



# Community Engagement Framework

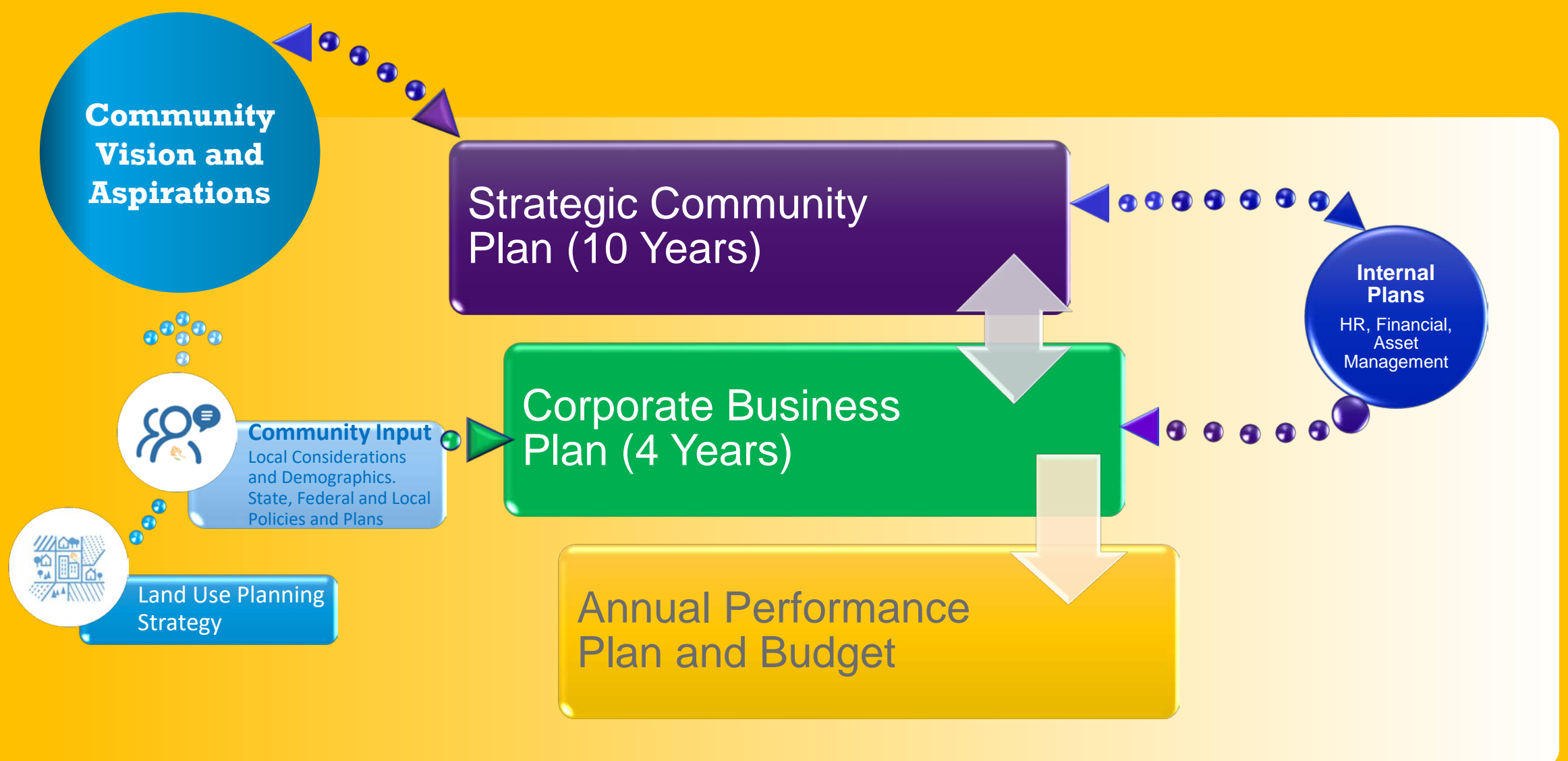




# Introduction

## Integrated Planning Framework

The Community Engagement Framework provides the basis for engaging our community. Our goal is to ensure the community has input into every decision that touches their life in the Shire and to foster a culture of trust. This plan is informed by the Strategic Community Plan and the Community Engagement Policy.



The Shire of Chittering is committed to effective community engagement and open and accountable governance. Council is passionate about the future of the Shire; bringing together the needs of the community, our stakeholders and the requirements from government is key to achieving balanced decision-making. The Shire is committed to fostering a culture of community engagement and participation in the decision-making process. The work the Shire does impacts the community it serves; therefore it is essential that they participate.

Community engagement is a planned two-way process designed to provide an opportunity for specific, identified groups of the community to give input to the decision making process where such decisions impact their wellbeing or interests. It builds trust between the community and Council by providing a platform for the community to have their voices heard and their views considered and acknowledged.

The purpose of this framework is to provide a guide for community engagement. This is to ensure consistency across the organisation, and staff are to follow this when undertaking engagement projects. Engagement encourages and supports stakeholder participation in local government decision-making.

The Shire makes decisions and takes actions that impact upon the community in different ways. Through effective and inclusive community engagement practices, Council looks to capture the vast knowledge, experience and aspirations of our community. This framework will describe how the Shire will engage with the community and acknowledges the desire of Council to share information.

# Overview

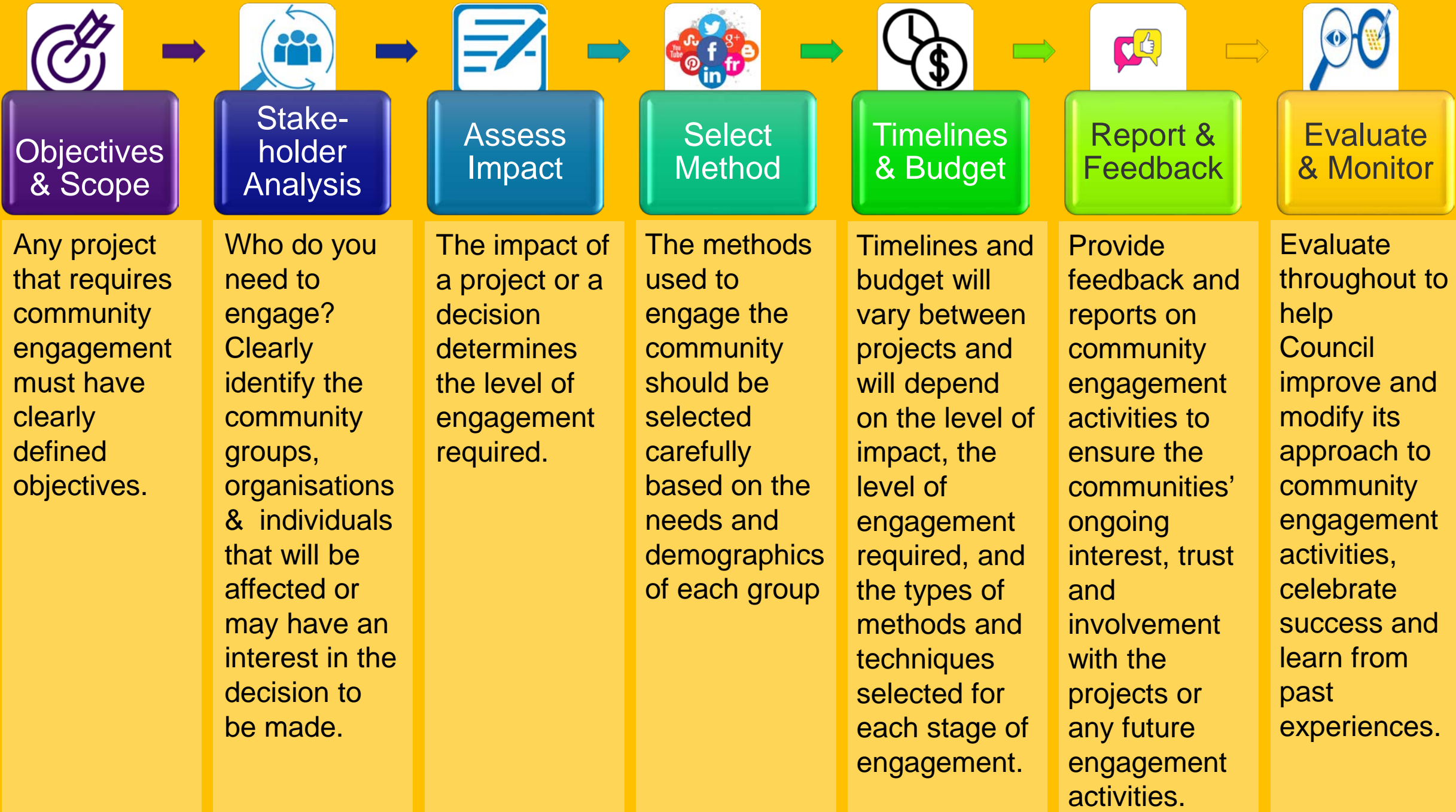
Our 2017-2027 Strategic Community Plan seeks to achieve the following Community-focused outcomes:

Our Community	Outcomes
An inclusive, active, safe and healthy community for all to enjoy	Active and supported community Strong sense of community Safe and healthy community

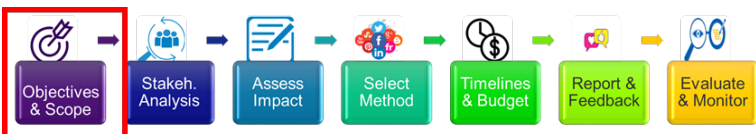
Community engagement, is defined by the International Association for Public Participation (IAP2) as: **“any process that involves the public in problem solving or decision making and uses public input to make better decisions.”** This framework is built with the IAP2 as reference.

Community engagement allows community members to actively contribute to Council decisions and actions by creating an environment in which community feedback is embraced and considered. Community engagement can be both proactive and responsive.

## The Community Engagement Process

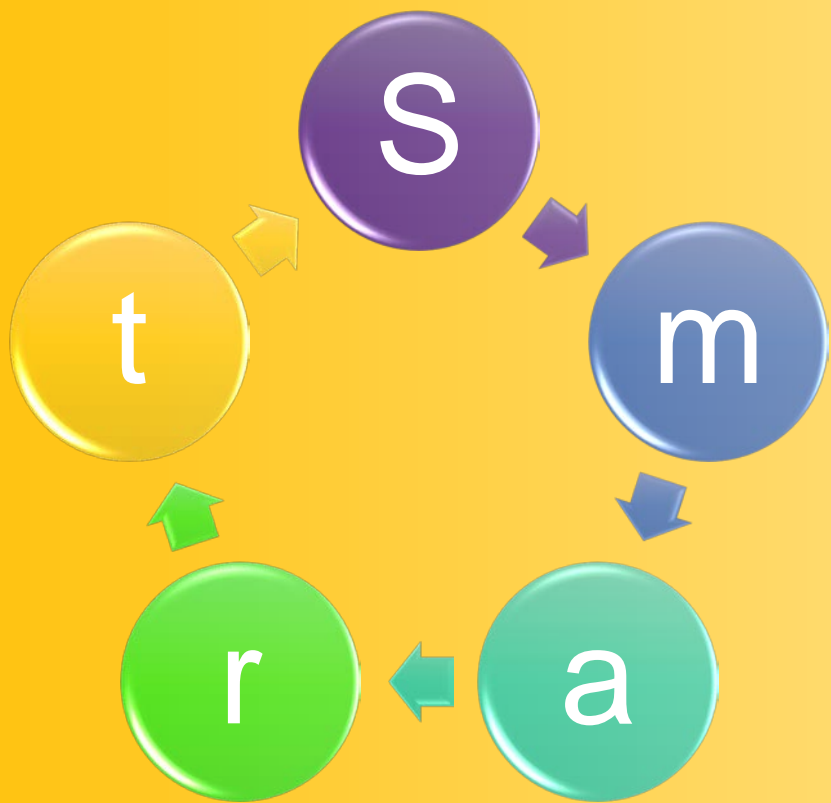


# Engagement Objectives & Scope



Set a **SMART** goal and **SMART** Objectives for each Community Engagement event. Review any existing information and previous engagements regarding the same matter before finalising the objectives.

Determine who will be making the final decision, what questions you need answered and where direction is needed. Determine the purpose of the engagement and the outcome expected/desired.



- **Specific:** Who? What? When? Where? Why? Which?
- **Measurable:** Metrics and milestones. How much? What percentage?
- **Achievable:** Do you have the skills and tools to accomplish this objective?
- **Relevant:** Does it fit with overall organisational objectives? Should be realistic, recorded and referred to during the process
- **Time-bound:** Intermediate and final deadline

- ✓ What decisions have already been made?
- ✓ What is outside of Council’s area of responsibilities and ability to influence?
- ✓ What level of engagement is appropriate?
- ✓ Which areas and issues Council will be seeking community participation on?



Clearly defined non-negotiable goals should always be communicated to the public up front. This will avoid confusion, unrealistic expectation and best manage the risk of conflict and disillusionment towards Council.

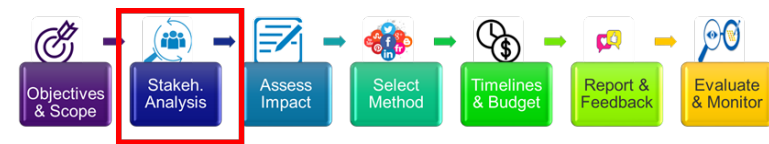
It is important to note that the more non-negotiable goals a project may have, the less likely the community will want to engage in the process.

COMMUNITY ENGAGEMENT GOAL AND OBJECTIVES WORKSHEET	
PROJECT NAME	DATE CREATED
<div></div>	<div></div>
PROJECT MANAGER	VERSION DATE
<div></div>	<div></div>
TEST GOALS AND OBJECTIVES AGAINST SMART CRITERIA	VERSION NO.
SPECIFIC • MEASURABLE • ACHIEVABLE • RELEVANT • TIME-BOUND	0.0.0
GOAL STATEMENT	
<div></div>	
OBJECTIVE    An objective should look like this: “The objective is to implement a standard template for all community engagement activities by April 30.”	
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COMMUNITY ENGAGEMENT OBJECTIVES	
PROJECT NAME	
<div></div>	
AUTHOR	
<div></div>	
DATE	
<div></div>	
GOAL	
SPECIFIC: Who? What? When? Where? Why? Which?	
MEASURABLE: Metrics and milestones. How much? What percentage?	
ACHIEVABLE: Do you have the skills and tools to accomplish this objective?	
RELEVANT: Does it fit with overall organizational objectives?	
TIME-BOUND: Intermediate and final deadline	
OBJECTIVE 1	
SPECIFIC: Who? What? When? Where? Why? Which?	
MEASURABLE: Metrics and milestones. How much? What percentage?	
ACHIEVABLE: Do you have the skills and tools to accomplish this objective?	
RELEVANT: Does it fit with overall organizational objectives?	
TIME-BOUND: Intermediate and final deadline	



# Stakeholder Analysis



In order to determine who needs to be engaged, the different community groups, organisations and individuals need to be clearly identified. These will include anyone that will be affected or may have a specific interest in the decision to be made.

Not all stakeholders will need to be engaged at the same level. Highlight the differences and needs of each stakeholder group to be engaged and determine what engagement activities might be required and at which stage of the project.

## Building your Stakeholder List:

Brainstorm with a cross section of Staff – including those not involved in the initiative.

Ask key members of the different communities and other identified stakeholders who they think should be involved.

Call for expressions of interest or advertising in local papers, community newsletters, email networks and other media.

Identify those hard to reach groups who may be impacted by outcomes and give special consideration on how to engage with them.

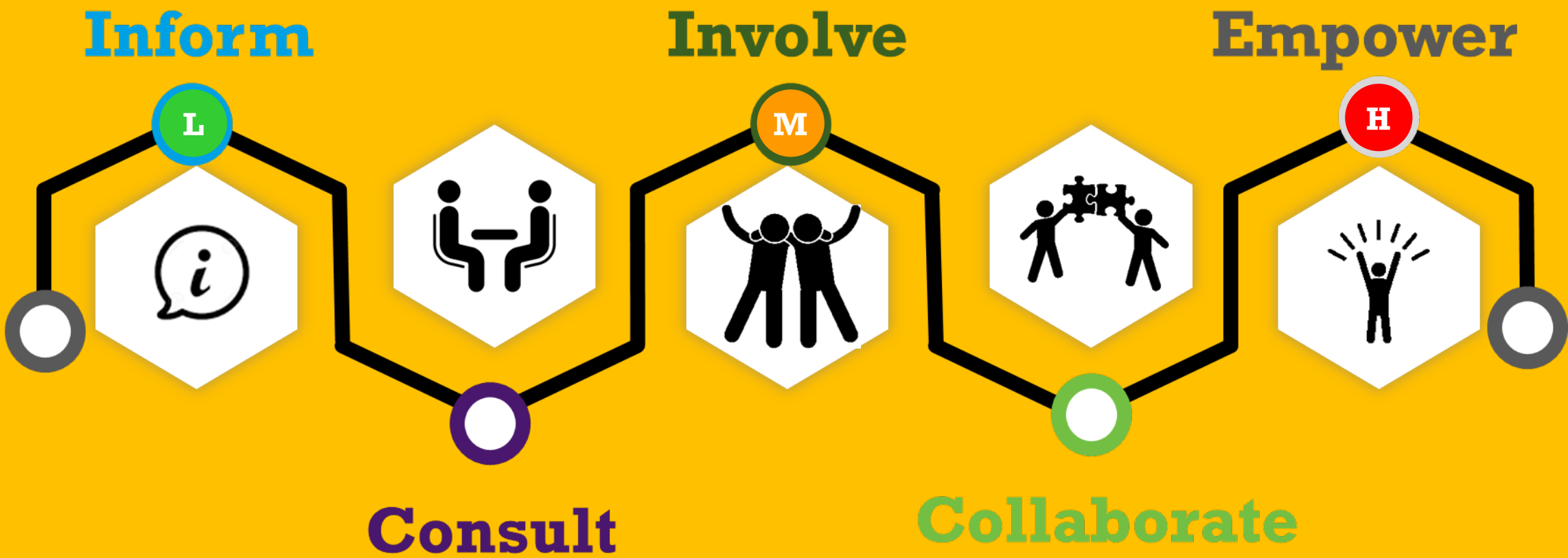
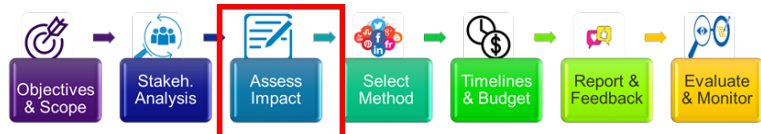
- When developing your stakeholder analysis it is important to include:**
- ✓ Who the key stakeholders are (internally & externally)?
  - ✓ What the key messages, issues or areas of interest for each particular stakeholder are?
  - ✓ What level of interest each stakeholder may have?
  - ✓ Who the key contacts are for each group?

Once the stakeholder analysis is complete, review the project objectives, including the negotiable and non-negotiable goals.

**EXAMPLE:**

Stakeholder List: (adjust this template to suit your needs)				
Organisation/Association	Name	Phone Contact	Contact Information	Comments
Council	Cr Cathy Nell	xxxxx	<a href="mailto:cnell@maatjie.com.au">cnell@maatjie.com.au</a>	example only. Extra nice
Staff				
Community Groups				
Specific Interest Groups				
General Community				
Business Community / Tourism Industry				
Developers/ Consultants				
Government Departments				
Non-Govt Organisations				

# Impact Analysis

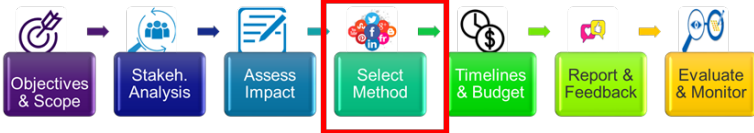


Goal	Provide Clarity	Seek Feedback	Actively Engage	Work Together	Transfer Power
Promise	We'll keep you informed	We'll listen and update	We'll jointly find alternatives	We'll jointly find solutions	We'll implement what you decide
Tools	<ul style="list-style-type: none"><li>• Fact Sheets</li><li>• Websites</li><li>• Info Sessions</li></ul>	<ul style="list-style-type: none"><li>• Written inputs</li><li>• Focus group</li><li>• Survey</li></ul>	<ul style="list-style-type: none"><li>• Workshops</li><li>• Deliberate Polling</li><li>• Expert Panels</li></ul>	<ul style="list-style-type: none"><li>• Adv. Comm.</li><li>• Expert W/Group</li></ul>	<ul style="list-style-type: none"><li>• Citizen Juries</li><li>• Ballots</li><li>• Deleg. decision</li></ul>

## Levels of impact

H	<ul style="list-style-type: none"><li>• Significant impact on attributes considered to be of high value to the Shire</li><li>• Likely to have a high level of interest from across the Chittering region or local area/s</li><li>• Potential for a high level of controversy or conflict with high levels of complexity to consider</li><li>• Likely to impact on vulnerable sections of the community</li><li>• Loss or significant change to any service or facility provided by the Shire</li></ul>	H
M	<ul style="list-style-type: none"><li>• May be some impact on the attributes that are considered to be of high value to the community</li><li>• Some actions of the community concerned are likely to have a high level of interest</li><li>• Potential for some controversy or conflict across the Shire of Chittering region or local areas</li><li>• Medium to low level of complexity in the issue being considered</li><li>• Some loss or change to the services or facility provided by the Shire</li></ul>	M
L	<ul style="list-style-type: none"><li>• No negative impact on the attributes that are considered to be of high value to the community</li><li>• Low level of interest across the Chittering region or local areas</li><li>• Low risk of controversy or conflict across the Shire of Chittering region or local areas</li><li>• Only a small change or enhancement to any service or facility provided by the Shire</li></ul>	L

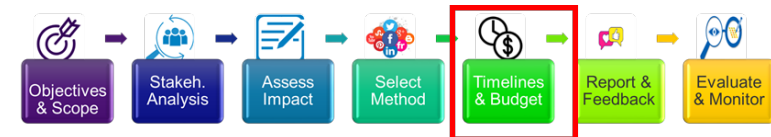
# Select Method of Engagement



Considering each stakeholder group carefully will assist in determining what level of participation you should utilise for your project. Not all stakeholders will require the same level of engagement and the methods used to engage with them should be selected carefully based on the needs and demographics of each group.

Method/ Tool	Level of Impact		
	Level 3 (high)	Level 2 (medium)	Level 1 (low)
INFORM			
Personal telephone contact	**	**	*
In person meeting	*	*	*
Mail out – letters to home & business	***	**	*
Newspaper Advert or Notice	***	**	*
Fact Sheets/Information brochure/Flyer	*	*	*
Email Community Contacts	**	**	*
Radio Interviews/Adverts/Community announcements	**	*	*
Council Website – Information and Notices	***	***	***
Media Releases	***	*	*
Public Displays – Shopping Centres/Community Halls	**	**	*
Presentations at community meetings	**	**	*
Specific Information Sessions	***	**	*
Posters/Signage/Banners	**	**	*
CONSULT			
Written Community Survey (including random surveying)/ Questionnaire	**	**	*
Invite written submissions	**	**	*
Host one/A series of ‘focus group’ sessions	**	**	*
Anonymous suggestion/Feedback box		*	*
Telephone survey	**	**	*
Hotline/Phone-in to Council	**	**	*
Intercept interview – asking people in public places	**	**	
Social media	**	**	*
Public meetings	*	*	*
Online discussion forum/Random surveys	**	**	
Facilitated group discussions/Feedback to larger group	**	**	
INVOLVE			
Meetings with key stakeholders	***	***	*
Meetings with other target groups e.g. youth, parents, Aboriginal and Torres Strait Islander peoples, people living with disabilities, aged groups	**	**	*
Site Tour/Meeting with stakeholders	**	**	
Workshop sessions	**	**	
Community forum/Debate	*	*	
A community reference group	*	*	
COLLABORATE			
Community Summit	*		
Expert Reference Groups/Committees	**		
Community Advisory Committee	**	*	
EMPOWER			
Public Ballot/Referendum	*		
Citizen Jury	*		
*** Strongly Desirable ** Desirable * May be appropriate			

# Timeline & Budget



**Impact**

Usually, the higher the level of impact the more stakeholders need to be considered and involved and more time and resources will be required to adequately meet the needs of community engagement.



**Cost**

## Factors that influence Budget & Timeline:



## Do's and Don'ts



Begin the engagement process early for project with a HIGH level of impact, especially if the project is dealing with issues that requires the need to educate the communities or build their capacity to better understand the complexity of the issues.



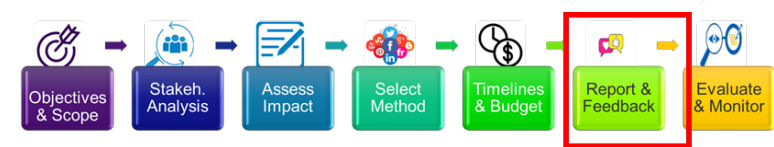
It is best to avoid community engagement activities that coincide with key community events, public and school holidays, religious festival and other major events.



Engage an independent facilitator or consultant to ensure there is a (perceived or real) balanced and unbiased approach where there might be controversy and the project might impact broad sections of the community. This will provide a greater level of credibility and confidence with our communities

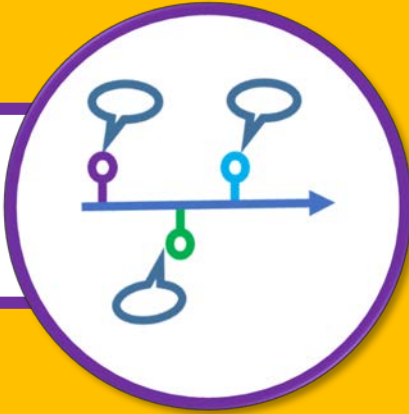


# Reporting & Feedback



It is essential to provide our communities with feedback and reports on community engagement activities and any associated outcomes based on their participation. This is to ensure the communities' ongoing interest, trust and involvement with the projects or any future engagement activities.

Community Engagement Plans should identify points or milestones throughout the project where feedback or reporting will be provided to the community or particular stakeholder groups.

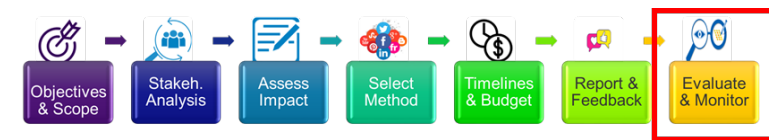


Create confidence and trust in the community participation process by providing minutes/notes or a summary of the community engagement session to the participants within 10 – 20 business days.

Maintain privacy and confidentiality in any reporting and feedback. The names of individuals or other identifying information must be removed, unless you have written consent of each participant to publish or release their personal opinions or other information.



# Evaluation & Monitoring



Evaluation is an integral part of the entire community engagement process, not just at the end. Evaluation throughout the project will help the Shire improve and modify its approach to community engagement activities, celebrate success and learn from past experiences.

Projects and initiatives that have a 'high' to 'medium' level of impact will usually require a summary evaluation. The summary will include information about the project, the community engagement processes/activities and the key outcomes/feedback. The summary should be made available on the Council website and other appropriate mediums for the general public, and particularly those who participated in the community engagement activities to access.

Measure the effectiveness and satisfaction of participants with the community engagement process.

## Ask:

**A variety of views, opinions and needs were heard and discussed.**

How would you rate the quality of the project information you received?

How would you rate the facilitation of the information session?

Is there, in your opinion, a high level of trust between the community and the Shire on the project?

Were participants provided with adequate information and resources to participate in a meaningful way?

Do you feel the session was conducted in an open and transparent manner?

**The Shire will monitor and measure the effectiveness of community engagement through implementing the following strategies:**

- Developing an internal Community Engagement Register of upcoming events.
- Assessing the training and development needs required to strengthen the Shire's organisational capacity to undertake community engagement.
- Explore appropriate opportunities for online collaboration and for communities to participate and receive feedback of past and present engagement activities.
- Implementing a system to monitor community satisfaction.