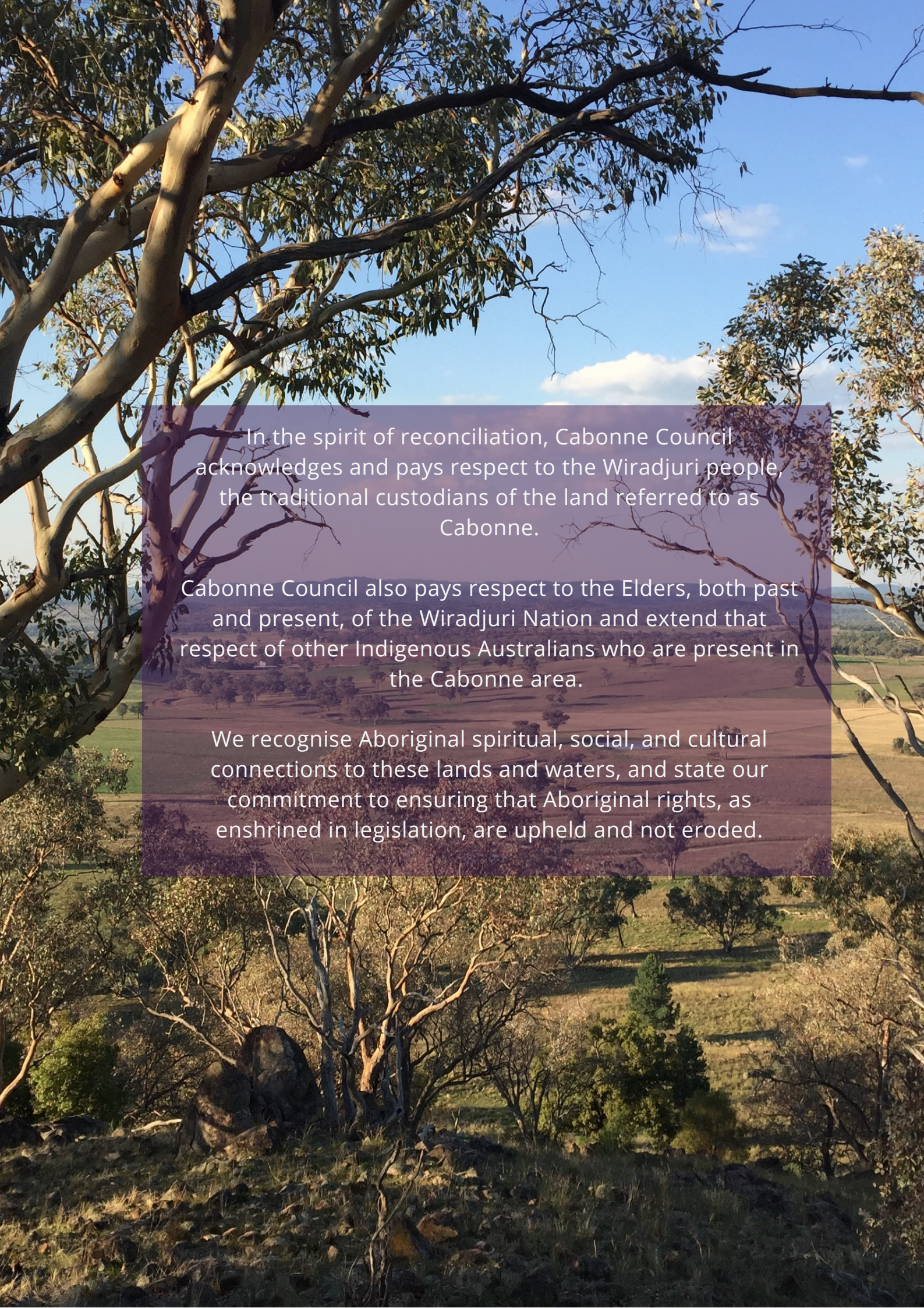


**DELIVERING
QUALITY
FOR
CABONNE
COMMUNITY ENGAGEMENT
STRATEGY
2022-2026**



A scenic landscape featuring a large, gnarled tree in the foreground on the left, with its branches extending across the top. The background shows a wide valley with rolling hills, scattered trees, and a clear blue sky with a few clouds. The text is overlaid on a semi-transparent purple rectangular area in the center of the image.

In the spirit of reconciliation, Cabonne Council acknowledges and pays respect to the Wiradjuri people, the traditional custodians of the land referred to as Cabonne.

Cabonne Council also pays respect to the Elders, both past and present, of the Wiradjuri Nation and extend that respect of other Indigenous Australians who are present in the Cabonne area.

We recognise Aboriginal spiritual, social, and cultural connections to these lands and waters, and state our commitment to ensuring that Aboriginal rights, as enshrined in legislation, are upheld and not eroded.

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Foreword

These Community Engagement Guidelines describe Cabonne Council's commitment to engage with its residents, ratepayers and other community stakeholders, including business and industry, community groups, non-government organisations and State agencies.

The Guidelines will support Council to undertake robust community engagement to help inform the development of its plans, policies, and programs, as well as to make decisions about prioritisation and resource allocation when Council is determining its activities (other than routine administrative matters).

These Guidelines supplement Council's Community Participation Plan, which has a focus on enabling our community to participate in land-use planning matters. Together these tools provide guidance to Council and information to our community about how we can best have conversations that result in enhanced community outcomes.

We look forward to engaging with you soon, and trust that you will take up opportunities to have your say about the future of our local government area and support us in planning and prioritising our available resources in order that we can best meet your needs.



Cr Kevin Beatty
Mayor

Vision and Mission

The Cabonne Local Government Area is thriving, caring, and vibrant.

Our Cabonne community recognise and acknowledge our rich culture, heritage, and history.

We strive to protect and value our environment, and the rural aspects of the region.

We recognise that we need to ensure all members of our community have access to the services and support required to be successful.

Despite being made up of a number of towns, villages and localities, we recognise that we need to work together to achieve great things for our wider Cabonne community.

Where one community succeeds - we all succeed.

We are Cabonne.

Integrated Planning and Reporting (I,P&R)

Under the NSW Local Government Act 1993, councils are required to develop a hierarchy of plans known as the Integrated Planning and Reporting (IPR) Framework.

This framework assists councils in delivering their community's vision through long, medium and short term plans. The purpose of the framework is to formalise strategic and resource planning across NSW councils and ensure long term planning is based on community engagement leading to a more sustainable local government sector.

The Cabonne Community Strategic Plan 2022-2032, identifies the community's vision for the future, long-term goals, and strategies to get there and outlines how Council will measure progress towards that vision.

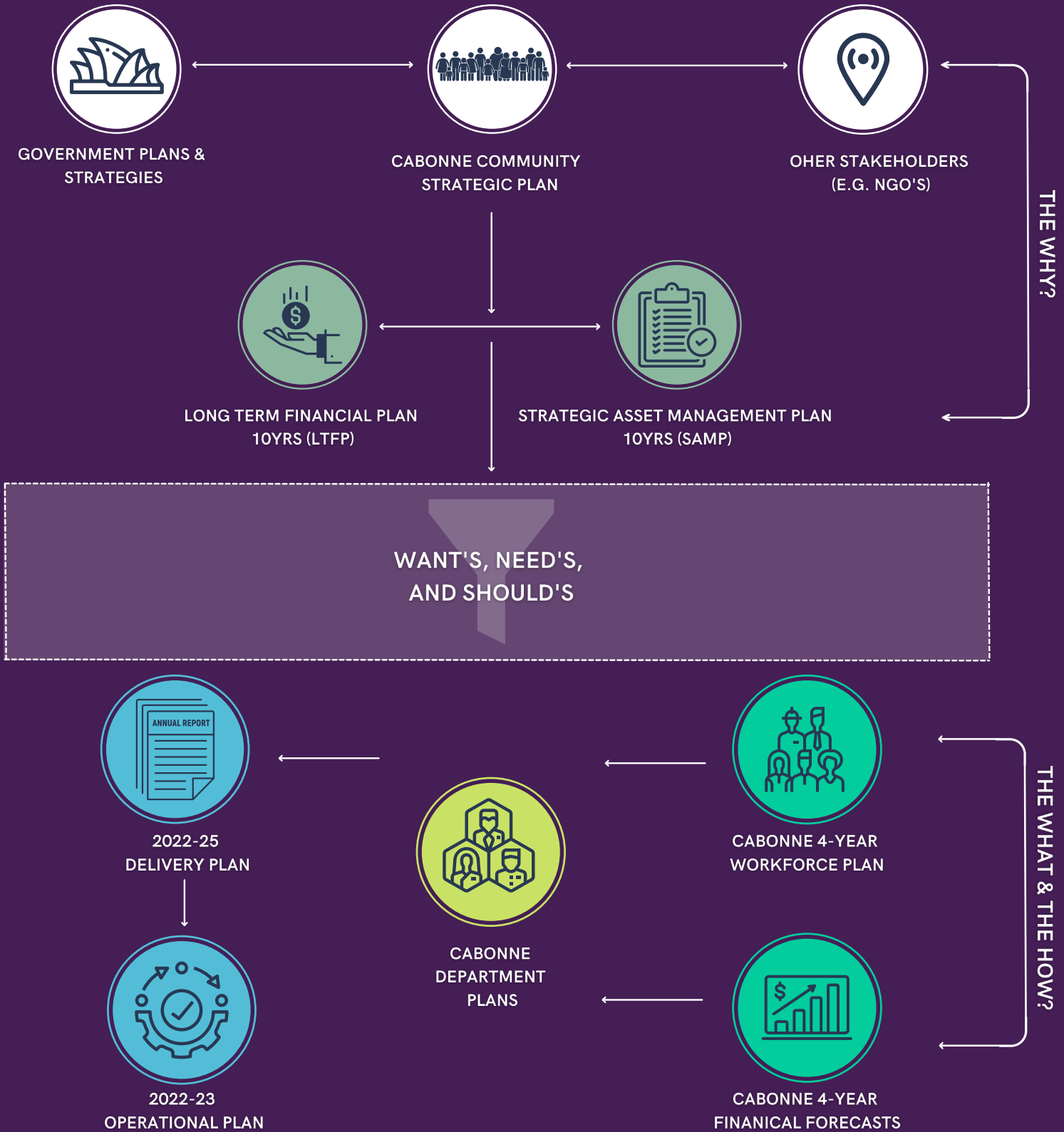
The Delivery Program is a four year plan which outlines Council's commitment to achieving the outcomes and strategies of the Community Strategic Plan. It sets out the initiatives that Council will undertake during its four year term of office, with detailed annual actions to implement the initiatives listed in Council's annual Operational Plan and Budget.

The one year Operational Plan sits separately to the Delivery Program and spells out the initiatives and projects that will be undertaken by Council towards achieving the commitments made in the Delivery Program.

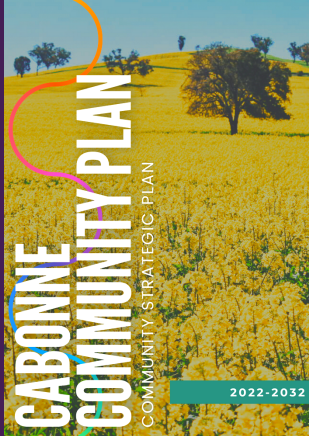
These plans are supported by the Resourcing Strategy which consists of the following key components:

- Long Term Financial Plan
- Strategic Asset Management Plan
- Workforce Management Strategy

I,P&R Structure

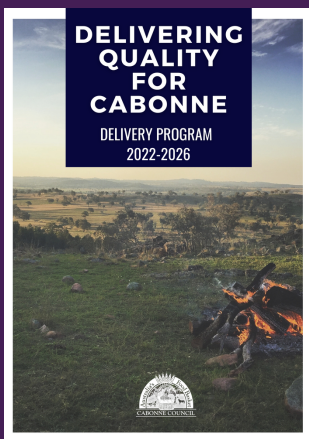


The IP&R Suite



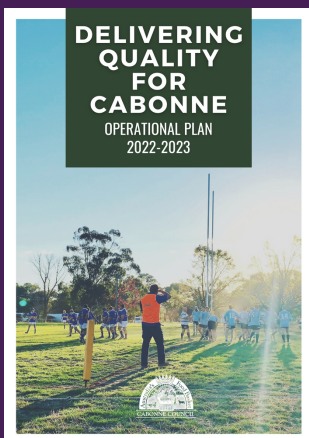
COMMUNITY STRATEGIC PLAN

The highest level of strategic planning undertaken by a council, with a ten-year plus timeframe. All other plans must support achievement of the Community Strategic Plan objectives.



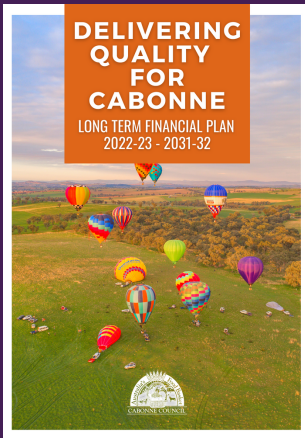
DELIVERY PROGRAM

Is Council's commitment to the community about what it will deliver during its term in office to achieve the Community Strategic Plan objectives.



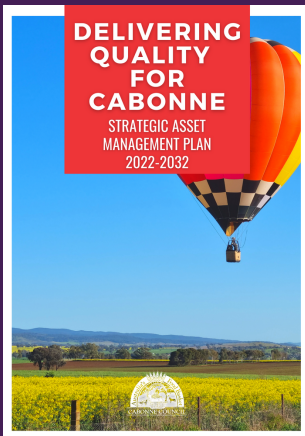
OPERATIONAL PLAN

Shows the individual projects and activities a council will undertake in a specific year. It includes the council's annual budget and Statement of Revenue Policy.



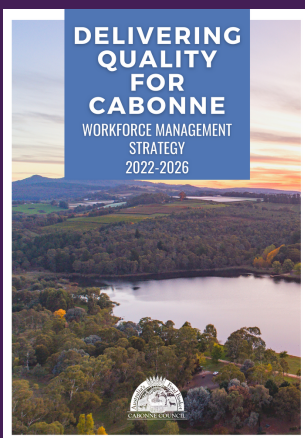
LONG-TERM FINANCIAL PLAN

Council's Long-Term Financial Plan (LTFP) forecasts the financial capacity of the organisation to meet the objectives adopted in the Community Strategic Plan. It is vital for informing both Council and our community about the long-term financial position of our organisation. Council's Long-Term Financial Plan covers a period of 10 years and will be updated annually following the adoption of each of Council's Annual Operational Plans.



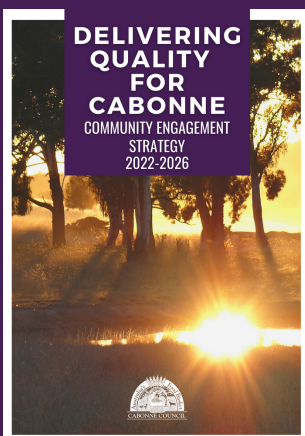
STRATEGIC ASSET MANAGEMENT STRATEGY

Council's Asset Management Strategy outlines how Council will manage community assets such as roads, footpaths, recreational facilities and parks, buildings and equipment to ensure that it continues to meet the needs of the community — both short and long-term.



WORKFORCE MANAGEMENT PLAN

The Workforce Management Plan forms a critical part of Council's Resourcing Strategy and provides a framework for aligning decisions about human resources (such as recruitment, development, internal deployment, career paths etc.) with outcomes, goals and strategies in the Community Strategic Plan.



COMMUNITY ENGAGEMENT STRATEGY

The Community Engagement Strategy demonstrates Council's commitment to actively engage the local community through best-practise consultation methods. It sets out clear guidance about how Council will engage with the community and outlines Council's approach to community engagement including the methodologies, tools and techniques.

Why Does Council Engage?

Council is committed to an approach to its decision-making which ensures that the people most likely to be impacted by its decisions are provided with opportunities to have a say during the process leading up to the decision.

All local councils in NSW must adhere to the Integrated Planning & Reporting framework established in the Local Government Act. This cycle of planning and reporting ensures that councils deliver services and invest in infrastructure that best meets the local community's needs, and utilises the available resources effectively and efficiently.

Community engagement activities also provide an opportunity for Council to promote transparency about and be accountable for the activities it undertakes on behalf of the community. This means providing regular opportunities for the local community and other key stakeholders to have a say in setting or confirming the objectives, establishing strategies and monitoring progress to ensure that the available resources are being used effectively and efficiently to support the achievement of agreed community outcomes.

These Engagement Guidelines will support Council to have meaningful conversations across our community to ensure we hear from a diverse cross-section of our residents, businesses, community groups and others. It will help us to plan, prioritise and allocate available resources, and will assist us to understand how our community defines 'success' so that we can work together to achieve successful outcomes for all who live, work, and play in Cabonne.

The Principles Of Community Engagement

There are four key social justice principles that inform all of Council's work. These principles are based on a commitment that everyone should have a fair opportunity to participate in the future of the community, and that planning processes should take particular care to involve and protect the interests of people in vulnerable circumstances. The social justice principles are:

ACCESS	All people should have fair access to services, resources and opportunities to improve their quality of life.
EQUITY	There should be fairness in decision-making, and prioritisation and allocation of resources, particularly for those in need.
PARTICIPATION	Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.
RIGHTS	Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

In addition, Cabonne Council has identified the following community engagement principles that will guide the design and development of engagement activities. Council strives to ensure all engagement, including communication, consultation, involvement, collaboration and partnerships take these into account:

<p>INFORMATIVE & RELEVANT</p>	<p>Each interaction Council has with its community provides the opportunity to be a learning experience where all participants gain a greater understanding of the challenges and opportunities across our Local Government Area and within Council.</p>
<p>GENUINE & HONEST</p>	<p>Engagement activities provide the opportunity to build trust between Council and the community. Through building trust, reliability and credibility, genuine and honest relationships that support positive outcomes have the best chance of developing and being maintained.</p>
<p>INCLUSIVE & SUPPORTIVE</p>	<p>All relevant communities of interest including demographic and geographic representation should be enabled to be part of engagement activities, particularly for issues likely to affect them. Participants may need to be enabled to participate through consideration of the timing and type of activities, or other support requirements they may have.</p>
<p>DYNAMIC & ENTERPRISING</p>	<p>Engagement activities need to be delivered in a way that acknowledges the changing nature of issues, challenges and opportunities. A positive approach will enhance the interactions, and enterprising outcomes that are creative and innovative are encouraged.</p>
<p>DYNAMIC & ENTERPRISING</p>	<p>Diversity of opinion and experience must be respected to enable interactions that are not combative, but are purposeful, considerate and facilitate the achievement of consensus where possible.</p> <p>Cabonne Council’s Community Engagement Guidelines recognise the role that our elected councillors have in bringing community concerns to the table. The Guidelines complement representative democracy by enabling opportunities for Council and the community to come together to enhance decision-making, and to build relationships and partnerships to support the achievement of our goals.</p>

Our Rules Of Engagement

The following 'rules of engagement' will guide and inform how Council designs, implements and provides feedback on the outputs and outcomes of our engagement activities:

- **Engage with purpose, communicate progress and provide feedback**

Engagement activities should be for a clear purpose, with the purpose clearly stated to avoid confusion and manage expectations. It should be clear how engagement inputs will be used in the final outcome. Reporting progress and the end result is part of the engagement cycle.

- **All who have an interest in the issue should have the opportunity to engage**

Council will make every effort to enable communities of interest and a representative cross-section of the community (reflecting our demographic, cultural and geographic diversity) to participate in our community engagement activities.

- **Create a safe space and a positive atmosphere**

Engagement is part of community life where people come together or individually contribute (physically or virtually) to discuss issues, opportunities and challenges. To enable robust discussion, the atmosphere created needs to be positive and welcoming, not combative and disrespectful.

We will actively listen to understand different points of view and help to create a safe space for everyone who participates, giving sufficient time for discussion, capturing comments, agreeing desired outcomes and determining actions.

Engagement Risks & Benefits

Cabonne Council acknowledges that there are risks associated with community engagement but that these risks can be mitigated, and are outweighed by the benefits gained.

Engagement Risks

The possible risks associated with community engagement include:

- **Costs of poor engagement processes and tools**

Community members and other stakeholders recognise poor engagement processes and tools. Poorly managed community engagement leads to scepticism and loss of trust.

- **Managing expectations**

Engagement that seeks only to understand what community's aspire to without considering priorities and the resources available to achieve those aspirations inevitably leads to unrealistic expectations of the outcome, and ultimately in disappointment and disillusionment.

- **Paying lip service**

No matter how effective the engagement activities are, if the priorities and aspirations identified from the engagement are not considered and reflected in the final decision, there is the risk of loss of trust. Decisions that differ significantly must be explained to enable ongoing robust community conversations.

- **A balancing act**

Council's community engagement is not giving decision-making powers to non-elected representatives, but rather providing the elected Council with a sense of the community's goals and priorities. Community engagement also seeks to identify who else in the community may have a role in resourcing and delivering community strategies.

- **Budget and project management**

There are some resource implications arising from community engagement activities which, if inadequately planned for, will make effective engagement difficult to achieve.

- **Costs of not collaborating or sharing resources**

Making important decisions and taking action on things that matter to the community without appropriate engagement can lead to conflict and loss of trust.

Engagement Benefits

The risks associated with community engagement are outweighed by the many benefits when community engagement is done well. These benefits include:

- **Being central to participatory democracy**

Communities rightfully expect to have input into matters that affect them and seek to be involved and engaged beyond the election of their political representatives. Community engagement complements representative democracy and provides an ongoing opportunity to test ideas and confirm priorities.

- **Enhanced decision-making**

Better decisions are made when comprehensive information and diverse views are heard and understood. Where possible, Council decision-making should align with the needs and aspirations of the community, and be made within the context of available resources. When this cannot be achieved, the reasons why should be communicated.

- **Building trust and understanding**

Trust and understanding are more likely to flourish in an environment where engagement, involvement, conversation, debate and discussion is taken seriously, and the outcomes are used to inform decision-making.

- **Enabling networks and partnerships**

When councils and their communities (including the breadth of stakeholders within the community) work together, relationships are built which provide opportunities to form purposeful networks, partnerships and collaborations. Engaged community stakeholders are more likely to make valued contributions to supporting the achievement of community goals.

- **Building resilience and stronger communities**

Trusting, confident and involved communities tend to be stronger and more able to respond to changing circumstances together, building on a legacy of communicating well to combine expertise, experience and resources to respond positively.

Deciding to Engage the Community

Before embarking on a community engagement process, it is important to be very clear what outcome is sought from the engagement activity.

To enable robust engagement that targets the right participants, Council will ask:

What is the question we are seeking to answer through this engagement activity?

<p>COMMUNITY STRATEGIC PLAN</p>	<p>What are the goals and aspirations of our community for the future? What will Cabonne look like in ten years' time? In what ways might we achieve our goals? Who in our community can contribute to affecting change?</p>
<p>DELIVERY PROGRAM</p>	<p>What are the most important priorities for Council to address during its term in office? What are the priorities to deliver given the available resources?</p>
<p>RESOURCING STRATEGY</p>	<p>What does our community believe to be an acceptable condition level for our key assets? What is the expected level of service from Council? What opportunities might exist to increase our revenue?</p>
<p>LEP AND LSPS</p>	<p>What types of land use do we want to cater for into the future? Do we want to change the mix of land use zones to enable a different focus for residential or industrial use into the future? What land uses are important to preserve for future generations?</p>
<p>DISABILITY INCLUSION ACTION PLAN</p>	<p>Are there aspects of Council's service delivery that people with disability find difficult to access? What might Council do differently to better support people with disability to feel more included in the Cabonne community?</p>
<p>POLICY</p>	<p>Does the proposed Policy meet the community's expectations for sound governance?</p>

Planning an Engagement Activity

To enable purposeful engagement, Council will ask and answer a series of questions as part of designing specific engagement processes. Ultimately this will support us to get the information and answers that will best support our planning and reporting, and inform priority-setting, resource allocation and decision-making. The following six steps will support robust community engagement processes:

		Council will ask and answer....
1.	ESTABLISH THE LEVEL OF IMPACT AND COMPLEXITY OF THE PROPOSED PROJECT, PROGRAM OR ACTION	<ul style="list-style-type: none"> • What is the likely impact of the project, program, issue or action on the community (or parts of the community)? High, low or somewhere in between? • Is it localised or does it involve the broader community? • Is the issue or project straightforward and easy to understand, or are its implications complex? • Where does it sit on a risk matrix?
2.	IDENTIFY WHO IN THE COMMUNITY IS LIKELY TO HAVE AN INTEREST IN OR THE ABILITY TO INFLUENCE THE ISSUE	<ul style="list-style-type: none"> • Who has an interest in this project, program, issue or action? • Have we identified all the individuals, groups and organisations who have an interest? • Have we ensured that those engaged are representative of these communities of interest?
3.	PLAN THE ENGAGEMENT PROCESS AND GATHER OR DEVELOP RELEVANT INFORMATION AND RESOURCES	<ul style="list-style-type: none"> • What is the purpose of the engagement? • What processes are relevant to the purpose and those engaging and being engaged? • What information will participants need in order for the engagement to be effective? • Is the engagement to be an event or activity requiring logistics such as venue, catering, technology? • Does the proposed Policy meet the community's expectations for sound governance?

4.	ENGAGE THE RELEVANT IDENTIFIED COMMUNITIES OF INTEREST	<ul style="list-style-type: none"> • How much notice do we need to give potential participants to enable their participation? • Are there other events or priorities in the community that may clash with our engagement activities? • What engagement methods are likely to be most convenient and acceptable to the communities of interest? • What preparation do we need to do to be ready for the engagement activities? • Is everyone clear about the purpose of the engagement? • Have we made it clear how the engagement outcomes will be used in our planning and decision-making?
5.	FEEDBACK THE RESULTS OF ENGAGEMENT AND DECISION-MAKING	<ul style="list-style-type: none"> • How will we provide feedback to participants about engagement outcomes? • How will we provide updates to the broader community about engagement outcomes?
6.	EVALUATE THE PROCESS	<ul style="list-style-type: none"> • How effective were our engagement processes in enabling relevant participation and yielding useful information to support Council planning and decision-making? • What would we do differently next time?

Who is to be Engaged?

Our Cabonne community has a population of approximately 13,600 in an area covering over 6,000 square kilometres. Our Local Government Area includes a number of towns, villages and localities, including Borenore, Canowindra, Cargo, Cudal, Cumnock, Eugowra, Manildra, Molong, Mullion Creek, Nashdale, and Yeoval. It is these characteristics that help us to understand who we need to talk to in our community engagement processes.

For issues that are likely to have impacts across the community we will take a broad approach to our engagement to ensure we reach a representative cross-section of the community.

From time to time we may narrow the focus of our engagement to target specific parts of our community for the discussion. For example, when we next review and revise our Disability Inclusion Action Plan, we will target people living with disability, their carers, and other providers who work with people with disability in our engagement processes. There will still be an opportunity for everyone in the community to have a say on the final draft Plan before it is formally adopted by Council.

Who is to be Engaged?

How do we reach a representative cross-section of our community?

Council will make every effort to reach a representative cross-section of our community that takes into account the demographic and geographic diversity of our community. This means we will target specific engagement activities to ensure we reach:

- People living both in our towns and villages as well as our rural residents
- Men and women
- People from the LGBTQTI community
- People across the age spectrum from children to our elderly residents
- People who were born overseas
- Our Indigenous community
- People with disability
- Employed, unemployed and students
- People working in a range of industries
- People on differing levels of income
- People who have attained different levels of education
- People from different household compositions
- People of different faiths

As well as reaching a diverse sample of our residents and ratepayers, Council will also ensure engagement with key stakeholders across the community.

What Tools or Methods Will Enable Robust Engagement and Quality Outcomes?

It is important that Council utilises a variety of tools and methods to ensure a representative cross-section of our community is enabled to participate in community engagement activities. With recent global events, including restrictions on some activities in response to the COVID-19 pandemic, a variety of engagement modalities is essential.

While for some in our community the traditional 'town hall meeting' is still a valid way of coming together to discuss issues of mutual interest, for many there are barriers to participating in such an activity:

- Living remotely from the venue
- Having childcare or other carer responsibilities
- Disabilities which prohibit or make attendance in person quite difficult
- Lack of access to transport to and from the venue
- Not feeling confident to speak up in front of a group of strangers
- English is a not their first language
- Business commitments
- On-farm-commitments
- Clashes with other sporting, community and family commitments

In preparing for each engagement activity, Council will consider any demographic trends that may inform its community engagement approach. For example if there is a trend in settlement by a new linguistic or cultural group, their particular needs will be considered in the development of the engagement activity.

Where possible, Council will utilise existing community forums to engage with people in environments where they feel comfortable. Council will engage community groups at times and places that suit the community wherever it is possible to do so.

In addition, Council will utilise appropriate technology to support people who can't or prefer not to be engaged in person. This will include Council's 'Have your Say' web page, email notifications to registered community members and social media.

Community surveys may also be used to gain an understanding of our community's:

- Perceptions of living in Cabonne
- Satisfaction with Council's performance
- Rating of importance of particular services
- Expectations of service levels or asset condition.

How do we reach a representative cross-section of our community?

In order to support robust community discussion, Council will make available information that provides background and context about the challenges and opportunities that need to be considered for the matter under consideration.

Depending on the nature of the matter we are engaging the community about, Council may provide information that responds to the following questions:

WHERE ARE WE NOW?

- What is the current status?
- What have we been doing until now?
- What do we already know about the matter under discussion (trends? emerging issues?)
- Who has been involved to date?
- What is our current performance?

WHERE DO WE WANT TO BE?

- Do we want those being engaged to articulate their aspirations?
- Have we already identified our target?
- Are there examples (benchmarks) that we're trying to emulate?
- What opportunities can we harness to reach our destination?

HOW WILL WE GET THERE?

- What are the strategies, activities, actions, projects, initiatives and programs that we could undertake to help us to reach our target?
- What resources (people, time, money, assets) are available to help us to reach our goal?
- Where could additional resources be sourced from?
- Who else may be available in our community to deliver the strategies and actions that we've identified?
- What contribution can local residents make to achieving community goals?

HOW WILL WE KNOW WE'VE ARRIVED?

- What information is available to help us to monitor, measure and report on our progress and performance?
- How have we successfully sourced and used such data in the past?

Depending on the issue under consideration and the type of community engagement activity, Council may make available some of the following to support informed discussion during our community engagement activities, depending on the type of engagement:

- Fact sheets
- Discussion papers
- Short video clips
- Media releases
- Web-based information
- Postcards and pamphlets
- Staff or other subject matter experts to provide briefings and respond to questions.

How will Engagement Activities be Scheduled?

Community engagement activities will be scheduled to take into account:

- Complexity of the issue
- Risks and controversies related to the issue
- Timeframes available before the issue must be resolved
- The communities of interest related to the issue, or where the issue is likely to have an impact
- How much, or little, community-generated information is already available in relation to the issue.

Council's Project Management Framework will be utilised to plan individual engagement activities. The Project Brief template will:

- Define the scope of the engagement activity
- Consider the strategic alignment and purpose of the engagement activity
- Identify the engagement objectives and potential benefits
- Articulate the intended outcomes from the engagement activity
- Identify engagement deliverables and target completion dates
- Nominate Council staff requirements for the engagement activity
- Describe any engagement constraints and risks, and what will be done to address these
- Identify who the internal and external stakeholders are, which will support identification of those to be engaged during the activity
- Consider any costs associated with the engagement activity, and where the budget will be sourced from to fund it
- Make clear who is responsible for the engagement activity
- Define how the outcomes of the engagement activity will be reported

For engagement activities relating to land use planning, some engagement timeframes and methodologies are mandated under the Environmental Planning & Assessment Act. More information about these requirements is available in the Community Participation Plan section of this Guideline.

Community Participation Plan – Environmental Planning & Assessment Act

Council has particular obligations under the Environmental Planning & Assessment Act 1979 (EP&A Act) to provide opportunities for community participation in the land use planning system.

This Act requires councils to have in place a Community Participation Plan that describes how and when people can be involved in the land use planning system, as well as mandating notification times for Council's various planning functions (such as development applications and strategic planning documents).

Council has incorporated these community participation obligations within these broader community engagement guidelines to make clear the place of community participation in land use planning in the context of Council's engagement of the community to support decision-making more broadly.

Community Participation in the Planning System

Ultimately, it is Council's responsibility to deliver the objectives of the EP&A Act including the promotion of orderly and economic use of land, facilitating ecologically sustainable development and promoting social and economic wellbeing. However, Cabonne Council recognises that community participation throughout the planning system is not only a right, but it is essential to delivering better planning results for the people of Cabonne.

'Community participation' is an overarching term covering how Council engages the community in its work under the EP&A Act, including strategic plan making and making decisions on proposed development. The level and extent of community participation will vary depending on the scope of the proposal under consideration and the potential impact of the decision.

The community includes anyone who is affected by the planning system and includes individuals, community groups, Aboriginal communities, peak bodies representing a range of interests, businesses, local government, and State and Commonwealth government agencies.

WHY IS COMMUNITY PARTICIPATION IMPORTANT?

- It builds community confidence in the planning system.
- Community participation creates a shared sense of purpose, direction and understanding of the need to manage growth and change, while preserving local character.
- It provides access to community knowledge, ideas and expertise.

What planning functions does community participation apply to?

PLAN MAKING

Strategic planning is an essential aspect of Council's work where we set the strategic direction, vision and context for the planning system in Cabonne. It involves planning for communities which integrates social, environmental and economic factors with the area's special attributes and their future realisation within the planning system. Examples of this work include amendments to or the creation of local strategic planning statements, planning proposals for local environmental plans, development control plans and development contribution plans.

ASSESSMENTS

The Council, the General Manager and Council staff all make planning decisions on a range of developments. When making decisions on these developments, consideration is given to whether land use proposals are in accordance with the strategic priorities of Council, public interest and applicable policies, legislation and guidelines.

Proposals assessed may include residential, commercial, industrial or agricultural developments. In these proposals the planning phase is just one aspect of the overall lifecycle and at other phases engagement may be undertaken by either proponents or NSW Government agencies. In some instances, we require ongoing engagement as a condition of approval.

Land use planning community participation objectives

The table below illustrates the type of actions we will undertake to deliver our community participation objectives and provides some examples of our current practice.

Community Participation Objectives		
Objectives	Actions	Examples
<p>Community participation is open and inclusive</p>	<ul style="list-style-type: none"> • Build strong partnerships with the community • Ensure community engagement accurately captures the relevant views of the community • Conduct community engagement opportunities in a safe environment • Encourage community participation by: <ol style="list-style-type: none"> 1. keeping the community informed 2. promoting participation opportunities 3. seeking community input 	<ul style="list-style-type: none"> • We engage Cabonne residents to build community partnerships. Through these channels we can unpack what the community is worried about, what it wants a project to achieve, and how it might be able to satisfy its wider needs • Council staff are available at Council offices to answer planning enquiries • Give opportunities for the community to address Councillors at monthly meetings • Give Progress Associations a direct contact to Councillors • Providing opportunities for all Cabonne communities through the Small Town Committee. • Council will arrange engagement opportunities for those with impaired vision, hearing or when english is a second language.

Objectives	Actions	Examples
<p>Community participation is easy</p>	<ul style="list-style-type: none"> • Clearly set out the purpose of any engagement and how and when the community can participate in respect of a planning function • Prepare information for the community that is relevant, concise, written in plain English and easy to understand • Use visual representations to make it easier to understand the possible impacts of a proposal • Use best practice engagement methods and techniques • Ensure information is accessible and seek input from groups who may find it difficult to participate in standard engagement activities 	<ul style="list-style-type: none"> • Community participation opportunities are advertised through channels including Council’s website, newspapers, social media, press releases, mail outs and at Council offices. • We use Council’s interactive mapping system where possible to assist the community in understanding a development. • Council staff are available each business day to assist with enquiries regarding projects and developments. • Ensuring that Council staff are available across the shire.

Objectives	Actions	Examples
<p>Community participation is relevant</p>	<ul style="list-style-type: none"> • Clearly establish the purpose for engagement and tailor engagement activities to match the: <ol style="list-style-type: none"> 1. Context (e.g. location; type of application or project; stage of the assessment process; previous engagement undertaken) 2. scale and nature of the proposal and its impacts 3. Level of community interest 4. Community's preferences about how they would like to participate. • Adjust engagement activities (if necessary) in response to community input 	<ul style="list-style-type: none"> • We target participation to ensure that relevant community members are aware about the developments and projects. Landowners adjoining lots where a development may have an adverse impact are notified in writing. The number of people notified will depend on the type and scale of the development. • Based on community feedback we undertake additional engagement to further understand issues raised during initial consultations • Consultation outcomes have helped us better understand what is important to the Cabonne community and led to the development of new policy initiatives

Objectives	Actions	Examples
<p>Community participation is timely</p>	<ul style="list-style-type: none"> • Start community engagement as early as possible, and continue this engagement for an appropriate period. • Ensure the community has reasonable time to provide input. 	<ul style="list-style-type: none"> • Exhibition is undertaken as soon as possible when projects and developments are received. • The community can contact Council throughout a project or development assessment for updates on the proposals.
<p>Community participation is meaningful</p>	<ul style="list-style-type: none"> • Explain how community input was taken into consideration, and ensure the response to community input is relevant and proportionate. • Give genuine and proper consideration to community input. • Keep accurate records of engagement activities and community input. • Regularly review the effectiveness of community engagement. • Integrate community input into the evaluation process. • Comply with any statutory obligations. • Protect privacy and respect confidentiality. 	<ul style="list-style-type: none"> • Our Council staff regularly engage with community members to ensure that feedback has been understood. • Provisions of our plans or the proposed development may change in response to community feedback. • A development may be amended, or a project could take an altogether different approach as a result of community participation. • On the determination of an application, the community is advised of the outcome.

Our approach to community participation in land use planning

In line with our community participation objectives, we encourage open, inclusive, easy, relevant, timely and meaningful opportunities for community participation in the planning system, our planning functions and individual proposals.

To achieve this, we design our engagement approach so that even where there may not be community wide consensus on the decision or outcomes, there can be acknowledgment that the process was fair with proper and genuine consideration given to community views and concerns.

To achieve the benefits of community participation in the planning system, we will tailor the following community participation approaches for all our planning functions:

What	When	How
Level 1: Inform		
<p>We notify the community of proposals, provide accurate and relevant information on the context of the proposal and update information as proposals progress through the planning system.</p>	<p>During the early scoping of a proposal we inform you of the intent and seek feedback to shape the project’s design. We then update you on the progress of a proposal as it makes its way through the planning system.</p>	<ul style="list-style-type: none"> • Media releases • Letter mailouts • Our website • Social media • Emails • Newsletters • Information sessions • Public notices and advertisements
Level 2: Consult		
<p>We consult with the community and invite them to provide their views and concerns on a proposal.</p>	<p>Once a Strategic plan or document is drafted, or an application is received, we notify the relevant stakeholders to seek your views and concerns. We welcome feedback as a submission in a formal exhibition, or at any other time.</p>	<ul style="list-style-type: none"> • Public exhibition • Online participation forum • Digital feedback maps • Focus Meetings • Drop-in sessions • One-on-one engagement with Council staff via the phone, email, letter or face to face.

What	When	How
Level 3: Engage		
<p>We respond to the community's views by conducting targeted engagement to seek specific input reflecting the scale, nature and likely impact of the proposal.</p>	<p>Through submissions and feedback, we identify your key issues and concerns and conduct targeted engagement activities to find solutions to determine the way forward.</p>	<ul style="list-style-type: none"> • Public meetings and hearings • Community reference groups • Feedback sessions • Workshops and engagement with community groups
Level 4: Determination		
<p>We notify the community of decisions on proposals and detail how their views were considered in reaching the decision.</p>	<p>In reaching a decision we consider your views and concerns, notify you of the reasons for the decision and how community views were considered.</p>	<ul style="list-style-type: none"> • Updates to websites • Publication of submissions reports • Exhibition reports • Notice of decision letters

It is important to note that the planning process is only one part of an overall project lifecycle in which you can participate. Outside of this standard process, in some circumstances we also undertake post-determination, compliance and enforcement activities to ensure that planning laws and decisions are implemented correctly and in line with our community's expectations.

The role of public exhibition in the planning system

Opportunities to participate in the planning system will respond to the nature, scale and likely impact of the proposal or project being considered or assessed.

A regular and valuable way for the communities to participate in the planning system is by making a submission on a proposal during its exhibition. Feedback may also be provided to Council at any time.

How to get involved in a public exhibition?

- Make a formal submission on a proposal by writing to:

The General Manager,
Cabonne Council
PO Box 17
MOLONG NSW 2866

- Email Council at council@cabonne.nsw.gov.au
- Drop your submission at any of Council's offices (Molong, Canowindra and Cudal).

Visit Council where staff can assist you in accessing the exhibition documents. Council staff can also answer questions in relation to the proposal or connect interested community members with an appropriate Council officer who can assist.

Connect directly with Council staff working on a proposal, policy, plan or project. Contact details are typically included on the exhibition documents.

Please note that exhibition timeframes vary in length. Some timeframes are prescribed in legislation and others are at Council's discretion. Details of typical and minimum mandatory and typical timeframes are provided below.

Exhibition timeframes

Section 2.21(2) of the EP&A Act details the types of proposals that must be exhibited. Schedule 1 sets a minimum exhibition timeframe for most of these proposals. Council will always exhibit a proposal for this minimum timeframe and will consider an extended timeframe for exhibition based on the scale and nature of the proposal. See the table below for more information about exhibition periods for various planning activities:

Strategic Documents / Plans	
Document	Exhibition requirement
Planning Proposal to Amend Local Environmental Plan	28 days, or so determined by the Department of Planning and Environment in the Gateway determination. Due to the minor nature of the Planning Proposal, the Department of Planning and Environment may only require a reduced 14 day notification
Draft or Amending a Development Control Plan	28 days
Draft Local Strategic Planning Statements	28 days
Community Participation Plans	28 days
Development Contributions Plans	28 days

Assessments

Application Type	Exhibition Requirement
Development Application	<p>The following development applications will not be notified:</p> <ul style="list-style-type: none"> • Development that in the opinion of the assessing officer, is minor in nature and will not have an adverse impact on adjoining properties. <p>All other development applications will be notified to adjoining landowners for a minimum of 14 days.</p> <p>Major development applications may be advertised in local newspapers at the discretion of Council staff.</p>
Modification of a Development Application 4.55(2)	All 4.55(2) modification will be notified in accordance with the previous development application (if the application was initially notified). Any persons who objected to the development will be notified
Section 8.2 Review of a Development Application	An application to review the determination of a development application will be notified in accordance with the initial development application.
Designated Development	28 days
Environmental Impact Statement under Division 5.1 of EP&A Act	28 days

Key points to note about public exhibitions include the following:

- Council is not required to make available for public inspection any part of an application whose publication would, in its opinion, be contrary to the public interest because of its confidential nature or for any other reason.
- Timeframes are in calendar days and include weekends.
- If the exhibition period is due to close on a weekend or a public holiday, Council may extend the exhibition to finish on the next working day.

- The annual period between 20 December and 10 January (inclusive) is excluded from the calculation of a period of public exhibition.
- The timeframes described in the table above are a minimum requirement and may be extended at the discretion of Council officers

Some of Council’s planning functions do not have minimum exhibition timeframes. As a matter of course, and in line with our community participation objectives, Council may exhibit documents related to the exercise of these functions and proposals for the timeframes described in the table below:

Non-mandatory exhibition timeframes

<p>Modification of a Development Application 4.55(1A) and 4.55(1)</p>	<p>4.55 (1A) applications will only be notified if in the opinion of the assessing officer the proposed changes are likely to have additional impact on adjoining properties. If the application is notified, any persons who objected to the initial development will be notified.</p> <p>4.55(1) applications will not be notified.</p>
<p>Re-exhibition of an amended development application</p>	<p>Where an application is amended prior to determination, it may be re-notified at the discretion of Council staff depending on the scope of the amendments.</p>
<p>Draft Strategic Planning Documents</p>	<p>The notification of local strategic planning documents will depend on the nature of the documents. All draft strategic planning documents will be notified for a minimum of 14 days, with larger documents being exhibited for up to 28 days</p>

There may be other proposals not subject to the mandatory exhibition timeframes for which Council has the option to exhibit for at least 28 days and engage with the community in line with our community participation objectives.

Additionally, there may be some occasions where a Council priority or administrative requirement demands immediate action on proposals that prevents the implementation of our usual community participation process

Development Applications not requiring notification

Council may not notify a Development Application if the proposal is compliant with all of the legislation and controls in Cabonne Local Environmental Plan 2012, Council's Development Control Plans and Policies (where relevant) and is:

1. A single storey dwelling house;
2. An addition to a single storey dwelling house and minor external dwelling additions such as an open car port, pergola, or verandah;
3. Private swimming pool;
4. A detached garage or shed/outbuilding associated with a dwelling house that is behind the building line;
5. Any building on land within Zone RU1 Primary Production, Zone RU2 Rural Landscape or Zone RU3 Forestry where the land has an area greater than 5 hectares and/or the building is greater than 150 metres from a boundary with a different owner;
6. Subdivision creating less than 3 lots within Zones RU1 Primary Production, Zone RU2 Rural Landscape & RU3 Forestry;
7. A boundary adjustment;
8. Development considered to have nil or minor impacts on adjoining land owners

The above exemptions only apply if the proposed development is on a lot that is not a heritage item or is not adjacent to one.

All other development applications will require notification in accordance with this Community Participation Plan, including types of development that do not comply with Council's Development Control Plan, and when the development, in the opinion of the assessing officer, may have an adverse impact on adjoining properties.

Please note: Council staff may notify an application even though it may satisfy the above requirements. If, in the opinion of the assessing officer, the development could result in an adverse impact to an adjoining (or neighbouring) lots, the proposed development may be notified to adjoining landowners.

Internal planning to support effective engagement

Before embarking on any community engagement activity, staff will use a Project Plan template to plan the engagement activity. The completed engagement Project Plan will be submitted to the relevant Department Leader and Executive team member for approval, and the approved Project Plan will be provided to the Leader Community and Economy to enable effective oversight of and support for engagement activities across Council. This will also ensure a coordinated approach on occasions when more than one engagement activity is planned to occur at the same time.

To support the development of the Project Plan, staff intending to undertake community engagement activities will need to consider the following:

What Council and other resources will be required to enable the engagement activities to proceed?

- Staff? Councillors? Independent contractors? Delivery partners?
- How will our Finance and Asset staff contribute (with information or availability to support resource prioritisation discussions)?
- What IT might be required to support the engagement activity
- Will venues need to be booked?
- Are vehicles available if travel is required?

What support will these people need to enable them to fulfil their engagement responsibilities?

- Training sessions/briefings?
- Communications pack and key messages?
- Data collection and analysis tools?

What costs might be incurred through this engagement activity, and how will these costs be funded?

- Has a budget been allocated for this engagement activity?
- If not, will the likely costs incurred be able to be met from existing Cost Centre allocation?
- How else might the costs of this engagement activity be offset?

How will engagement risks be managed?

- What community expectations might arise relating to this engagement activity?
- What information do we need to have available in order to have an informed discussion that sets clear parameters around what's possible from the activity?
- How much flexibility is there in our own expectations of the outcome of this engagement activity? (For example, are we seeking an indication of community preference in relation to a known finite range of options, or are we willing and able to pursue new ideas and innovations that might arise from this engagement process?)

How will engagement activities be evaluated for effectiveness?

- Have we clearly defined our engagement objectives? This may include setting goals for who we engage with, how long we engage for, and particular outcomes sought from the engagement process.
- Has a debrief or similar activity been scheduled to bring those involved in delivering the engagement activity together to discuss and document lessons learned, what worked well, and ideas for improvement? The debrief results should be provided to the Leader Community and Economy for collation and review.

How will engagement outcomes be utilised to inform decision-making?

- Is there a system in place to collate and analyse information collected from the engagement activity?
- Will a summary of the engagement outcomes be included in a Business Paper to Council? If so, when does this need to be prepared by?
- If engagement outcomes don't provide a clear preferred option, what secondary processes will be utilised to make a determination or recommendation?

Reporting on engagement outcomes

To complete the engagement activity, it is important to ensure that all interested parties, and especially those who participated in the engagement process, are provided with information about the outcomes of the engagement activity. There are several ways that this might occur:

Council reports – before the relevant Council resolution is made, the associated Business Paper will provide an overview of who was engaged, what questions were considered in the engagement, the community response to those questions, and the recommended way forward in light of the engagement outcomes.

Report to the community – depending on the nature of the engagement activity, one or more of the following mechanisms may be used to provide information to the community about the outcomes of the engagement process:

- Media release (including on social media channels)
- A summary email to those who provided written submissions
- A summary of engagement outcomes included in the published document arising from the activity (eg Community Strategic Plan)

WHERE TO GO FOR FURTHER INFORMATION?

- Council's **Community Engagement Policy** – for information about the basis upon which all community engagement decisions and activities should be undertaken.
- Council's **Community & Economy Team** – for advice and support in undertaking community engagement activities.



CONTACT US

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