillors via Quarterly Report, Executive Steering Committee meeting minutes and memo.



## 2. Branding and Visual Identity (Optional)

- Overarching Branding identity – Western Sydney Infrastructure Grants
- Project Branding identity – RICHMOND SWIMMING CENTRE
- Use of corporate logo – Yes
- Additional logos – NSW Government

## 3. Communication Objectives

The objectives of this communication plan are:

- a) Promote the community benefits of RICHMOND SWIMMING CENTRE and generate positive anticipation.
- b) Promote engagement opportunities for RICHMOND SWIMMING CENTRE.
- c) Manage concerns/questions regarding RICHMOND SWIMMING CENTRE.
- d) Inform the community regarding the construction of RICHMOND SWIMMING CENTRE.
- e) Promote the delivery/opening of RICHMOND SWIMMING CENTRE.
- f) Promote the Hawkesbury as a place with high quality community facilities.
- g) Meet our contractual obligations in terms of working with Western Sydney Infrastructure Grants authorities for comms and marketing approval and acknowledging the Western Sydney Infrastructure Grants funding stream. See <https://www.nsw.gov.au/branding/sponsorship-and-funding-acknowledgment-guidelines/funding-acknowledgement-guidelines/funding-acknowledgement-statement> for more details.



#### 4. SWOT Analysis

A SWOT Analysis has been completed for this project to assist in the identification of the strengths and opportunities that can be used to leverage the program and highlight weaknesses and threats that may result in some issues management needing to be undertaken. By identifying the strengths, weaknesses, opportunities, and threats; Council will be able to better target communications and use its resources more effectively.

<p>Strengths (internal)</p> <ul style="list-style-type: none"><li>- Projects have been previously identified and scoped.</li><li>- Well-resourced project delivery team(s).</li><li>- Experienced comms/marketing/engagement team with clearly identified promotion/engagement streams.</li></ul>	<p>Weaknesses (internal)</p> <ul style="list-style-type: none"><li>- There is currently a poor perception of Council within the community.</li><li>- A backlog of other infrastructure projects from the recent floods, and a perception in the community that they should be finished first (i.e. roads).</li></ul>
<p>Opportunities (external)</p> <ul style="list-style-type: none"><li>- High quality, multi-focus projects delivering facilities for a large variety of interest groups and demographics.</li><li>- Community perception that much of existing community infrastructure is lacking or is aging.</li><li>- Growing population expects quality infrastructure.</li><li>- Projects happening west of the river where there's a perception of a lack of infrastructure.</li></ul>	<p>Threats (external)</p> <ul style="list-style-type: none"><li>- Lack of understanding in the community about how the funding works.</li><li>- Input and requests from interest groups may delay the project.</li><li>- Input and requests from Councillors may delay the project.</li><li>- Funding requirements by the State Government.</li><li>- Community opposition / differing opinion of project priorities.</li><li>- Nostalgia.</li><li>- Weather delays.</li><li>- Flooding and/or bushfires.</li><li>- Disruption to squads/activities/schools during construction.</li><li>- Disruption to nearby residents/traffic during construction.</li><li>- Undermining of projects by affected workforce.</li><li>- Issues around parking post construction.</li><li>- Conversations around use of leftover land to the west of the site.</li></ul>



## 5. Key Messages

The key messages for the program have been developed to ensure the objectives of the project and the key stakeholders are engaged. There are 5 areas that the key messages will cover.

- a) The project is one of 10 Western Sydney Infrastructure Grants projects, which have received \$98 million in funding from the NSW Government.
- b) The upgrade to the current 1960s facility will transform the centre, which currently provides a non-versatile, non-heated and over-crowded 50m pool, limited to 6 lanes & smaller, a non-heated recreation pool which limits learn to swim classes, squad lanes, and lap swimming space; to an aquatic centre that will be able to be used by all members of our community through all seasons.

Upgrades will feature:

- All-season usage through an indoor and outdoor aquatic space allowing a new 8 lane 50m pool with separable boom dividing the pool into two 25m pools (one with the ability to enclose during winter).
- Accessibility upgrades to make the pools serve members of the community that are less mobile (children and adults), especially for popular aquarobics classes.
- Interactive, zero-depth splash park for young children.
- Increased shade throughout the site.
- Additional community infrastructure, including picnic facilities.
- Improved water efficiency upgrades to aging plant and equipment.

- c) (i) Council has developed a draft design for this project and wants the community to have their say. Please visit <http://www.yourhawkesbury-yoursay.com.au> by [DATE] to leave your feedback on the designs, which will be considered as part of the final design process.

OR

(ii) This project was designed following extensive engagement and feedback from the local community to ensure the project serves the community's diverse and evolving needs for many years to come.

- d) For more details on Council's Western Sydney Investment Grants projects, visit <https://www.hawkesbury.nsw.gov.au/for-residents/westinvest-projects>
- e) The following Western Sydney Infrastructure Grants statements must be observed in written promotions:



## Proudly funded by the NSW Government.

If there is more than one funding contributor (i.e. Council, Federal Government), the acknowledgement must include the NSW Government first and then name each contributor in order of the value provided:

## Proudly funded by the NSW Government in association with [insert contributor's name].

### 6. Stakeholders

#### 6.1 Key Stakeholders

A list of possible key stakeholders has been identified. Identify those who are relevant to the project.

Identified Stakeholder	Contact details (if applicable)
Steve Cooney (Pool Superintendent)	<a href="mailto:steve.cooney@hawkesbury.nsw.gov.au">steve.cooney@hawkesbury.nsw.gov.au</a> 0439309250
Local schools	Requested detailed list from Steve Cooney to complete the below details.
- Richmond High School	-02 4578 1177 <a href="mailto:Richmond-h.school@det.nsw.edu.au">Richmond-h.school@det.nsw.edu.au</a>
- Hobartville Public School	-02 4578 1100 <a href="mailto:Hobartvill-p.school@det.nsw.edu.au">Hobartvill-p.school@det.nsw.edu.au</a>
- Richmond Public School	-02 4578 2027 <a href="mailto:Richmond-p.school@det.nsw.edu.au">Richmond-p.school@det.nsw.edu.au</a>
- St Monica's Primary School	-02 4570 3700 n/a
- Richmond Nth Public School	-02 4571 1542 <a href="mailto:Richmondn-p.school@det.nsw.edu.au">Richmondn-p.school@det.nsw.edu.au</a>
- Colo High School	-02 45712011 <a href="mailto:colo-h.school@det.nsw.edu.au">colo-h.school@det.nsw.edu.au</a>
- Kuyper Christian School	-02 4573 2999 <a href="mailto:admin@kuyper.nsw.edu.au">admin@kuyper.nsw.edu.au</a>
- Hawkesbury High School	-02 4579 6800 <a href="mailto:Hawkesbury-h.school@det.nsw.edu.au">Hawkesbury-h.school@det.nsw.edu.au</a>
- Cattai Public School	-02 4572 8445 <a href="mailto:Cattai-p.school@det.nsw.edu.au">Cattai-p.school@det.nsw.edu.au</a>
- Bilpin Public School	-02 4567 1154 <a href="mailto:Bilpin-p.school@det.nsw.edu.au">Bilpin-p.school@det.nsw.edu.au</a>
- Kurrajong East Public School	-02 4576 3321 <a href="mailto:Kurrajong-p.school@det.nsw.edu.au">Kurrajong-p.school@det.nsw.edu.au</a>
- Kurrajong North Public School	-02 4567 7291 <a href="mailto:Kurrajongn-p.school@det.nsw.edu.au">Kurrajongn-p.school@det.nsw.edu.au</a>
- Windsor Public School	-02 4577 3168 <a href="mailto:Windsor-p.school@det.nsw.edu.au">Windsor-p.school@det.nsw.edu.au</a>
- Ebeneser Public School	-02 4579 9282 <a href="mailto:Ebeneser-p.school@det.nsw.edu.au">Ebeneser-p.school@det.nsw.edu.au</a>
- Grose View Public School	-02 4572 1386 <a href="mailto:Groseview-p.school@det.nsw.edu.au">Groseview-p.school@det.nsw.edu.au</a>
- Freeman's Reach Public School	-02 4579 6146 <a href="mailto:Freemanrch-p.school@det.nsw.edu.au">Freemanrch-p.school@det.nsw.edu.au</a>
- Kurrajong Public School	-02 4573 1647 <a href="mailto:Kurrajong-p.school@det.nsw.edu.au">Kurrajong-p.school@det.nsw.edu.au</a>
- Kurmond Public School	-02 4573 1648 <a href="mailto:Kurmond-p.school@det.nsw.edu.au">Kurmond-p.school@det.nsw.edu.au</a>
- Windsor Park Public School	-02 4571 1542 <a href="mailto:Richmondn-p.school@det.nsw.edu.au">Richmondn-p.school@det.nsw.edu.au</a>
- Bligh Park Public School	-02 4572 7067 <a href="mailto:Blighpark-p.school@det.nsw.edu.au">Blighpark-p.school@det.nsw.edu.au</a>
- Comleroy Road Public School	-02 4576 1600 <a href="mailto:Comleyoyrd-p.school@det.nsw.edu.au">Comleyoyrd-p.school@det.nsw.edu.au</a>
- Windsor South Public School	-02 4577 3559 <a href="mailto:Windsorsth-p.school@det.nsw.edu.au">Windsorsth-p.school@det.nsw.edu.au</a>



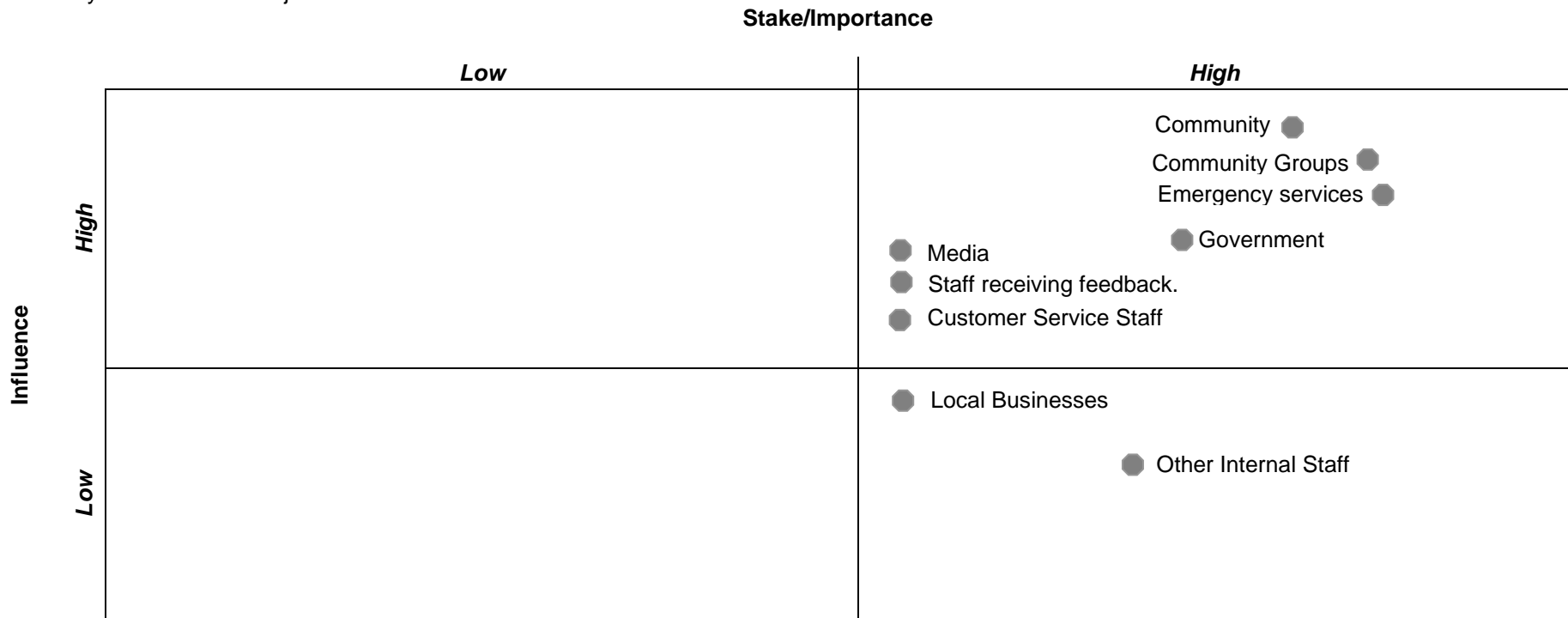
Patrons database (Learn to Swim, pool members, community groups who currently use the pool)	Requested detailed list from Steve Cooney for direct email.
Richmond Residents	Letter Box Drop
Hobartville Residents	Letter Box Drop
Football Teams	Requested detailed list from Steve Cooney for direct email.
Swimming Clubs	Requested detailed list from Steve Cooney for direct email.
Richmond Woolworths	Flyer on community noticeboard
Emergency Services	
Alison Becroft	
Media	
Hawkesbury City Council Staff	
Councillors	
Local disability groups (For communication after upgrade)	





## 6.2 Stakeholder Analysis

A stakeholder analysis has been undertaken to identify key stakeholder groups that targeted communications can be developed for to achieve the objectives of this plan. This analysis identifies their stake/importance and influence they have in the project and how we are best able to target communication to achieve buy in and achieve objectives.



Stakeholder Potential	Low Stake/Importance	High Stake/Importance
<b>High Influence</b>	<b>Keep Satisfied</b> – Useful for decision and opinion formulation, brokering; mitigate impacts.	<b>Manage Closely</b> – Most critical stakeholder group: collaborate with closely.
<b>Low Influence</b>	<b>Monitor (minimal effort)</b> – Least priority stakeholder group: monitor.	<b>Keep Informed</b> – Important stakeholder group, in need of empowerment: involve, build capacity and secure interests.



## 7. Available Communication Methods

### Communication Methods

The following communication methods will be used to communicate key messages to select stakeholders. The methods will be use in a coordinated approach with consistent branding of Council.

Communication Method	Details
Corporate social media	Promote during all phases of the project.
Corporate website	Media releases will be posted on Hawkesbury City Council's website. Projects listed under For Residents on website. Opening celebrations listed under Discover the Hawkesbury website in What's On.
Your Hawkesbury Your Say	Track project's full lifespan. Utilise surveys and feedback form functions. Include documents, who's listening, key dates.
Councillor briefings	Keep Councillors informed at all stages of the project.
Formal face-to-face meetings	Meet with stakeholders face-to-face, whether at existing opportunity or schedule an opportunity.
Internal newsletters	GM newsletter – to all staff. Weekly updates on engagement/construction/ opening progress.
	Councillor update - Weekly updates on engagement/construction/ opening progress.
Email banner	Promote project engagement with linked graphic on all HCC emails.
	Promote opening event with linked graphic on all HCC emails.



Communication Method	Details
School newsletters	Email local schools and ask them to promote in their school newsletter. Create small ad to send to them.
Videos	Can be professional or in-house. Can utilise drone (subject to CASA permission).
Advertisement (Display)	Hawkesbury Independent Magazine (monthly) – potential for front page and full page inside + editorial. Hills to the Hawkesbury Magazine (fortnightly) – potential for display advertising and editorial.
Radio with the Mayor	Monthly radio sessions with Pulse FM. Weekly What's On.
Media Release	Media releases to be delivered to local and metro media organisations as per email list. Media releases to be posted to Council News page.
Newsletter Articles	Updates in Community Newsletter and Community Report delivered to all rate payers quarterly.
Flyer	DL or A5 flyer printed internally. Can be included in rates notice or other community letter (depending on timing).
Poster	A3/A4 version of the flyer, printed internally. Placed outside Customer Service, at libraries, North Richmond Community Centre, and VIC.
Rates Notice	Back of notice advertising space. Promote construction and/or grand openings.



Communication Method	Details
Signage/banners	<p>Corflute signage announcing engagement opportunity to be established on site.</p> <p>Metal signage to be established on site announcing construction when plans finalised.</p> <p>Potential to use banner sites at McGraths Hill, Clarendon, North Richmond.</p>
Ground decals	<p>High wear, non-slip decals in high visibility and high traffic areas.</p>
Scrim	<p>Scrim mesh around the sites as per NSW Guidelines.</p> <p>Including relevant logos, wording, concept images.</p> <p>Include viewing windows.</p>
Digital billboard (IF / WHEN AVAILABLE)	<p>Promoting newly opened facilities.</p>
Display at Council events	<p>Promote project celebration at Council's stand, utilise corflutes, flyers.</p> <p>Active opportunities with engagement staff/contractor conducting face-to-face surveys.</p>
Engagement pop-ups	<p>Pop-up day at project location.</p> <p>Free activities and food/drinks to encourage attendance.</p> <p>Active engagement opportunities with engagement staff/contractor conducting face-to-face surveys.</p>
Messages on Hold	<p>Phone on-hold messaging</p>
Guide/FAQ	<p>A guide for Council's Customer Service will be developed to ensure that they are fully informed about the project.</p>



## 8. Levels of participation

### 8.1 Public participation spectrum

The level of community involvement is underpinned by the best practice principles developed by the International Association for Public Participation (IAP2). Many of the actions in this Strategy will assist Council in adhering to the IAP2 public participation spectrum.

← Increasing level of community engagement ↓	<b>INFORM</b> To provide the community with the information to assist them in understanding the problems, alternatives and/or solutions; to keep the community informed of the issue and decision.	<b>OUR COMMITMENT</b> We will keep you informed
	<b>CONSULT</b> To obtain input on issues, draft documents and/ or decisions; to acknowledge and consider public concerns.	<b>OUR COMMITMENT</b> We will keep you informed, listen to, and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.
	<b>INVOLVE</b> To work directly with the community to determine public concerns and opinions and ensure that these are directly reflected in the alternatives developed and the decisions made.	<b>OUR COMMITMENT</b> We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.
	<b>COLLABORATE</b> To work in partnership with the community on each aspect of the decision-making process, including understanding of the issue, developing alternatives, and identifying the solution.	<b>OUR COMMITMENT</b> We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.
	<b>EMPOWER</b> To fully delegate control of the decision-making process to the community; Council participates in this process as one of the stakeholders and works with the community to implement the decision.	<b>OUR COMMITMENT</b> We will implement what you decide.



## 8.2 Six steps of project development

Broadly speaking, projects can be divided up into six steps. The level of participation, and the kinds of engagement required, will be influenced upon both the project itself and the stage of the project.

### SCOPING

The broad overview of the project being undertaken. This can include what the project is, what fundamental requirements it will need to meet in the community, and the expected essential inclusions.

PROJECT – SCOPING STAGE						
	WHO	WHAT	HOW	WHEN	RESPONSIBILITY	STATUS
INFORM	Local School Students	All WSIG projects	Informed school kids of projects at School Leadership Program 2024.	14 – 15 March 2024	Project Manager/Communications Officer	Completed
	Hawkesbury Community	All WSIG projects	WSIG section of the HCC tent at Hawkesbury Show	19-21 April 2024	Communications Officer	Completed
	Hawkesbury City Council Staff	Inform of the upgrade to Richmond Swimming Centre.	Update via GM Update	19 April – 19 May 2024	Project Manager/Communications Officer	Completed
	Media	Inform of the upgrade to Richmond Swimming Centre.	Media release sent to media outlets and posted to HCC website.	24 – 26 April 2024	Project Manager/Communications Officer	Completed
	Richmond Community	Inform of the upgrade to Richmond Swimming Centre.	Flyer on community noticeboard at Richmond Woolworths requesting feedback via 'Your Hawkesbury, Your Say.'	29 April – 3 May 2024	Project Manager/Communications Officer	In progress
	Councillors	Project scope, Communication and Engagement plan approach and findings.	Attach comms plan to the CAPEX report. Updates provided at Councillor briefings as required.	Monthly/Quarterly	Capital Program Director / Director Infrastructure Services	Ongoing



Were Councillors informed?	Yes	When	Notes:			
<b>CONSULT</b>	Residents	Notifying of upgrade to Richmond Swimming Centre to manage expectations around the project including noise, street closures, etc. And invite for feedback on the project.	A flyer delivered via LBD to immediately surrounding residents with current project information and asking for feedback via 'Your Hawkesbury, Your Say.'	29 April – 3 May 2024	Project Manager/Communications Officer	In progress
	Local schools	Richmond Swimming Centre upgrade. Ask school community for feedback on the project.	Send a digital letter to school community through newsletter asking for feedback via 'Your Hawkesbury, Your Say.'	29 April – 3 May 2024	Project Manager/Communications Officer	In progress
	Wider Community	Richmond Swimming Centre upgrade.	LBD to Hobartville & Richmond community with flyer directing feedback to "Your Hawkesbury, Your Say". Facebook post to promote project and link this to the project on the website. Also request feedback via 'Your Hawkesbury, Your Say.'	29 April – 3 May 2024	Project Manager/Communications Officer	In progress
	General pool community		Large floor decal/s at the entry to the pool displaying a QR code for patrons to scan. This will link to 'Your Hawkesbury, Your Say.'  Hanging banner to be displayed on the pool	29 April – 3 May 2024	Project Manager/Communications Officer	In progress



			<p>fence to show initial concept and request feedback via QR code linking to 'Your Hawkesbury, Your Say.'</p> <p>Skin the amenities internal doors with images of the project and ask visitors to have their say via 'Your Hawkesbury, Your Say.'</p>			
Were Councillors informed?	Yes/no	When	Notes:			
<b>INVOLVE</b>	Learn to Swim, pool members and community groups	Richmond Swimming Centre upgrade	By direct mail to the regular patrons of Richmond Swimming Centre providing current project information asking for their feedback via 'Your Hawkesbury, Your Say.'	29 April – 3 May 2024	Project Manager/Communications Officer	In progress
	Swimming Club		Send email to swim club contacts to distribute to swim club members. Include information on project and request feedback via 'Your Hawkesbury, Your Say.'	29 April – 3 May 2024	Project Manager/Communications Officer	In progress
	Football Club		Send email to football club contacts to distribute to football club members. Include information on project	29 April – 3 May 2024	Project Manager/Communications Officer	In progress





			and request feedback via 'Your Hawkesbury, Your Say.'			
Were Councillors informed?	Yes/no	When	Notes:			
<b>COLLABORATE</b>	Steve Cooney	Richmond Swimming Centre upgrade	Face-to-face meeting to discuss the needs and desired outcomes of this project, based on his experience and link to pool community. Involve in technical working group.	TBC	Project Manager/Communications Officer	Not started
	Emergency Services	Richmond Swimming Centre upgrade	Face-to-face meeting to discuss the requirements for emergency access.	TBC	Project Manager/Communications Officer	Not started
	Asset Systems and Planning	Inform of plans at scoping stage to obtain feedback	Email or face-to-face meeting as required. Review progress prior to PCG and PCC meetings. Include team members in working groups.	TBC	Project Manager/Communications Officer	Not started
Were Councillors informed?	Yes/no	When	Notes:			
<b>EMPOWER</b>						
Were Councillors informed?	Yes/no	When	Notes:			



## CONCEPT

Once the scope of the project is defined and understood, a first concept of the project can be created. This can include a first-pass site plan with high-level detail around the included features of the project.

PROJECT – CONCEPT STAGE						
	WHO	WHAT	HOW	WHEN	RESPONSIBILITY	STATUS
<b>INFORM</b>	Waterpolo Hornsby		Jess reached out to water polo twice and no reply. Suggest forgetting about water polo.	Already taken place.	Project Manager/Communications Officer	Not started
	Residents	Richmond Swimming Centre upgrade: First concept	Acknowledging feedback, updated plan, and project inclusions by <ul style="list-style-type: none"> <li>- LBD to immediately surrounding residents.</li> <li>- Direct email to those who participated in the survey.</li> <li>- Update to project page on Website.</li> </ul> *Can re-survey if required.	TBC	Project Manager/Communications Officer	Not started
	Learn to Swim, pool members and community groups.	Richmond Swimming Centre upgrade: First concept	Acknowledging feedback, updated plan, and project inclusions by <ul style="list-style-type: none"> <li>- Direct email to those who participated in the survey.</li> <li>- Update to project page on Website.</li> </ul> *Can re-survey if required.	TBC	Project Manager/Communications Officer	Not started
	Wider Community	Richmond Swimming Centre upgrade: First concept	Acknowledging feedback, updated plan, and project inclusions by	TBC	Project Manager/Communications Officer	Not started



			<ul style="list-style-type: none"> <li>- Direct email to those who participated in the survey.</li> <li>- Update to project page on Website.</li> </ul> *Can re-survey if required.			
	Swimming Club	Richmond Swimming Centre upgrade: First concept	Acknowledging feedback, updated plan, and project inclusions by <ul style="list-style-type: none"> <li>- Direct email to those who participated in the survey.</li> <li>- Update to project page on Website.</li> </ul> *Can re-survey if required.	TBC	Project Manager/Communications Officer	Not started
	Football Club	Richmond Swimming Centre upgrade: First concept	Acknowledging feedback, updated plan and project inclusions by <ul style="list-style-type: none"> <li>- Direct email to those who participated in the survey.</li> <li>- Update to project page on Website.</li> </ul> *Can re-survey if required.	TBC	Project Manager/Communications Officer	Not started
	Hawkesbury City Council Staff	Richmond Swimming Centre upgrade: First concept	Email all staff with media release and inform them of project stage.	TBC	Project Manager/Communications Officer	Not started
	Media	Richmond Swimming Centre upgrade: First Concept	Media release sent to media outlets and posted to HCC website.	TBC	Project Manager/Communications Officer	Not started
	Councillors	Project progress	ESC meeting minutes	Monthly	Capital Program Director/Director Infrastructure Services	Ongoing
Were Councillors informed?	No	When	Notes:			



<b>CONSULT</b>						
Were Councillors informed?	No	When	Notes:			
<b>INVOLVE</b>						
Were Councillors informed?	No	When	Notes:			
<b>COLLABORATE</b>	Steve Cooney	Richmond Swimming Centre upgrade: First concept	Face-to-face meeting to discuss updates to the project concept for second review and to provide further feedback on project and inclusions.	TBC	Project Manager/Communication Officer	Not started
	Emergency Services	Richmond Swimming Centre upgrade: First concept	Face-to-face meeting to discuss updates to the project concept for second review and to provide further feedback on project and inclusions.	TBC	Project Manager/Communication Officer	Not started
	Asset Systems and Planning	Inform of plans at scoping stage to obtain feedback	Email or face-to-face meeting as required. Review progress prior to PCG and PCC meetings. Include team members in working groups.	TBC	Project Manager/Communication Officer	Not started
Were Councillors informed?	No	When	Notes:			
<b>EMPOWER</b>						
Were Councillors informed?	No	When	Notes:			



## DETAILED DESIGN

Utilising feedback procured during the concept stage; a detailed final plan can be developed. This includes granular detail around the project's features and inclusions, positioned to specifically address the identified needs of stakeholders.

PROJECT – DETAILED DESIGN STAGE						
	WHO	WHAT	HOW	WHEN	RESPONSIBILITY	STATUS
<b>INFORM</b>	Residents	Richmond Swimming Centre upgrade: Final plan	Acknowledging feedback, updated plan, and project inclusions by, - LBD to immediately surrounding residents. - Direct email to those who participated in the survey. - Update to project page on Website. *Can re-survey if required.	TBC	Project Manager/Communication Officer	Not started
	Learn to Swim, pool members and community groups.	Richmond Swimming Centre upgrade: Final plan	Acknowledging feedback, updated plan, and project inclusions by, - Direct email to those who participated in the survey. - Update to project page on Website. *Can re-survey if required.	TBC	Project Manager/Communication Officer	Not started
	Wider Community	Richmond Swimming Centre upgrade: Final plan	Acknowledging feedback, updated plan, and project inclusions by, - Direct email to those who participated in the survey.	TBC	Project Manager/Communication Officer	Not started



			- Update to project page on Website. *Can re-survey if required.			
	Swimming Club	Richmond Swimming Centre upgrade: Final Plan	Acknowledging feedback, updated plan, and project inclusions by, - Direct email to those who participated in the survey. - Update to project page on Website. *Can re-survey if required.	TBC	Project Manager/Communication Officer	Not started
	Football Club	Richmond Swimming Centre upgrade: Final Plan	Acknowledging feedback, updated plan, and project inclusions by, - Direct email to those who participated in the survey. - Update to project page on Website. *Can re-survey if required.	TBC	Project Manager/Communication Officer	Not started
	Hawkesbury City Council Staff	Richmond Swimming Centre upgrade: Final Plan	Email all staff with media release and inform them of project stage.	TBC	Project Manager/Communication Officer	Not started
	Media	Richmond Swimming Centre: Final Plan	Media release sent to media outlets and posted to HCC website.	TBC	Project Manager/Communication Officer	Not started
	Councillors	Project progress	ESC meeting minutes	Monthly	Capital Program Director /Director Infrastructure Services	Ongoing
Were Councillors informed?	Yes/no	When	Notes:			



<b>CONSULT</b>	Steve Cooney	Richmond Swimming Centre upgrade: Final plan	Face-to-face meeting to discuss updates to the project concept for final review and feedback on project.	TBC	Project Manager/Communication Officer	Not started
	Emergency Services	Richmond Swimming Centre upgrade: Final plan	Face-to-face meeting to discuss updates to the project concept for final review and feedback on project.	TBC	Project Manager/Communication Officer	Not started
Were Councillors informed?	Yes/no	When	Notes:			
<b>INVOLVE</b>						
Were Councillors informed?	Yes/no	When	Notes:			
<b>COLLABORATE</b>	Asset Systems and Planning	Inform of plans at scoping stage to obtain feedback	Email or face-to-face meeting as required. Review progress prior to PCG and PCC meetings. Include team members in working groups.	TBC	Project Manager/Communication Officer	Not started
Were Councillors informed?	Yes/no	When	Notes:			
<b>EMPOWER</b>						
Were Councillors informed?	Yes/no	When	Notes:			



**PRE-CONSTRUCTION**

Once the detailed design is approved, Council will then undertake the advertising for and appointment of contractors, procuring materials and setting project timelines.

<b>PROJECT – PRE-CONSTRUCTION STAGE</b>						
	<b>WHO</b>	<b>WHAT</b>	<b>HOW</b>	<b>WHEN</b>	<b>RESPONSIBILITY</b>	<b>STATUS</b>
<b>INFORM</b>	Residents	Communicate the expected project timeline to immediate residents.	Direct mail via LBD to impacted residents.	TBC	Project Manager/Communication Officer	Not started
	Pool Community	Communicate the expected project timeline and pool closure.	Direct email to pool community database. Posters provided to pool to display to communicate to pool users in lead up to closure.	TBC	Project Manager/Communication Officer	Not started
	Wider Community	Communicate the pool closure, works being undertaken and expected timeline.	Social media post and website updates.	TBC	Project Manager/Communication Officer	Not started
	Councillors	Project progress	ESC meeting minutes	Monthly	Capital Program Director/Director Infrastructure Services	Ongoing
Were Councillors informed?	Yes/no	When	Notes:			
<b>CONSULT</b>						
Were Councillors informed?	Yes/no	When	Notes:			
<b>INVOLVE</b>						





Were Councillors informed?	Yes/no	When	Notes:			
<b>COLLABORATE</b>						
Were Councillors informed?	Yes/no	When	Notes:			
<b>EMPOWER</b>						
Were Councillors informed?	Yes/no	When	Notes:			



**CONSTRUCTION**

The delivery of the project and its milestones/timelines. Consideration needs to be given not to just what is happening on-site, but the potential and likely impact on surrounding infrastructure and properties.

<b>PROJECT – CONSTRUCTION STAGE</b>						
	<b>WHO</b>	<b>WHAT</b>	<b>HOW</b>	<b>WHEN</b>	<b>RESPONSIBILITY</b>	<b>STATUS</b>
<b>INFORM</b>	Residents	Inform residents of the project progress and projected timelines.	Direct email to those who participated in the survey. Update to project page on Website. Potential social post update on commencement of construction and project updates throughout.	TBC	Project Manager/Communication Officer	Not started
	Learn to Swim, pool members and community groups.	Inform of pool closure and commencement of the project	Direct email to pool community database lists. Update to project page on website and pool page on website. Social post of construction progress and project updates throughout.	TBC	Project Manager/Communication Officer	Not started
	Wider Community	Inform of the commencement of the project and projected timelines.	Update to project page on website. Social post update on commencement of construction and project updates throughout.	TBC	Project Manager/Communication Officer	Not started
	Steve Cooney	Inform of the commencement of the	Keep informed of project timelines	TBC	Project Manager/Communication Officer	Not started



		project and projected timelines.	throughout project with emails and meetings.			
	Hawkesbury City Council Staff	Inform of the upgrade to Richmond Swimming Centre	Update via GM Update.	TBC	Project Manager/Communication Officer	Not started
	Media	Inform of the upgrade to Richmond Swimming Centre	Media release sent to media outlets and posted to HCC website.	TBC	Project Manager/Communication Officer	Not started
	Councillors	Project progress	ESC meeting minutes	Monthly	Capital Program Director/Director Infrastructure Services	Ongoing
Were Councillors informed?	Yes/no	When	Notes:			
<b>CONSULT</b>						
Were Councillors informed?	Yes/no	When	Notes:			
<b>INVOLVE</b>						
Were Councillors informed?	Yes/no	When	Notes:			
<b>COLLABORATE</b>						
Were Councillors informed?	Yes/no	When	Notes:			
<b>EMPOWER</b>						
Were Councillors informed?	Yes/no	When	Notes:			



## COMPLETION AND DELIVERY

The final stage. This includes opening the project to the community with a community celebration with required representatives in attendance, as well as the details around the ongoing management and operation of the site.

PROJECT – COMPLETION STAGE						
	WHO	WHAT	HOW	WHEN	RESPONSIBILITY	STATUS
<b>INFORM</b>	Residents	Pool opening and events	Direct mail to immediate residents and email to those who completed the survey.	TBC	Project Manager/Communication Officer	Not started
	Pool Community	Pool opening and events	Direct email to pool database.	TBC	Project Manager/Communication Officer	Not started
	Wider Community	Pool opening and events	Social post. Website update on project, pool, and homepage.	TBC	Project Manager/Communication Officer	Not started
	Hawkesbury City Council Staff	Pool opening and events	Email all staff with media release to inform them of project stage.	TBC	Project Manager/Communication Officer	Not started
	Media	Pool opening and events	Media release sent to media outlets and posted to HCC website.	TBC	Project Manager/Communication Officer	Not started
	Councillors	Project progress/ Completion	ESC meeting minutes/Council report	At Completion	Capital Program Director/Director Infrastructure Services	Ongoing
Were Councillors informed?	Yes/no	When	Notes:			
<b>CONSULT</b>						
Were Councillors informed?	Yes/no	When	Notes:			



<b>INVOLVE</b>						
Were Councillors informed?	Yes/no	When	Notes:			
<b>COLLABORATE</b>	Events Team	Pool opening events	Work with team to plan relevant opening events.	TBC	Project Manager/Communication Officer	
	WSIG Team	Pool opening events	Work with team to plan relevant opening events and ensure attendance at the events.	TBC	Project Manager/Communication Officer	
	Councillors	Pool opening and events	Work with team to plan relevant opening events and ensure attendance at the events.	TBC	Events Manager/Communication Officer	
Were Councillors informed?	Yes/no	When	Notes:			
<b>EMPOWER</b>						
Were Councillors informed?	Yes/no	When	Notes:			

## 9. Evaluation/Reporting

The objectives of the communications plan for the call for feedback will be measured by

- a) Community feedback received.
- b) Media content.