

# Greater Sydney Commission

Engagement Strategy  
July 2016



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# Introduction

Sydney is undergoing the most significant changes to its physical and social environment in more than a generation. Unprecedented levels of population growth together with investment in infrastructure and housing are reshaping the city we live in and love.

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The Greater Sydney Commission has been formed to coordinate the way that government, business and the community address the challenge of planning for growth and new technologies, and to guide and direct planning for the future so we can have an active, productive, liveable, sustainable and resilient city.

Planning is happening at two levels. The State Government has developed overarching plans for how we will accommodate the growing population and the jobs and transport we will need.

Local councils have developed Local Environmental Plans to identify what land

can be used for, including housing, business and parks.

What has been missing is district level planning that connects local planning with the longer term metropolitan planning for Greater Sydney. Districts represent neighbouring groups of council areas with similar features and shared objectives.

District Plans will be the bridge between strategic planning and on-the-ground local planning.

We have developed this Engagement Strategy to explain how we will engage, who we will engage with and what you can expect.



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# 1. Who we are and what we do

The Greater Sydney Commission has been created with two key but distinct responsibilities:

1. To coordinate and align the planning that will shape the future of Sydney
  2. To chair the six Sydney Planning Panels, created to replace the two Joint Regional Planning Panels.
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The Commission has four main areas of responsibility:

**Develop District Plans over 2016 and 2017** to bring together the priorities and long term visions of government, the community, business and the not-for-profit sector in one cohesive and integrated plan, one for each of Sydney's six districts. This will support ongoing improvements in liveability, productivity and environmental quality. District Plans are being developed and will be on exhibition from late November 2016 until early 2017. It is important that we engage as widely as possible to ensure that the planning process is informed by an understanding of the city's aspirations for the future.

**Develop the Strategic Plan for the Greater Sydney Region in 2017** which will build on the inputs to the District Plans and bring together and align the planning vision for Sydney with a new transport plan and infrastructure plan to be developed by the State Government in 2017. There will be a coordinated approach that identifies the priorities and thinking behind the strategies guiding growth and infrastructure development for Sydney.



**By late November 2016 six Sydney Planning Panels** will replace the current Joint Regional Planning Panels in Sydney. These will be chaired by the District Commissioner for the relevant district.

**Provide leadership and direction** through research and the preparation of policy leadership papers which focus on bringing the best of international thought and policy to the planning and strategy for supporting a thriving, vibrant and resilient Sydney.



A unique aspect of the design of the Greater Sydney Commission is the appointment of a Chief Commissioner, three Greater Sydney Commissioners and six District Commissioners.

The Chief Commissioner and each of the Greater Sydney Commissioners – responsible for economic, environmental and social outcomes – will lead the development of the overarching coordinated plan for infrastructure and growth, the Strategic Plan for Greater Sydney.

The role of District Commissioners will be to develop their District Plan and oversee its implementation through the decisions made by the relevant Sydney Planning Panel. The District Plans, together with other key strategic plans for transport and growth, will inform the development of the Strategic Plan for Greater Sydney.

Meaningful and ongoing engagement with a wide range of stakeholders will be necessary for the Commissioners to understand the

particular issues and opportunities faced by Greater Sydney more broadly as well as each District.

In order for Commissioners to have the tools to hand to effectively engage with all stakeholders, there needs to be a consistent, evidence-based approach that can be tailored and effective.

This Engagement Strategy describes our approach and commitment to engagement with the public as we develop the plans and strategies that will shape Sydney's future. It will help explain why we engage, who we engage with and what stakeholders can expect from us.

**The Sydney Planning Panels will have their own methods of engagement in accordance with their statutory requirements and are not covered by this Engagement Strategy.**

We are five million voices. Together we can create one Sydney.

## 2. Why will we engage?

The Greater Sydney Commission leads metropolitan planning for the Greater Sydney Region. Through careful consideration of the city's many competing priorities, we can help deliver the best possible outcomes for the Greater Sydney Region as a whole.

We need to engage – with the community and with councils, government departments, industry and not-for-profits to understand how we can collectively deliver great outcomes for Sydney now and for future generations.

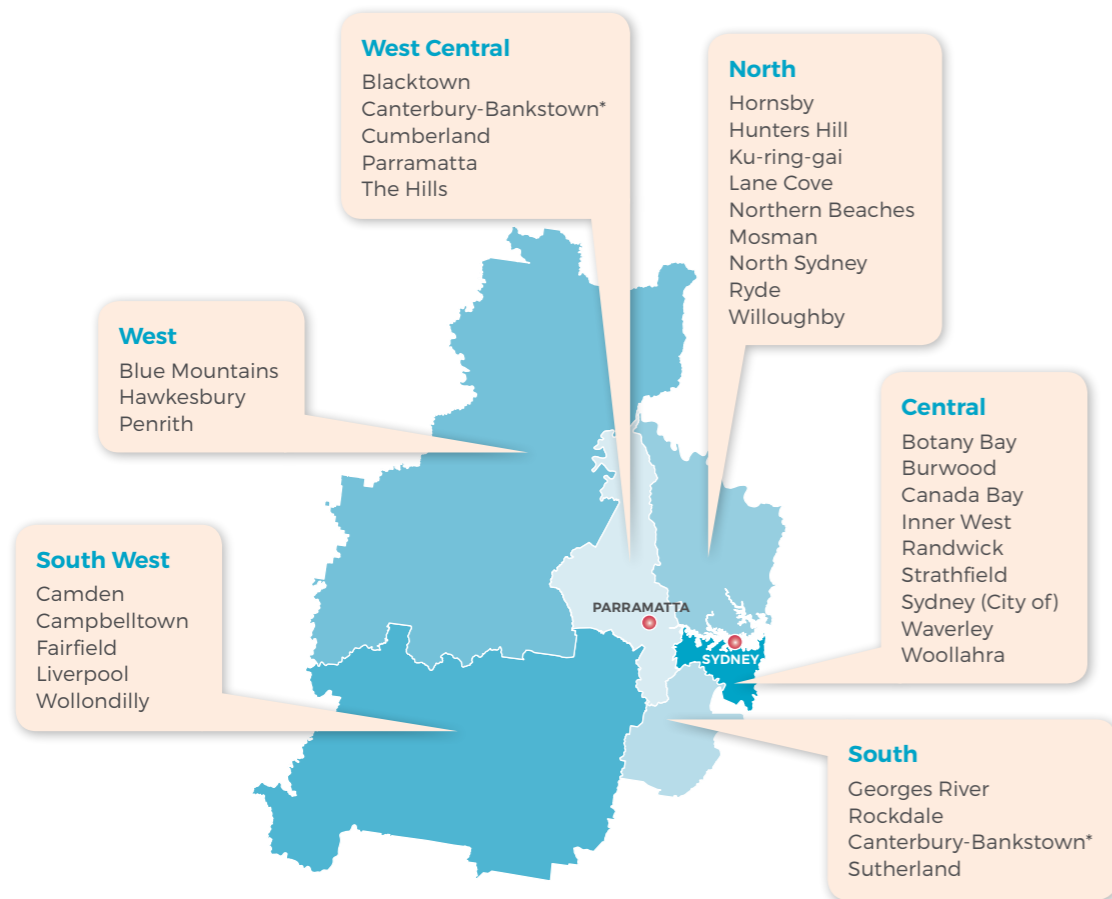
Our first priority is district planning. We will provide the coordination and collaboration that government needs so that decisions get made and great outcomes for communities are delivered.

These District Plans will provide a coordinated, practical focus to developing the jobs close to home and great places to live that Sydney needs. Your District Plan will tell you what to expect in the future – where new infrastructure, jobs, housing and parks are going to be developed and what areas and buildings will be protected and/or enhanced.

We can only do that if we understand:

- The data held by government, councils, the community and the private sector – what this evidence tells us, what can we deduce about what the future might hold, what are the impacts of different scenarios of change?
- The particular attributes of each district – what shapes the suburbs and town centres, jobs and facilities, environment and communities of each district?
- The priorities of different parties (including government) – what problems need to be solved, or issues addressed, so that each district can become a great place to live, work and visit?
- What communities need and want – what do the communities of each district value, what is important to them and how can we deliver these outcomes, while making sure we have the homes and jobs for the future?





\* indicates that only part of Council area contained in this district  
 Nb. these boundaries are determined by the Minister for Planning and are subject to change

Engaging now, before the District Plans are made, will help everyone to understand the challenges and potential solutions for each District.

It will also mean that when we engage on the Greater Sydney Plan, we will all better understand how we can create the vision for a vibrant, sustainable and thriving future.

Once the District Plans have been exhibited and finalised following community feedback, we will focus on developing the Strategic Plan for Greater Sydney.

The Greater Sydney Commission must understand the complex relationship between competing priorities and the needs of each District, and the opportunities and challenges that these present.

Finally, we know that the quality of our work will be improved if we are open to ideas and suggestions. We also know our work will be better understood if we work collaboratively as we develop our plans and strategies.

Together we can plan for a greater Sydney.

### 3. Greater Sydney Commission’s Engagement Framework

We have looked at best practice in engagement in Australia and around the world.

We have reviewed the policies and suggested charters of other organisations, including IAP2 and Involve (UK) and we have studied the findings of research and projects on city making and engagement, such as that of the Grattan Institute in Cities: who decides? (2010) and the Journal of Public Deliberation<sup>1</sup>, all of which identify that engagement must be:

- Early, before decisions are made
- Genuine, with a commitment to act on what is heard
- Open, no attempt to shape or promote a favoured approach
- Timely, participants have enough time to consider and participate
- Provide feedback on what was said and the difference it did or did not make
- Hear from everyone, not be held hostage to the voice of a few because they are angry, articulate, loud or otherwise powerful.

We have already commenced our engagement, including talking with councils, organisations and groups, and through this we have heard strongly the importance of engaging well.

We have heard what is important to stakeholders and communities and we have incorporated this feedback into our approach:

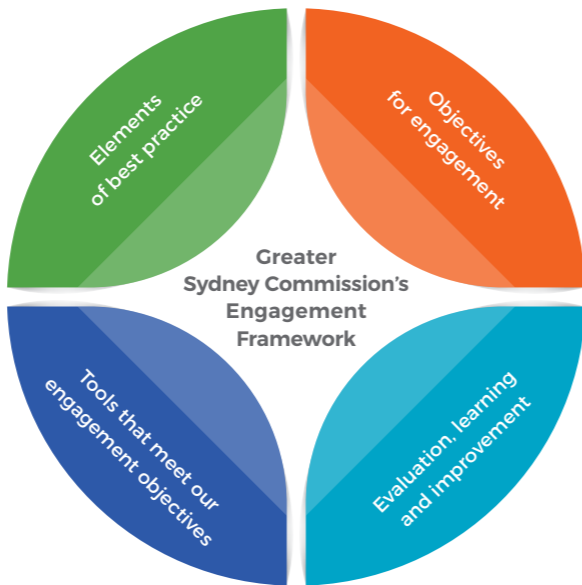
We have heard:	How we will engage
<b>We all have a right to understand the changes happening in our area</b>	We will establish a range of engagement and communication channels, including online, social media, newsletter and face-to-face activities, so that everyone can see what we are doing, where we are up to and how to have a say.
<b>Plans and strategies are hard to understand and they should be explained clearly</b>	We will use plain English, graphics and diagrams and real life examples wherever we can so it is easier to learn about the pressures and challenges at a district level.
<b>We need to keep you informed</b>	We will provide regular updates and information through our newsletter, our website and our partners in state and local government so you will be able to know what is happening and when.

<sup>1</sup> Deliberative Planning for Disaster Recovery: re-memoiring New Orleans, Patricia A Wilson, December, 2008 and A Case Study in Deliberative Democracy: Dialogue with the City, Jeanette Hartz-Karp, April, 2005, among others

We have heard:	How we will engage
<p><b>We need to hear from as many people as possible</b></p>	<p>We will work with hard to reach groups, including young people, those with disabilities, people of Aboriginal and Torres Strait Islander (ATSI) descent, people of Culturally and Linguistically Diverse Backgrounds (CALD). We will also continue to work with community groups, key stakeholders and local and state government.</p> <p>We will provide telephone interpreter service information in written materials, provide translators as appropriate at community events and place advertisements in community languages on social media.</p> <p>We will go to local communities to hear from people going about their busy lives.</p>
<p><b>Our engagement needs to be flexible</b></p> <p><b>You need to have multiple opportunities to get involved</b></p>	<p>We are going to use a wide range of engagement techniques, including:</p> <ul style="list-style-type: none"> <li>• <b>Presentations and briefings</b> – explaining who we are, what we do and what the challenges at a district level are</li> <li>• <b>Meetings and workshops</b> – to explore what those challenges mean at a local level and what some of the solutions to them might look like</li> <li>• <b>Website and online tools</b> – so everyone has access to detailed information, presentations and events, and can provide comment and feedback</li> <li>• <b>Intercept and pop-up activities</b> – we will come to where communities are so it is easy for people to have a say. Our Talk Bus is visiting schools, community events and shopping centres to find out what is important to local communities and why</li> <li>• <b>Deliberative processes</b> – where people have the opportunity to think deeply about an issue and potential solutions. These processes work best when all the information and data is available as well as the input from experts and stakeholders.</li> </ul>
<p><b>You need to know how much influence your feedback will have</b></p>	<p>We will be transparent about how feedback will inform our decisions. And we will tell you what we heard, what we decided, and why.</p>

We have developed a straightforward framework to guide our engagement and to provide transparency about how we plan, deliver and evaluate our engagement efforts.

The framework has four equal elements, each of which will be considered when planning, implementing and importantly evaluating our engagement activities:



## 4. Elements of best practice

The theoretical principles of good engagement are:

1. An openness to new ideas and challenges to existing thinking
2. A clarity on what is possible and what aspects of decision-making can be influenced through engagement
3. Information is clear, easy to access and understand
4. There are several different ways to be involved so people can choose what suits them
5. Effort is made to understand what the widest possible number of community members think, especially younger people and those from culturally diverse backgrounds
6. Feedback on what was heard and how it was used in a timely way.

The Greater Sydney Commission has taken these elements on board and integrated them into our approach:

- Our **principles** reflect our commitment to meaningful engagement with communities and stakeholders
- A range of **tools** help us to plan, implement and evaluate our engagement so we can continually learn and improve

- We will let you know what you can expect, how we will behave and how you will know how feedback has informed our work, through this Strategy, social media (including Facebook and Twitter) and our website.



5. Engagement principles

Our engagement principles guide how we engage and develop our relationships.

Principle	How we will act
Respectful	<p>The Greater Sydney Commission engages with all stakeholders in a respectful manner.</p> <p>We openly discuss the challenges and listen before taking action. We respect differing views. We make decisions that take into account the range of views we've heard and the evidence.</p>
Collaborative	<p>The Greater Sydney Commission works collaboratively to create a greater Sydney. We work together with all levels of government, the private sector, industry groups, peak representative bodies, local community groups and the individuals to inform our decisions.</p> <p>We will not be limited to the passive supply of information but will encourage and record views and informed opinion.</p>
Accessible	<p>The Greater Sydney Commission is accessible and visible in the community. We communicate by using direct, clear language that is free of jargon to reach as many people as possible.</p> <p>We provide multiple opportunities for people to get involved, provide feedback and share their ideas. We tailor our engagement to people's needs by using channels that are widely used (such as social media), providing opportunities for face-to-face engagement (briefings and Talk Bus) and we go to people in their communities, rather than always relying on them to come to us.</p> <p>Assistance will be provided to ensure the community is able to interrogate and understand complex information.</p>
Transparent	<p>The Greater Sydney Commission acts in an open, honest and accountable manner.</p> <p>We provide clear direction on the scope of our decisions and decision making. We are honest about what can and cannot be influenced through engagement and we explain how feedback has informed our decisions.</p>
Inclusive	<p>The Greater Sydney Commission engages broadly, early and often with all stakeholders.</p> <p>We ensure that a diverse range of community members have opportunities to be actively engaged in the process, including young people, people from Culturally and Linguistically Diverse (CALD) backgrounds, Aboriginal and Torres Strait Islander (ATSI) peoples and people with a disability.</p>
Evaluated	<p>The Greater Sydney Commission evaluates the effectiveness of its engagement to ensure we can continually improve and innovate.</p> <p>We establish pre-set key performance indicators and assess our engagement practice against these indicators.</p>

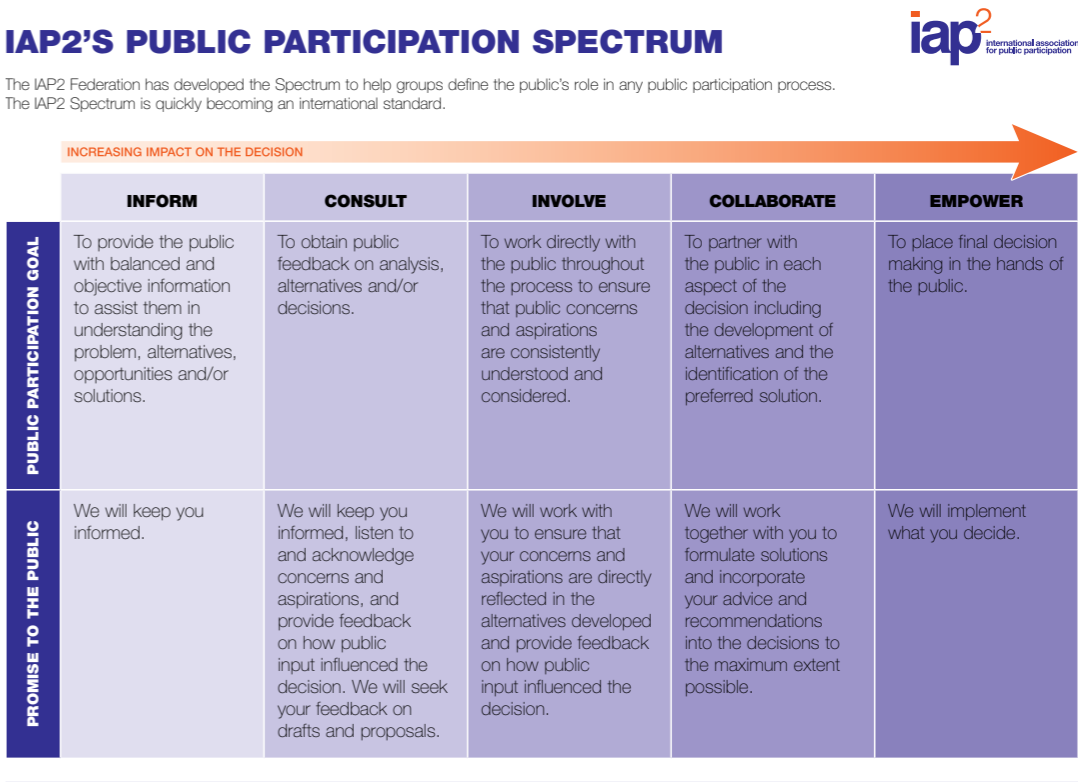
6. Engagement tools and how we will use them

We have identified a number of tools to help us plan engagement activities and programs. Every district and every community is different, so we will plan for engagement that suits that community and the issues we need feedback on.

Some tools we will use to help us plan our engagement include:

**IAP2 Spectrum** – helps us to identify the level of influence engagement can have and the types of activities that might be appropriate.

The spectrum is the only international universal tool for engagement and will help clarify exactly what is negotiable, and open to change, and what is not. Clear expectations are the basis of sound engagement.



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**Stakeholder mapping** – Sydney is very diverse and is made up of different communities and stakeholders. We will identify the stakeholders and communities in each district and work with them to identify what is important and what some strategies are to address these.

The stakeholder wheel identifies the six key groups that we will engage with, together with our relationship goals for each:



The stakeholder wheel keeps us focussed on our relationships, helping us to choose and shape activities that are fit for purpose, effective and appropriate.

## 7. Evaluation and learning

We know that we need to learn as we go – it is the only way to improve.

That's why we have identified goals for each of our objectives for engagement, together with how we will evaluate whether we have achieved these, so we can get it right from the start and keep improving:

Objectives	Goal	Evaluation measures
Explain the role of the Greater Sydney Commission and how it will improve Sydney's strategic planning	<ul style="list-style-type: none"><li>Information is available in a variety of formats (plain English, large print, online and hardcopy) and utilises graphs, infographics and diagrams to help simplify complex concepts</li><li>Information is available across and within the six districts as well as online</li><li>Advertising of outreach events, plans on exhibition, consultation activities and online opportunities is placed in local newspapers and culturally appropriate media in each local government area in each district</li><li>We will run engagement events in each district before and after the District Plans are placed on exhibition.</li></ul>	<ul style="list-style-type: none"><li>Regular audit of information for simplicity and accuracy</li><li>Feedback from peak bodies on efficacy of information</li><li>Digital statistics of visits, downloads</li><li>Statistics from outreach activities.</li></ul>
Understand the issues, needs and priorities of the six districts and Greater Sydney as a whole	<ul style="list-style-type: none"><li>Feedback represents people as well as the organised groups, peak bodies, government agencies for each district and people who are hard to reach.</li></ul>	<ul style="list-style-type: none"><li>Data on participation is collected and analysed</li><li>Feedback reflects the breadth of demographics and priorities</li><li>Feedback is sought from hard to reach groups and the unengaged as well as the articulate and motivated.</li></ul>
Explore innovative, effective and practical solutions, ideas and strategies to create a greater Sydney	<ul style="list-style-type: none"><li>Create conversations and discussions which explore the complexities of competing priorities, needs and goals at district and metropolitan levels.</li></ul>	<ul style="list-style-type: none"><li>Participants' reflection on their participation and input</li><li>Stakeholder feedback</li><li>Analysis of feedback</li><li>Number of adopted strategies informed by feedback.</li></ul>
Report back on what we heard and what this will mean for the plans we develop	<ul style="list-style-type: none"><li>Feedback on what we are hearing is publicly available and easily accessible.</li><li>Our decisions are always linked to what we heard, what the evidence says and why we have made the decisions we have.</li></ul>	<ul style="list-style-type: none"><li>Feedback is progressively provided on the Greater Sydney Commission's website, through social media (including Facebook) and directly to stakeholders and participants</li><li>Stakeholders are asked whether feedback is clear and decisions are understood.</li></ul>

We will report against these objectives and goals as we undertake our engagement over 2016/2017.

# 8. Putting it all into practice

The Commission is committed to innovation and excellence in our engagement. Developing the District Plans is our first priority and the first thing we need to talk with people about.

We have developed four key objectives for our engagement:

- Explain the role of the Greater Sydney Commission, as a new government organisation, and how to participate/engage with us
- Understand the issues, needs and priorities of the six districts and Greater Sydney as a whole

- Explore innovative, effective and practical solutions, ideas and strategies to create a greater Sydney
- Report back on what we heard and what this means for the plans and strategies we develop.



## Good engagement needs good planning

We will need to engage in a number of ways, at a number of levels as we develop District Plans, the Greater Sydney Plan and research to provide the leadership in city-shaping that is our mandate. We will plan this engagement so you can be confident that we are hearing from everyone as we do our work.

We will develop engagement strategies to help us plan and target our engagement so it is purposeful and effective. Over time, our commissioners will work with stakeholders and communities:

- On issues (social, economic and environmental)
- On geography (district, LGA or suburb level)
- On interests (public transport, community facilities, safety and wellbeing).

It will depend on what works best for that issue, the district or location and its stakeholders and communities.

We have developed a simple tool that provides the key steps for planning engagement. It starts with the people we need to be talking and working with and provides a focus for us on:

- Understanding what is negotiable, and what is not. We know it is important that expectations are realistic and practical
- Using a range of activities that will work for the communities, locations and issues we need to understand, and so a wide range of people can participate
- Focus on what we need to hear, as well as what people want to say, so that the information we collect can inform and enhance our work
- Provide clear, unambiguous feedback on what we heard and how it we have taken it on board. We won't be able to do everything everyone wants, but it is important that we are very clear on why that is.

Finally, evaluation and our commitment to learning is embedded in all our work. We are committed to learning from our mistakes and building on our successes.

Our engagement strategies will each be based on our engagement planning tool:



9. How will you know we have listened?

We will keep a register of what we are hearing and how we are taking it on board.

This will also allow us to share what we are hearing with our partners and other government agencies, helping them to understand what is important to people and why.

For each district, we will tell you:	The Greater Sydney Commission has begun talking to councils, industry and peak groups and government departments. We have started working with community groups and the wider Sydney community from June 2016 and this will continue as we develop first the District Plans and then the Strategic Plan for Sydney during 2017.
<ul style="list-style-type: none"><li>• Who we talked to and what we heard</li><li>• How it has helped shape our strategies and plans</li><li>• If it hasn't been taken on board, why</li><li>• What has happened so far, and what will happen next.</li></ul>	

The table below provides an outline of the activities that we currently have planned:

Stage	1. Listening	2. Active discussion to inform draft District Plans	3. Finalising draft District Plans	4. Public exhibition and dialogue on draft District Plans	5. Communication on Greater Sydney Plans and release of final District Plans
Timing	March to April 2016	May to August 2016	September to October 2016	November 2016 to March 2017	April to June 2017
Milestones	<ul style="list-style-type: none"><li>• Evidence base published (April)</li></ul>	<ul style="list-style-type: none"><li>• Engagement plan published (July)</li></ul>		<ul style="list-style-type: none"><li>• Draft District Plans released (November)</li><li>• Engagement outcomes report released (November)</li><li>• Dashboard (open data source) released</li><li>• Extended, four-month exhibition period</li></ul>	<ul style="list-style-type: none"><li>• Release of final District Plans (June)</li></ul>
Engagement purpose	<ul style="list-style-type: none"><li>• Explain the role of the Greater Sydney Commission and how it will make the planning system better</li></ul>	<ul style="list-style-type: none"><li>• Explain the role of the Greater Sydney Commission and how it will make the planning system better</li><li>• Understand the issues, needs and priorities of the six districts and Greater Sydney as a whole</li></ul>	<ul style="list-style-type: none"><li>• Explain the role of the Greater Sydney Commission and how it will make the planning system better</li><li>• Understand the issues, needs and priorities of the six districts and Greater Sydney as a whole</li><li>• Explore innovative, effective and practical solutions, ideas and strategies to create a greater Sydney</li></ul>	<ul style="list-style-type: none"><li>• Explain the role of the Greater Sydney Commission and how it will make the planning system better</li><li>• Explore innovative, effective and practical solutions, ideas and strategies to create a greater Sydney</li><li>• Report back on what we heard and what this will mean for the plans we develop</li></ul>	<ul style="list-style-type: none"><li>• Explain the role of the Greater Sydney Commission and how it will make the planning system better</li><li>• Report back on what we heard and what this will mean for the plans we develop</li></ul>

What you have told us so far

- We have met with hundreds of people and groups over the first few months as we got established and you have told us that:
- Planning in a coordinated way for our future is very welcome
  - Certainty at a local level helps with important decisions about investment, jobs and growth
  - There is concern that local planning is not being considered when big planning and infrastructure decisions are being made
  - Local communities are worried about whether they will see the benefits of increased density and activity, such as improved open and public space and access to services

- The planning system is difficult to navigate and understand and the Greater Sydney Commission must help to improve, not further complicate, this system.
- We are developing a full list of what you have been saying and all feedback is being captured and key issues will be published on the website. Full reports of the engagement feedback will be published at the same time draft District Plans are on public exhibition. The website is a major source of information for us to tell you about who we are engaging with, what we are hearing and how we are taking it on board.

Next steps

- We want to know if we are taking the right approach and we want to invite you to participate in shaping Sydney with us.
- Firstly you can let us know if we have got it right with this Engagement Strategy. Is it clear? Does it explain how we are going to engage and what you can expect? Is there anything missing?
- As we continue to engage with you, we want to know whether there are areas we can improve. We will collect and monitor feedback from our stakeholders to make sure that our engagement activities are meeting our objectives. We will amend our engagement activities in response to feedback. You can let us know by:
- Sending us an email or comment through the website [www.gsc.nsw.gov.au](http://www.gsc.nsw.gov.au)
  - Calling us on **1800 617 681**
  - Emailing us at [engagement@gsc.nsw.gov.au](mailto:engagement@gsc.nsw.gov.au).

- We are still in the **first stage** of our engagement as we do the foundation work drafting the District Plans and get established.
- Stage two** will see us working with local communities, councils and peak organisations as we prepare the draft District Plans.
- Stage three** will be the exhibition of the draft District Plans and we will be coming to every district to hear what you think of them and their ambitions.
- Stage four** will see the Greater Sydney Commissioners talking with communities about the Strategic Plan for the Greater Sydney Region and how the opportunities for creating jobs, vibrant and resilient communities and a healthy environment can be realised.

The following diagram illustrates our engagement activities for the next few months in the lead up to the release of the draft District Plans:

Stage	1. Listening	2. Active discussion to inform draft District Plans	3. Finalising draft District Plans	4. Public exhibition and dialogue on draft District Plans	5. Communication on Greater Sydney Plans and release of final District Plans
Timing	March to April 2016	May to August 2016	September to October 2016	November 2016 to March 2017	April to June 2017
Activities by stakeholder type					
Community	<ul style="list-style-type: none"><li>Greater Sydney Commission website</li></ul>	<ul style="list-style-type: none"><li>Social media</li><li>Online at <a href="http://www.greater.sydney">www.greater.sydney</a></li><li>Talk Bus in all districts</li><li>Regular reporting through social media and online portal</li></ul>	<ul style="list-style-type: none"><li>Social media</li><li>Online at <a href="http://www.greater.sydney">www.greater.sydney</a></li><li>Regular reporting through social media and online portal</li><li>Deliberative panels: randomly selected individuals and community groups</li></ul>	<ul style="list-style-type: none"><li>Social media</li><li>Online at <a href="http://www.greater.sydney">www.greater.sydney</a></li><li>Talk Bus</li><li>Regular reporting through social media and online portal</li><li>Online dashboard</li><li>Deliberative panels: randomly selected individuals (November to December 2016 and February to March 2017)</li></ul>	<ul style="list-style-type: none"><li>Stakeholder specific activities to be determined following a review of previous engagement stages</li></ul>
Output		<ul style="list-style-type: none"><li>Priorities and actions to inform District Plans</li></ul>	<ul style="list-style-type: none"><li>Ongoing communication during drafting</li><li>Communicate next stage engagement activities</li></ul>	<ul style="list-style-type: none"><li>Recalibrate priorities and actions where necessary</li><li>Inform submissions</li></ul>	
Community groups	<ul style="list-style-type: none"><li>Greater Sydney Commission website</li></ul>	<ul style="list-style-type: none"><li>As above for 'community', plus:<ul style="list-style-type: none"><li>Letter introducing Commission and engagement opportunities</li><li>Community group briefings with District Commissioners</li><li>Community group bus tours with District Commissioners</li></ul></li></ul>	<ul style="list-style-type: none"><li>As for 'community'</li></ul>	<ul style="list-style-type: none"><li>As above for 'community', including:<ul style="list-style-type: none"><li>Deliberative panels (November to December 2016 and February to March 2017)</li></ul></li></ul>	<ul style="list-style-type: none"><li>Stakeholder specific activities to be determined following a review of previous engagement stages</li></ul>
Output		<ul style="list-style-type: none"><li>Priorities and actions to inform District Plans</li></ul>	<ul style="list-style-type: none"><li>As for 'community'</li></ul>	<ul style="list-style-type: none"><li>As for 'community'</li></ul>	
Peak bodies: economic, environmental and social	<ul style="list-style-type: none"><li>Briefings: introduction to the Greater Sydney Commission</li></ul>	<ul style="list-style-type: none"><li>Peak reference panels (three workshops – July-September)</li><li>Reach to member base</li><li>Ongoing communications</li></ul>	<ul style="list-style-type: none"><li>Communication of outcomes: from Commission and to member base</li></ul>	<ul style="list-style-type: none"><li>Peak reference panels (subject to review of activities in stage 2)</li></ul>	<ul style="list-style-type: none"><li>Stakeholder specific activities to be determined following a review of previous engagement stages</li></ul>
Output	<ul style="list-style-type: none"><li>Identification of key issues by sector</li></ul>	<ul style="list-style-type: none"><li>Policy position paper (priorities and actions) to inform District Plans</li></ul>	<ul style="list-style-type: none"><li>As for 'community'</li></ul>	<ul style="list-style-type: none"><li>As for 'community'</li></ul>	

Stage	1. Listening	2. Active discussion to inform draft District Plans	3. Finalising draft District Plans	4. Public exhibition and dialogue on draft District Plans	5. Communication on Greater Sydney Plans and release of final District Plans
Timing	March to April 2016	May to August 2016	September to October 2016	November 2016 to March 2017	April to June 2017
Activities by stakeholder type					
Local councils		<ul style="list-style-type: none"><li>Technical working groups with senior council officers (May to August)</li><li>Mayoral morning tea (June)</li><li>Briefings: Mayors, Councillors and General Managers (led by District Commissioners, July to August)</li><li>Briefings: Regional Organisations of Councils (led by District Commissioners, August to September)</li></ul>	<ul style="list-style-type: none"><li>Briefings: Mayors, Councillors and General Managers (led by District Commissioners)</li><li>Briefings: Regional Organisations of Councils (led by District Commissioners)</li></ul>	<ul style="list-style-type: none"><li>Briefings: Mayors, Councillors and General Managers (led by District Commissioners, throughout period)</li><li>Briefings: Regional Organisations of Councils (led by District Commissioners, throughout period)</li></ul>	<ul style="list-style-type: none"><li>Stakeholder specific activities to be determined following a review of previous engagement stages</li></ul>
Output		<ul style="list-style-type: none"><li>Priorities and actions to inform District Plans (technical working groups)</li></ul>	<ul style="list-style-type: none"><li>As for 'community'</li></ul>	<ul style="list-style-type: none"><li>As for 'community'</li></ul>	
Government agencies	<ul style="list-style-type: none"><li>Senior officers' working group</li><li>Meetings and briefings</li></ul>	<ul style="list-style-type: none"><li>Integrated engagement working group (Transport for NSW)</li><li>Senior officers' working group</li><li>Briefings: district-level agencies e.g. Local Health District Boards, Department of Education and Communities (led by District Commissioners, August-September)</li></ul>	<ul style="list-style-type: none"><li>Ongoing briefings</li></ul>	<ul style="list-style-type: none"><li>Integrated engagement working group (Transport for NSW)</li><li>Senior officers' working group</li><li>Briefings: district-level agencies e.g. Local Health District Boards, Department of Education and Communities (led by District Commissioners, throughout period)</li></ul>	<ul style="list-style-type: none"><li>Stakeholder specific activities to be determined following a review of previous engagement stages</li></ul>
Outputs	<ul style="list-style-type: none"><li>Identify and meet key stakeholders</li><li>Initial identification of priorities and actions for District Plans</li></ul>	<ul style="list-style-type: none"><li>Identification of priorities and actions for District Plans</li><li>Integrated Greater Sydney Commission and Transport for NSW engagement program</li></ul>	<ul style="list-style-type: none"><li>Inform draft plans</li></ul>	<ul style="list-style-type: none"><li>Recalibrate priorities and actions where necessary</li><li>Inform submissions</li></ul>	

So as we are talking to people over the next few months to develop the draft District Plans, please come along, drop us a line or visit our website and tell us what you think.

We will be engaging with you on draft District Plans from late November 2016 until at least March 2017 and we will continue to provide a wide range of opportunities for you to have your say.

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# Greater Sydney Commission

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