

SEC REFURBISHMENT COMMUNICATION & ENGAGEMENT STRATEGY

NOVEMBER 2019

PREPARED BY:

Communication & Engagement



SUTHERLAND SHIRE

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DOCUMENT REVIEW AND APPROVAL

This document has been approved by:

	Approved by	Minute No.	Date Approved
1.	SEC Refurbishment PCG		17/08/2018
2.	SEC Refurbishment PCG		TBC
3.			

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Version	Author	Date	Revision
1.	Rebecca Dalton, A/Manager Strategy & Engagement	16/08/2018	Original Version
2.	Elizabeth Tahiri – Communication and Engagement	07/11/19	Version 2
3.			

1. PURPOSE

The purpose of this document is to set out the overarching communications and engagement strategy for the Sutherland Entertainment Centre (SEC) refurbishment project. The communication and engagement approach focuses on supporting the Project's vision, objectives and outcomes through pro-active engagement with community and stakeholder groups.

2. OBJECTIVES & OUTCOMES

The following are the overarching objectives for the project, which are informed by key corporate priorities of building engagement with our community, building trust and confidence in Council and demonstrating responsible financial management.

Objective 1: We will keep stakeholders **informed** about the SEC redevelopment – the vision for the project and the value it will provide to the whole community.

Strategic approach:

- We will communicate through a **range of channels** appropriate to the stakeholder groups, to ensure they can access information about the project
- We will communicate in a **timely** manner through the life of the project
- Through project key messages, we will **educate** about the benefits of arts and cultural facilities in communities, the alignment of this project to our Community Strategic Plan vision and priorities, and the value for money the project demonstrates.
- We will manage **reputational risks** through ongoing analysis of stakeholder needs and development of appropriate communication and engagement responses

Objective 2: We will **engage** with stakeholder groups, and provide appropriate opportunities for collaboration and involvement through all stages of the project.

Strategic approach:


- We will actively seek to provide **engagement opportunities** for stakeholders through the life of the project
- We will seek to **minimise the impacts** the re-development will have on identified primary stakeholders (eg current user groups) through pro-active, timely and tailored communication and engagement.

Outcomes

- There is trust and confidence in Council decision making and financial management
- The community understands the value the Entertainment Centre provides as the key cultural and performing arts facility in the Sutherland Shire.
- Primary stakeholders feel valued and heard, and are advocates of the project and the benefits it will provide.

3. STANDARDS

The communications and engagement approach is underpinned by Council’s Community Engagement Policy and procedures and the International Association of Public Participation (IAP2) Spectrum of Engagement – a best practice standard for engagement.

		INCREASING IMPACT ON THE DECISION 				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	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.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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4. PLANNING

This is a high value capital project which will generate community interest across the life of the project. There are a range of stakeholder groups with differing influence and interest, and the communication and engagement planning will need to deliver to these diverse groups through multi-faceted approaches and channels.

Reputational risk is a key communication and engagement challenges for the project. Managing community perceptions around whole of community benefit, value for money and transparency - in light of Council's long term financial sustainability challenges – will all be crucial to achieve communication objectives.

The impact on current user groups during refurbishment and identification/assistance with alternate locations will also be crucial to maintaining positive relationships, and retaining current SEC users to return to the refurbished facility.

Specific risks and issues at various stages of the project delivery and the communication needs and responses will be incorporated into the communications & engagement activity planning.

4.1. KEY MESSAGES

Project Key Messages will form the core content of all communication and engagement activities.

Secondary messages will be developed during specific phases of the project or to meet specific needs of the stakeholders.

4.2. RISK REGISTER

The Project Risk Register identifies elements which represent a risk to the successful delivery of the project. From a communications and engagement perspective, this includes factors that may impact on Council reputation, scope and cost, and community satisfaction with the project.

Risk mitigation responses have been incorporated into communication & engagement activity plan, with current status notes maintained. As the risk register is a dynamic document which will evolve over the life of the projects, the mitigation responses will also be continually assessed and updated as required.

5. STAKEHOLDER ANALYSIS

The stakeholder register (link below) details stakeholder groups for the project - internal and external - and includes a detailed analysis of the level of interest, influence and risks associated with each group.

An engagement and communications approach is recommended for each group, and this will be continually assessed and updated as the project progresses.



Stakeholder Matrix;
SEC Upgrade.obr

Stakeholder Group	Engagement Approach	Communication/Engagement Activities	Key Message Emphasis
PCG	Involve	<ul style="list-style-type: none"> Monthly Project Status updates 	<ul style="list-style-type: none"> Project deliverables
Councillors	Involve	<ul style="list-style-type: none"> Councillor Briefing Councillor Bulletin Council Meeting Consultation Activities 	<ul style="list-style-type: none"> Updates on project
Neighbouring premises	Involve	<ul style="list-style-type: none"> Face-to-face discussion Telephone Regular communication Email/Letter Flyers 	<ul style="list-style-type: none"> Updates on project Updates on stages of construction how to stay in contact
Arts and Culture Sub-Committee	Involve	<ul style="list-style-type: none"> Regular meetings Email Newsletter 	<ul style="list-style-type: none"> Updates on project Venue management during construction how to stay in contact
Business owners - immediate vicinity	Involve	<ul style="list-style-type: none"> Face-to-face discussion Telephone Regular communication Email/Letter Flyers 	<ul style="list-style-type: none"> Updates on project how to stay in contact
Local School	Involve	<ul style="list-style-type: none"> Face-to-face discussion Regular communication Email/Letter Telephone Flyers 	<ul style="list-style-type: none"> Updates on project Updates on stages of construction
Architects	Consult/Inform	<ul style="list-style-type: none"> Face-to-face discussion Project working group Regular communication 	<ul style="list-style-type: none"> Updates on project
Business owners - wider Sutherland area	Consult/Inform	<ul style="list-style-type: none"> Advertising Social Media Letter/Email Flyers 	<ul style="list-style-type: none"> Updates on project
Current SEC Users	Consult/Inform	<ul style="list-style-type: none"> Onsite noticeboard Advertising Social Media Newsletter Website 	<ul style="list-style-type: none"> Updates on project Venue management during construction
Current Patrons	Consult/Inform	<ul style="list-style-type: none"> Onsite noticeboard Advertising Social Media Newsletter Website Flyers 	<ul style="list-style-type: none"> Updates on project Information on events in alternate locations
Local Business Groups	Consult/Inform	<ul style="list-style-type: none"> Flyers 	<ul style="list-style-type: none"> Updates on project
Residents and Rate Payers	Consult/Inform	<ul style="list-style-type: none"> Advertising Social Media JTC Our Shire Website Flyers 	<ul style="list-style-type: none"> Updates on project Information on events in alternate locations
SEC Employees	Consult/Inform	<ul style="list-style-type: none"> Regular meetings Email Compass Yammer 	<ul style="list-style-type: none"> Updates on project Information on work during construction
SSC Employees	Consult/Inform	<ul style="list-style-type: none"> Compass Yammer 	<ul style="list-style-type: none"> Updates on project
Media	Inform	<ul style="list-style-type: none"> Press Release 	<ul style="list-style-type: none"> Updates on project
Contractors and Sub-contractors	Inform	<ul style="list-style-type: none"> Letter/Email Tender Process Information Session 	<ul style="list-style-type: none"> Procurement process Project stages Updates on project
Emergency Services	Inform	<ul style="list-style-type: none"> Telephone Email/Letter 	<ul style="list-style-type: none"> Updates on project
State Government and other key organisations	Inform	<ul style="list-style-type: none"> Email 	<ul style="list-style-type: none"> Updates on project

6. COMMUNICATION PROCEDURES

6.1. APPROVALS PROCESS

Key messages for the project will developed in the project initiation stage and approved by the PCG. At subsequent stages of the project, or in response to specific issue or risk, tailored communications will be developed and submitted to PCG for approval

The following approval process applies for project communications:

Communication type/channel	Developed by	Approved by
Key messages for each stage	Communication & Engagement in collaboration with PWG	PCG
Project Procurement Documentation	Project Manager, Project Design, Procurement	PCG
Media Releases/enquiries	Public Relations Specialist	Project Director > CEO
Community collateral incl. content for newsletter, social media, brochures, noticeboards, community meetings etc	Communication & Engagement Team in collaboration with PWG members dependant on communication activity and audience	Project Director
Website	Project page: Project Web Author News/spotlight: Communication & Engagement Team	Project Director Manager Communication & Engagement
Councillor briefings	PWG	PCG
Councillor Bulletin	PWG	Project Director

Note: once approved, content can be tailored to the appropriate engagement and communication channel and released by the authorised officer.

6.2. WHO IS AUTHORISED TO COMMUNICATE ON BEHALF OF THE PROJECT?

Stakeholder	Authorised (*)
Architects	<ul style="list-style-type: none"> Project Manager: Paul Mourtos
Arts and Culture Sub-Committee	<ul style="list-style-type: none"> Service Manager: Belinda Hanrahan Project Manager: Paul Mourtos
Business owners - immediate vicinity	<ul style="list-style-type: none"> Project Manager: Paul Mourtos
Business owners - wider Sutherland area	<ul style="list-style-type: none"> Project Manager: Paul Mourtos
Contractors and Sub-contractors	<ul style="list-style-type: none"> Project Manager: Paul Mourtos Tendering & Contracts Advisor: Todd Payne
Councillors	<ul style="list-style-type: none"> CEO: Manjeet Grewal Project Director/Executive: Peter Hazeldine
Current Patrons	<ul style="list-style-type: none"> Service Manager: Belinda Hanrahan
Current SEC Users	<ul style="list-style-type: none"> Director Shire Services: Michelle Whitehurst Service Manager: Belinda Hanrahan
Emergency Services	<ul style="list-style-type: none"> Project Manager: Paul Mourtos
Local businesses	<ul style="list-style-type: none"> Mayor, Councillors, CEO: Manjeet Grewal Director Shire Services: Michelle Whitehurst
Local media	<ul style="list-style-type: none"> Mayor CEO: Manjeet Grewal
Local School	<ul style="list-style-type: none"> Project Manager: Paul Mourtos
Neighbouring premises/ business	<ul style="list-style-type: none"> Project Manager: Paul Mourtos, Project Executive
PCG	<ul style="list-style-type: none"> Project Manager: Paul Mourtos CEO: Manjeet Grewal Project Director/Executive: Peter Hazeldine
Ratepayers and residents	<ul style="list-style-type: none"> Mayor, Councillors, CEO: Manjeet Grewal Project Director/Executive: Peter Hazeldine Director Shire Services: Michelle Whitehurst
SEC patrons	<ul style="list-style-type: none"> Director Shire Services: Michelle Whitehurst Service Manager: Belinda Hanrahan
SEC staff	<ul style="list-style-type: none"> Director Shire Services: Michelle Whitehurst Service Manager: Belinda Hanrahan
Service Authority and Emergency Services	<ul style="list-style-type: none"> Project Manager: Paul Mourtos
SSC Employees	<ul style="list-style-type: none"> Director Shire Services: Michelle Whitehurst Service Manager: Belinda Hanrahan
SSC Mayor & Ward Councillors	<ul style="list-style-type: none"> CEO: Manjeet Grewal Project Director/Executive: Peter Hazeldine Director Shire Services: Michelle Whitehurst
State Government and other key organisations (Create NSW, OLG)	<ul style="list-style-type: none"> Project Executive: Peter Hazeldine Service Manager: Belinda Hanrahan

* CEO is authorized to speak to any stakeholder as required throughout the project

7. ENGAGEMENT ACTIVITIES

The communication and engagement activities to achieve objectives, deliver key messages, address risks are outlined the Communication and Engagement Activity Plan (attached). Each activity details the stakeholder/audience, and the approach used in line with the standards (ie: to inform, consult, collaborate etc). The Activity Plan is a dynamic document which will be continually updated over the life of the project

7.1. ENGAGEMENT ACTIVITIES PLAN

☑ = completed

	2019											
Stakeholder	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
KEY STAGES			Community Consultation									Community Consultation
PCG	Project Status Report ☑	Project Status Report ☑	Project Status Report ☑	Project Status Report ☑	Project Status Report ☑	Project Status Report ☑	Project Status Report ☑	Project Status Report ☑	Project Status Report ☑	Project Status Report ☑	Project Status Report ☑	Project Status Report
Councillors	Councillor Bulletin ☑	Councillor Bulletin ☑	Councillor Bulletin ☑	Councillor Bulletin ☑	Councillor Bulletin ☑	Councillor Bulletin ☑	Councillor Bulletin ☑	Councillor Bulletin ☑	Councillor Bulletin ☑	Councillor Bulletin ☑	Councillor Bulletin	Councillor Bulletin
		Councillor Briefing ☑						Councillor Briefing ☑	Council Meeting ☑			
Neighbouring premises											Face-to-face	Face-to-face
Arts and Culture Sub-Committee										Meeting ☑		
											Email	
Business owners - immediate vicinity			Face-to-face ☑								Face-to-face	
			Flyer ☑								Letter	
Local School											Face-to-face	
											Letter & Flyer	Email
Architects	Tender Process ☑				Tender Awarded ☑		PWG Meeting ☑	PWG Meeting ☑	PWG Meeting ☑	PWG Meeting ☑	PWG Meeting	PWG Meeting
Business owners - wider Sutherland area											Face-to-face	
											Flyer	
Current SEC Users			Newsletter ☑								Flyer	
			Email ☑								Email	
Current Patrons			Email ☑								Advertising & Flyer	
Local Business Groups											Email	
Residents and Rate Payers			Advertising & Exhibition Space ☑								Advertising & Display	
			JTC ☑								JTC	Our Shire
SEC Employees											Meeting	Meeting
											Email	Email
SSC Employees			Compass								Compass	
Media			Press Release ☑								Press Release	
Contractors and Sub-contractors												
Emergency Services												
State Government and other key organisations												
Website, Social Media & Yammer			Website page live ☑	Website and Social Media updated regularly								

☑ = completed

2020

Stakeholder	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
KEY STAGES									CONSTRUCTION STARTS			
PCG	Project Status Report	Project Status Report	Project Status Report	Project Status Report	Project Status Report	Project Status Report	Project Status Report	Project Status Report	Project Status Report	Project Status Report	Project Status Report	Project Status Report
Councillors	Councillor Bulletin	Councillor Bulletin	Councillor Bulletin	Councillor Bulletin	Councillor Bulletin	Councillor Bulletin	Councillor Bulletin	Councillor Bulletin	Councillor Bulletin	Councillor Bulletin	Councillor Bulletin	Councillor Bulletin
Neighbouring premises	Regular communication - Face-to-face, Email, Telephone											
Arts and Culture Sub-Committee								Email				
Business owners - immediate vicinity	Regular communication - Face-to-face, Email, Telephone											
Local School	Regular communication - Face-to-face, Email, Telephone											
Architects	PWG Meeting	PWG Meeting	PWG Meeting	PWG Meeting	PWG Meeting	PWG Meeting	PWG Meeting	PWG Meeting	PWG Meeting	PWG Meeting	PWG Meeting	PWG Meeting
Business owners - wider Sutherland area												
Current SEC Users								Email				
Current Patrons								Email	Newsletter			
Local Business Groups												
Residents and Rate Payers			Our Shire			Our Shire			Our Shire			Our Shire
SEC Employees								Meeting				
SSC Employees									Compass			
Media									Press Release			
Contractors and Sub-contractors												
Emergency Services												
State Government and other key organisations												
Website & Social Media	Website and Social Media updated regularly											