



Reference: AF12/376 TLG

18<sup>th</sup> June, 2014

TO: CR RICHARDSON (PRESIDING MEMBER)  
CR PERSELLO  
CR SHEARING  
CHIEF EXECUTIVE OFFICER  
MANAGER - COMMUNITY SERVICES AND DEVELOPMENT  
COMMUNITY DEVELOPMENT OFFICER  
JOHN AMOROSO  
ROB FOGGO  
EMMA HAY

COPY: ALL MEMBERS

**NOTICE** is hereby given that the Community Engagement and Social Inclusion Sub-Committee will meet in the following Meeting Room on the day, date and time as follows:

**Community Engagement and Social Inclusion Sub-Committee**  
(Reception Area - Level 4):

Monday, 23<sup>rd</sup> June 2014 at 5.30 p.m.

An agenda for the meeting is enclosed herewith.

Other Members not on the Sub-Committees are encouraged to attend the above meeting as your thoughts and contributions will be appreciated.

**Barbara CERNOVSKIS**  
MANAGER – COMMUNITY SERVICES AND DEVELOPMENT

## COMMUNITY ENGAGEMENT & SOCIAL INCLUSION SUB-COMMITTEE

Meeting to be held at the Committee Room, Civic Centre, 10 Watson Terrace, Mount Gambier  
on Monday, 23<sup>rd</sup> June, 2014 at 5.30 p.m.

### AGENDA

PRESENT:  
Cr Richardson  
Cr Persello  
Cr Shearing  
John Amoroso  
Rob Foggo  
Emma Hay  
Caroline Hill

APOLOGIES: moved that the apology from be received.  
seconded

### NOT IN ATTENDANCE:

COUNCIL OFFICERS: Mark McShane, Chief Executive Officer  
Barbara Cernovskis, Manager - Community Services and Development  
Alison Brash, Community Development Officer

COUNCIL OFFICER  
APOLOGIES:

COUNCIL MEMBERS  
AS OBSERVERS:

OTHER GUESTS  
IN ATTENDANCE:

**WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.**

MINUTES: moved that the minutes of the previous meeting held 26<sup>th</sup> May, 2014 be taken as read and confirmed.

seconded

### WELCOME:

The Presiding Member welcomed new Sub-Committee Member Caroline Hill to the meeting.

### **1. ABORIGINAL AND TORRES STRAIT ISLANDER FLAGS**

The Presiding Member reported that a meeting between Council and community stakeholders to further discuss the handing over of the Aboriginal and Torres Strait Islander Flags is scheduled for Friday 27<sup>th</sup> June, 2014

### RECOMMENDATION NO. 1

moved it be recommended that:

Community Engagement and Social Inclusion Sub-Committee Agenda, Monday 23<sup>rd</sup> June, 2014 cont'd..

- (a) the report be received;
- (b) a further report be presented at the next meeting of the Community Engagement and Social Inclusion Sub-Committee to provide feedback from the meeting on the progression of the handing over of the flags.

seconded

**2. RECONCILIATION ACTION PLAN**

The Presiding Member raised for discussion the development of a Reconciliation Action Plan.

RECOMMENDATION NO. 2

moved it be recommended that the report be received.

seconded

**3. TERMS OF REFERENCE**

The Presiding Member tabled the amended Terms of Reference for further discussion.

RECOMMENDATION NO. 3

moved it be recommended that:

- (a) the report be received;
- (b)

seconded

**4. REVIEW OF THE COMMUNITY ENGAGEMENT TOOL KIT**

The Presiding Member invited Member's comments on the Review of the Community Engagement Tool Kit. The Community Engagement Tool Kit is attached for information.

RECOMMENDATION NO. 4

moved it be recommended that:

- (a) the Community Engagement Toolkit be received;
- (b)

seconded

**5. DOMESTIC VIOLENCE POLICY**

The Manager - Community Services and Development reported on the progress of the development of the Domestic Violence Policy.

**RECOMMENDATION NO. 5**

moved it be recommended that:

- (a) the report be received;
- (b)

seconded

**6. ADVOCACY**

The Presiding Member reported on the attached Advocacy Items to be presented for discussion with State and Federal Members (attached).

**RECOMMENDATION NO. 6**

moved it be recommended that:

- (a) the report be received;
- (b) Administration staff conduct further research into the specific issues identified;
- (c) an invitation be extended to Parliamentary Members to meet with Council and Sub-Committee Members.

seconded

**7. STANDING ITEM: TERMS OF REFERENCE**

<b>Objective:</b>	<b>Project</b>	<b>Current Status</b>
<b>9.1</b>		
Review Council's current community engagement and social inclusion practices and policies	Revised Policy P195 Community Engagement Process Audit	Revised Policy adopted 19 <sup>th</sup> November 2013 Internal Audit in development
Investigate relevant practices in other Councils.		Achieved
Develop a community engagement and social inclusion strategy	Draft Strategy for Member Engagement Community Engagement Framework	In development In development
Reflect community needs		In development

Community Engagement and Social Inclusion Sub-Committee Agenda, Monday 23<sup>rd</sup> June, 2014 cont'd..

Embed community engagement and social inclusion practices in Council's operations	Community Engagement Framework  Community Engagement Process	In development
<b>9.2</b>		
Develop an organisational and operational framework to achieve Objective 4.1	As above	In development

RECOMMENDATION NO. 7

  moved it be recommended the standing item Terms of Reference table be amended as discussed.

  seconded

**10. NEXT MEETING: 28<sup>th</sup> July, 2014 at 5.30 p.m.**

Meeting closed at     p.m.

17<sup>th</sup> June, 2014  
MJT

## COMMUNITY ENGAGEMENT & SOCIAL INCLUSION SUB-COMMITTEE

Minutes of Meeting held in the Committee Room, Civic Centre, 10 Watson Terrace, Mount Gambier  
on Monday, 26<sup>th</sup> May, 2014 at 5.30 p.m.

PRESENT: Cr Richardson  
Cr Persello  
Cr Shearing  
John Amoroso  
Rob Foggo

APOLOGIES: Cr Persello moved that the apology from Emma Hay be received

Cr Shearing seconded

Carried

COUNCIL OFFICERS: Mark McShane, Chief Executive Officer  
Barbara Cernovskis, Manager - Community Services and Development  
Alison Brash, Community Development Officer

COUNCIL OFFICER

APOLOGIES: Nil

COUNCIL MEMBERS  
AS OBSERVERS: Cr Mutton, Cr White, Cr Von Stanke, Cr Maher.

OTHER GUESTS  
IN ATTENDANCE: Nil

**WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.**

MINUTES: Cr Persello moved that the minutes of the previous meeting held 28<sup>th</sup> April, 2014 be taken as read and confirmed.

Cr Shearing seconded

Carried

### **1. BUSINESS ARISING**

The Presiding Member reported:

- (a) Domestic Violence Workplace Policy  
A draft document is currently being reviewed internally to ensure it meets administrative requirements and will be presented to the next meeting.
- (b) Aboriginal and Torres Strait Islander Flags  
Due to nil quorum the special meeting of the sub committee did not proceed. Attached to the Agenda were the two (2) draft commitments for discussion and recommendation. Once a commitment has been agreed to, a meeting will be scheduled to progress with the Aboriginal and Torres Strait Islander Elders, a ceremony.
- (c) Terms of Reference  
Terms of Reference for the Community Engagement & Social Inclusion are attached for review.

- (d) Expression of Interest  
Expressions of Interest were called for to fill the vacant position on the sub committee. 2 submissions were received.
- (e) Advocacy  
Identify items for discussion with Federal Member for Barker, Mr Tony Pasin MP & State Minister for Communities and Social Inclusion, Mr Tony Piccolo MP.

**RECOMMENDATION NO. 1**

**(a) Domestic Violence Workplace Policy**

Cr Shearing moved it be recommended that :

- (i) the report be received;
- (ii) the Domestic Violence Policy, once developed by the administration to be tabled at the next meeting

John Amoroso seconded

**Carried**

**(b) Aboriginal and Torres Strait Islander Flags**

Cr Persello moved it be recommended that:

- (i) Version 2 of the Statement of Commitment to the Aboriginal Torres Strait Islander Communities of Mount Gambier be presented to Council for adoption (attached);
- (ii) that a City of Mount Gambier Reconciliation Action Plan be developed by the Sub-Committee.

Cr Shearing seconded

**Carried**

**(c) Terms of Reference:**

Cr Shearing moved it be recommended that :

- (i) the report be received;

John Amoroso seconded

**Carried**

**(d) Expression of Interest**

Cr Shearing moved it be recommended that:

- (i) the expression of interest received by Caroline Hill to be accepted

John Amoroso seconded

**Carried**

(e) **Advocacy**

John Amoroso moved it be recommended that:

- (i) **develop a list of topics for discussion with the Federal Member for Barker Mr Tony Pasin MP and State Minister for Communities and Social Inclusion, Mr Tony Piccolo MP at a meeting yet to be confirmed.**

Rog Foggo seconded

**Carried**

2. **MANAGER COMMUNITY SERVICES AND DEVELOPMENT REPORT**

The Presiding Member reported the Members present receive a report from the Manager Community Services and Development:

- (a) the report delivered by the Manager Community Services and Development addressed:
  - (i) Community Engagement Toolkit  
Draft Community Engagement Tool Kit (attached to Agenda)

**RECOMMENDATION NO. 2**

Rob Foggo moved it be recommended:

- (a) **the Manager – Community Services and Development report be received;**
- (b) **Review of Community Engagement Tool Kit be moved to next meeting.**

Cr Shearing seconded

**Carried**

3. **COMMUNITY DEVELOPMENT OFFICER REPORT**

The Presiding Member reported the Members present receive a report from the Community Development Officer:

- (a) Community Development Officer delivered a monthly report (attached to Agenda).

**RECOMMENDATION NO. 3**

Cr Persello moved the Community Development Officer report be received.

John Amoroso seconded

**Carried**

4. **STANDING ITEM: TERMS OF REFERENCE**

<b>Objective:</b>	<b>Project</b>	<b>Current Status</b>
<b>4.1</b>		
Review Council's current community engagement and social inclusion practices and policies	Revised Policy P195  Community Engagement Process Audit	Revised Policy adopted 19 <sup>th</sup> November 2013  Internal Audit in development
Investigate relevant practices in other Councils.		Achieved



Community Engagement and Social Inclusion Sub-Committee Minutes, Monday 26<sup>th</sup> May, 2014 cont'd..

Develop a community engagement and social inclusion strategy	Draft Strategy for Member Engagement	In development
	Community Engagement Framework	In development
Reflect community needs		In development
Embed community engagement and social inclusion practices in Council's operations	Community Engagement Framework	In development
	Community Engagement Process	Internal Audit in development
<b>4.2</b>		
Develop an organisational and operational framework to achieve Objective 4.1	As above	In development

**RECOMMENDATION NO. 4**

**Cr Shearing moved it be recommended the standing item Terms of Reference be reviewed and suggested amendments discussed at next meeting.**

**Cr Persello seconded**

**Carried**

**5. NEXT MEETING: 23<sup>rd</sup> June 2014 at 5.30 p.m.**

Meeting closed at 6.45 p.m.

FM/MJT



# **COMMUNITY ENGAGEMENT AND SOCIAL INCLUSION SUB-COMMITTEE**

## **TERMS OF REFERENCE**

A Sub-Committee of Council Established  
pursuant to the provisions of Section 41  
of the Local Government Act 1999.

Terms of Reference for the conduct of the business of the Council Sub-Committee were approved and adopted by the City of Mount Gambier at its meeting held on 18<sup>th</sup> September, 2012.

## **COMMUNITY ENGAGEMENT AND SOCIAL INCLUSION SUB-COMMITTEE**

The Community Engagement and Social Inclusion Sub-Committee has been established to support Council's current and future community engagement activities and will:

- review Council's current community engagement and social inclusion practices and policies
- investigate relevant practices in other Councils
- develop a community engagement and social inclusion strategy
- reflect community needs, strengths and aspirations
- embed engagement and social inclusion practices in Council's operations

# COMMUNITY ENGAGEMENT AND SOCIAL INCLUSION SUB-COMMITTEE

## CONTENTS

1.	Name	1.
2.	Interpretation	1.
	Definition	1.
	Defined Terms	2.
	Local Government Act	2.
	Notices	2.
3.	Establishment	2.
4.	Objectives	2.
5.	Membership	2.
6.	Casual Vacancies and Replacement of Representatives	2.
7.	No Proxy	2.
8.	Resignation of Representatives	3.
9.	Quorum	3.
10.	Meeting of the Sub-Committee	3.
11.	Procedures at Meetings	3.
12.	Liability of the Sub-Committee	4.
13.	Minutes of the Sub-Committee	4.
14.	Amendments to these Terms of Reference	4.
15.	Interpretation of these Terms of Reference	5.
16.	Winding Up	5.

## 1. NAME

The name of the Council Sub-Committee shall be the Community Engagement and Social Inclusion Sub-Committee (in these Terms of Reference referred to as “the Sub-Committee”).

## 2. INTERPRETATION

For the purpose of these Terms of Reference, unless inconsistent with the subject matter or context: -

### 2.1 Definition

- 2.1.1 “Act” means the Local Government Act 1999 and includes all Regulations and Schedules.
- 2.1.2 “Sub-Committee” means the Sub-Committee of Council established pursuant to 3.0.
- 2.1.3 “Sub-Committee Member” means the person appointed by Council to the Sub-Committee.
- 2.1.4 “Commencement Date” means the date on which “the Sub-Committee” is established and becomes operative pursuant to 3.2.
- 2.1.5 “Council” means the City of Mount Gambier.
- 2.1.6 “Presiding Member of the Sub-Committee of Council” means the person appointed to that position pursuant to 5.4.
- 2.1.7 “Observers” means those persons attending any meeting of the Sub-Committee of Council, but do not have a vote on any matter to be determined by the Committee.
- 2.1.8 “Singular” includes a reference to the “plural”.

### 2.2 Defined Terms

Any words, phrases or terms used in these Terms of Reference which are defined in the Act shall have the same meaning as are given in the Act.

### 2.3 Local Government Act

These Terms of Reference shall be interpreted in line with the Provisions of the Act.

### 2.4 Notices

All notices to be given to the Sub-Committee shall be addressed to: -

Community Engagement and Social Inclusion Sub-Committee  
PO Box 56  
MOUNT GAMBIER SA 5290  
Email: city@mountgambier.sa.gov.au

### 3. ESTABLISHMENT

- 3.1 The Sub-Committee is established under Section 41 of the Local Government Act 1999.
- 3.2 The Sub-Committee will be established and become operative from the time a resolution of the Standing Committee is passed.
- 3.3 The Sub-Committee is established by the Standing Committee to assist in the co-ordination and administration of current and future Community Engagement activities.

### 4. OBJECTIVES

- 4.1 The Sub-Committee is created for the express purpose of assisting the **Corporate and Community Services Committee** to:
  - review Council's current community engagement and social inclusion practices and policies
  - investigate relevant practices in other Councils
  - develop a community engagement and social inclusion strategy
  - reflect community needs
  - embed community engagement and social inclusion practices in Council's operations
- 4.2 Develop an organisational and operational framework to achieve Objective 4.1.
- 4.3 Ensure the affairs of the Sub-Committee are operated in a proper and business like manner.

### 5 MEMBERSHIP

- 5.1 **Membership of the Sub-Committee will comprise three (3) City of Mount Gambier Elected Members and four (4) Community Members. The Mayor has Ex-Officio membership on this Sub-Committee.**
- 5.2 **Elected Members will serve on the Sub-Committee for the duration of the Council term (4 years). Community Members appointment will be for a four (4) year term commencing mid way through the Council term (with the right to re-nominate) mid way through the Council period equivalent to said term to enable effective succession.**
- 5.3 **The Corporate and Community Services Committee reserves the right from to remove any member of the Sub-Committee and appoint another Member in their stead. All members hold office at the pleasure of the Standing Committee.**
- 5.4 The Sub-Committee will appoint a Presiding Member.
- 5.5 **The Sub-Committee have the flexibility to co-opt Members in an advisory capacity to assist with project work. Term to be at the pleasure of the Sub-Committee. A co-opted Member will not have any voting rights.**

5.6 The Sub-Committee to favourably consider a representative of Aboriginal and Torres Strait Islander descent.

## **6 CASUAL VACANCIES AND REPLACEMENT REPRESENTATIVES**

6.1 The **Corporate and Community Services Committee** may replace any representative on the Sub-Committee or fill any casual vacancies, by notifying the Sub-Committee the identity of the person proposed to replace the representative or fill the casual vacancy **for the rest of the designated term**.

## **7 NO PROXY**

7.1 The appointment of a person as proxy for any Member on the Sub-Committee is not permissible.

## **8 RESIGNATION OF REPRESENTATIVES**

8.1 Any Sub-Committee member may resign from the Sub-Committee, but such resignation shall not be effective until the Presiding Member has received written notice to that effect.

## **9 QUORUM**

9.1 At all Meetings of the Sub-Committee a quorum must be present.

9.2 A quorum will be determined by dividing by 2 the number of members then formally appointed to the Sub-Committee ignoring any fraction and adding 1.

## **10 MEETINGS OF THE SUB-COMMITTEE**

10.1 The Sub-Committee shall meet as and when determined by the Presiding Member.

10.2 The CEO shall give notice to each Sub-Committee representative at least five clear days prior to any meeting.

10.3 The CEO shall send a copy of the Notice of a meeting of the Sub-Committee to the Council and the minutes of its meetings.

10.4 The CEO must, at the request of the Presiding Member or three other representatives, call a special meeting of the Sub-Committee.

10.5 All notices of meetings shall be issued under the hand of the CEO.

10.6 No business shall be transacted at any meeting of the Sub-Committee unless a quorum of representatives is present at the time when the meeting proceeds to business.

10.7 Each member of the Sub-Committee including the Presiding Member present at any meeting of the Sub-Committee must vote on any matter requiring

determination and all decisions shall be decided on a simple majority of votes cast.

10.8 Each member of the Sub-Committee including the Presiding Member present at any meeting of the Sub-Committee shall have one deliberate vote only.

## **11 PROCEDURES AT MEETINGS**

The procedure to be observed in relation to the conduct of meetings of the Sub-Committee is in accordance with Local Government (Procedures at Meetings) Regulations 2000.

## **12 LIABILITY OF THE SUB-COMMITTEE**

12.1 A liability incurred by the Sub-Committee rests against Council.

12.2 No liability attaches to a member of the Sub-Committee for an honest act or omission by that member of the Sub-Committee in the performance or discharge, or purported performance or discharge, of the member's or the Sub-Committee's functions or duties.

## **13 MINUTES OF THE SUB-COMMITTEE**

### **13.1 Administration**

13.1.1 The CEO must cause minutes to be kept of the proceedings of the Sub-Committee.

13.1.2 Minutes of the Sub-Committee shall be available to all members of the Sub-Committee, Standing Committee, Council and the public.

13.1.3 The Minutes of the proceedings of a meeting must include:

13.1.3.1 the names of the members present and the time at which they entered or left the meeting;

13.1.3.2 the names of observers or visitors to any meetings;

13.1.3.3 every motion or amendment and the names of the mover and seconder;

13.1.3.4 any disclosure of interest declared by a member;

13.1.3.5 whether the motion or amendment is carried, lost or lapsed;

13.1.3.6 Minutes of the Sub-Committee Meeting shall be distributed within 5 days of the meeting;

13.1.3.7 Minutes of the Sub-Committee Meeting shall be submitted for confirmation at the next or a subsequent meeting of the Sub-Committee and if confirmed, shall be signed by the



Presiding Member or other person presiding at the subsequent meeting.

#### **14 AMENDMENTS TO THESE TERMS OF REFERENCE**

- 14.1 It will be lawful for the Standing Committee by resolution of the Standing Committee to revoke, vary or add to any of the provisions of these Terms of Reference at its own discretion.
- 14.2 Notwithstanding 14.1 hereof before the Standing Committee resolves to revoke, vary or add to any of the provisions of these Terms of Reference the opinion of the Sub-Committee shall be obtained.

#### **15 INTERPRETATION OF THESE TERMS OF REFERENCE**

- 15.1 Should there be any dispute as to the definition and/or interpretation of these Terms of Reference, or any part thereof or any irregularities whatsoever, then the Standing Committee shall determine the dispute summarily and the decision of the Standing Committee shall be final and binding.
- 15.2 Any person or organisation having any grievance as to the management, operation, interpretation or definition of the Terms of Reference, or the Sub-Committee wishes to make recommendations as to the general operation of the Sub-Committee, shall communicate in writing any such grievance to the Standing Committee.
- 15.3 The Standing Committee shall determine the grievance or recommendation and advise the author and the Sub-Committee of its decision.

#### **16 WINDING UP**

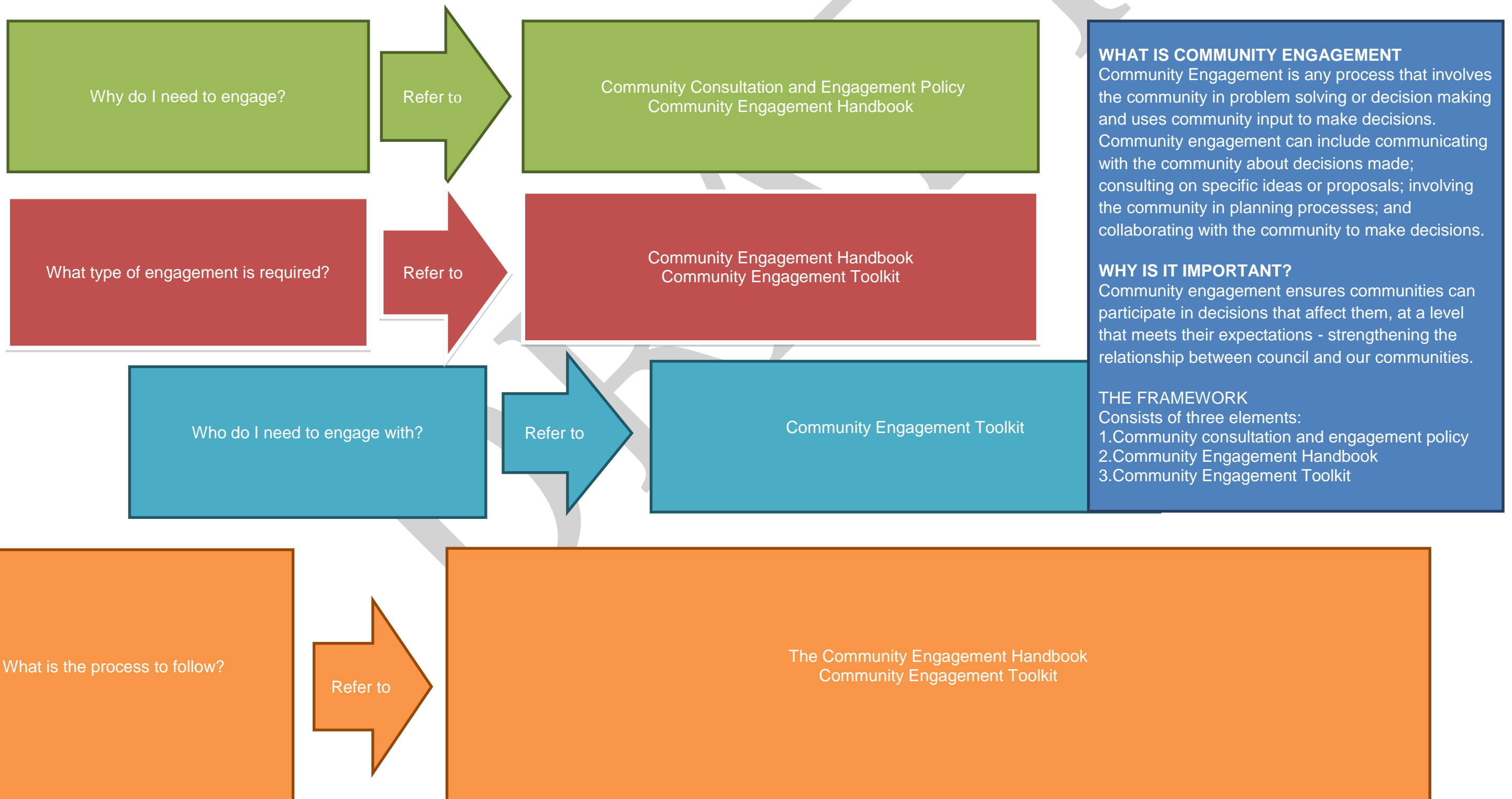
- 16.1 The Standing Committee may cease the operation of the Sub-Committee and the Sub-Committee may make such recommendation to the Standing Committee on the completion of its function.

# COMMUNITY ENGAGEMENT FRAMEWORK

The City Council of Mount Gambier is committed to effective, ongoing and timely community engagement as an integral part of local governance and key decision-making. Council will be diligent in informing and seeking the views of the community, taking into account the specific needs of different sections of the community, ensuring appropriate strategies are developed to maximise the opportunities for participation of all members of the community.

- a) Council acknowledges that different sections of the community will have different levels of interest in individual issues and will tailor its engagement strategies accordingly.
- b) Council will define the parameters of the community engagement process for each specific topic, using best practice principles that incorporate all legislative requirements.

The Community Engagement framework reflects the City of Mount Gambier's ongoing commitment to appropriately engaging it's community and to improving the efficiency and effectiveness of the organisation and provides a structured approach to engagement.



**COMMUNITY ENGAGEMENT HANDBOOK**

*A vibrant and progressive community*

January 2014



## INTRODUCTION

As Council embarks on its **Beyond 2015 Strategic Plan**, our community engagement activities will ensure that all relationships and interactions with our community are transparent, honest, open, timely and practical.

We shall continually strive to ensure that the best outcomes possible are achieved efficiently and effectively, as we shape the future direction for the City of Mount Gambier.

Our community will be enabled to influence the key decisions that affect them and we commit to keeping them informed of all progress.

The best outcomes will be achieved if our community:

- Understands our actions and what it means to them directly
- Has the opportunity to be involved at whatever level is required.

This handbook provides Council staff with an easy to follow resource regarding the engagement process. Within the guide you will find suitable recommendations on how to approach various levels of community engagement – a useful tool for all staff, whether you have experience in community engagement or not.

You will find flow charts, templates and a matrix which will assist you to consolidate your approach and embark on the most relevant way forward. The overarching Process Flowchart is included in the Community Engagement Toolkit and will guide you through the process at a high level and give you an overview of the steps to take.

Listening to our community provides us with invaluable insights into their concerns of today and tomorrow, and enables us to shape the growth of the City in partnership with them.

## VISION

In developing its Strategic Plan - Beyond 2015, Council describes its vision as:

“Mount Gambier is the most liveable City in Australia, where the people in the community are secure, prosperous, healthy and valued”.

## MISSION

“To serve the people who live and visit our City by working with our community’s to ensure safety, access, equity and continuous improvement in infrastructure, planning, services and governance.”

## VALUES

The Values statement presents our commitment to the way in which we will accomplish the Mission and work towards the Vision. It is a commitment to uphold, in all our work, values and qualities that are regarded as central in our society and community.

The Values of Council are:

**Respect:** In working with each person in our diverse communities, we act with respect for our people and ourselves.

**Service:** Our core commitment is to serve our people, and support welcoming and personal relationships. We are genuine in our desire to meet and exceed the expectations of the community.

**Decision Making:** Our decision making is participative and exhibits courage, determination and integrity. We are accountable to the community and to ourselves for the outcomes of our decisions and actions.

**Future Orientation:** We are forward looking and positive, and creative and innovative in developing new initiatives to meet new challenges.

**Leadership:** We are committed to fulfilling our responsibilities to other Councils within the region, and to being a role model to our community in the quality of our actions.

**Teamwork:** We are committed to the shared goals and strategies of this Strategic Plan. We take collective responsibility for the outcomes of our decisions and actions including the health and safety of our community and our employees.

**Equity:** We recognise the cultural, economic and social differences in our community and ensure we are inclusive, fair and socially just.

**Collaboration:** We will collaborate with other bodies to achieve the aspirations of our community and of our people.

**Continuous Improvement:** We will strive for continuous improvement in all that we do.

## Resources

The community engagement framework can be found on this will be a TRIM reference. Here you will find recommendations to a range of methods for effective community engagement.

The framework provides you with a clear approach that includes:

- Methods
- Tools
- Techniques
- Templates
- Score Sheets
- Reference Guides

To assist you fulfil The City of Mount Gambier's commitment to:

INFORM →  CONSULT → INVOLVE → COLLABORATE → EMPOWER

DRAFT

# CONTENTS **TO BE COMPILED AT COMPLETION OF FINAL DOCUMENT**

	Page
What is community engagement? .....	?
Levels of community engagement - Inform, Consult, Involve, Collaborate, Empower .....	?
IAP2 spectrum of public participation .....	?
<b>Phase one – Planning for community engagement .....</b>	<b>?</b>
▪ Step 1 – Identify the decision making process	
▪ Step 2 - Clarify the purpose	
▪ Step 3 - Identify key stakeholders	
▪ Step 4 - Consider legislative requirements	
▪ Step 5 - Select a suitable level of community engagement	
▪ Step 6 - Set up and maintain a community engagement record	
▪ Step 7 – Establish measures for evaluation.	
<b>Phase two – Planning for community engagement - strategy development.....</b>	<b>?</b>
▪ Step 1 - Gather and record background information	
▪ Step 2 - Define community engagement objectives	
▪ Step 3 – Set the community engagement parameters	
▪ Step 4 - Identify key issues/interests and responses	
▪ Step 5 - Select suitable techniques for community engagement	
▪ Step 6 – Select suitable communication methods	
▪ Step 7 - Evaluate Phase Two	
<b>Phase three – Implementation of a community engagement strategy .....</b>	<b>??</b>
▪ Step 1 - Develop an Implementation Action Plan	
▪ Step 2 - Complete a Task Breakdown	
▪ Step 3 – Communications Phase	
▪ Step 4 – Engagement Phase	
▪ Step 5 – Evaluate Phase Three	
<b>Phase Four – Providing feedback to stakeholders and reporting .....</b>	<b>??</b>
<b>to Council</b>	
▪ Step 1 – Record, collate and analyse information	
▪ Step 2 - Prepare a Feedback Report for stakeholders	
▪ Step 3 - Prepare a Report for Council	
▪ Step 4 - Implementation of the final decision	
▪ Step 5 - Evaluate Phase Four	

**Phase Five – Compile Final evaluation ..... ??**

- Step 1 - Compile final evaluation report
- Step 2 - Write the final evaluation report

DRAFT



# WHAT IS COMMUNITY ENGAGEMENT?

The definition of “community engagement” used in this Handbook is as follows:

***“Community engagement is about involving the community in decision making processes, which is critical in the successful development of acceptable policies and decisions in government, the private sector and the community.”<sup>1</sup>***

Community engagement is increasingly acknowledged as a valuable process, not only for ensuring communities can participate in decisions that affect them and at a level that meets their expectations, but also to strengthen and enhance the relationship between communities and local governments. Essentially the concept is about public participation that facilitates engaging people in decision making at a local level.

## LEVELS OF ENGAGEMENT Inform, Consult, Involve, Collaborate, Empower

This Handbook is based on the International Association for Public Participation (IAP2) model. The International Association for Public Participation (IAP2) identifies and defines various levels of community engagement and that terminology has been adapted for use in the Handbook as follows<sup>2</sup>.

<b>Inform</b>	One way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.
<b>Consult</b>	Two way communications designed to obtain public feedback about ideas on rationale, alternatives and proposals to inform decision making.
<b>Involve</b>	Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision making.
<b>Collaborate</b>	Working together to develop understanding of all issues and interests to work out alternatives and identify preferred solutions.
<b>Empower</b>	Providing opportunities and resources for communities to contribute to solutions by valuing local talents and skills and acknowledging their capacity to be decision makers in their own lives.

---

## IAP2 SPECTRUM OF PUBLIC PARTICIPATION

IAP2's Public Participation Spectrum is designed to assist with the selection of the level of participation that defines the public's role in any community engagement program. The Spectrum shows that differing levels of participation are legitimate depending on the goals, time frames, resources and levels of concern in the decision to be made. However, and most importantly, the Spectrum sets out the promise being made to the public at each participation level.

<b>Inform→</b>	<b>Consult→</b>	<b>Involve→</b>	<b>Collaborate→</b>	<b>Empower</b>
<u>Public Participation Goal:</u> To provide balanced and objective information to assist understanding of topic, alternatives, opportunities and/or solutions.	<u>Public Participation Goal:</u> To obtain public feedback on analysis, alternatives and/or decisions.	<u>Public Participation Goal:</u> To work with the public throughout the process to ensure that concerns and aspirations are consistently understood and considered.	<u>Public Participation Goal:</u> To partner with the public in each aspect of the decision including development of alternatives and identification of preferred solution.	<u>Public Participation Goal:</u> To place final decision making in the hands of the public.
<u>Promise to the Public:</u> We will keep you informed.	<u>Promise to the Public:</u> We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how input influenced the decision, and to continue this two way dialogue	<u>Promise to the Public:</u> We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how input influenced the decision.	<u>Promise to the Public:</u> We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	<u>Promise to the Public:</u> We will implement what you decide.
<u>Example techniques</u> <ul style="list-style-type: none"> <li>▪ Fact Sheets</li> <li>▪ Web sites</li> <li>▪ Open house</li> <li>▪ Media release/PR</li> <li>▪ Advertising</li> <li>▪ Newsletters</li> <li>▪ Social media</li> </ul>	<u>Example techniques</u> <ul style="list-style-type: none"> <li>▪ Public comment</li> <li>▪ Focus Groups</li> <li>▪ Surveys</li> <li>▪ Public meetings</li> </ul>	<u>Example techniques</u> <ul style="list-style-type: none"> <li>▪ Workshop</li> <li>▪ Deliberate polling</li> <li>▪ Community Ambassadors</li> <li>▪ Citizen juries</li> </ul>	<u>Example techniques</u> <ul style="list-style-type: none"> <li>▪ Citizen Advisory Committees</li> <li>▪ Consensus building</li> <li>▪ Participatory decision-making</li> <li>▪</li> </ul>	<u>Example techniques</u> <ul style="list-style-type: none"> <li>▪ Citizen juries</li> <li>▪ Ballots</li> <li>▪ Delegated decisions</li> </ul>

**PHASE ONE**

**PLANNING FOR COMMUNITY ENGAGEMENT**

**PAGE**

Step 1 Identify the decision making process ..... ?

Step 2 Clarify the purpose..... ?

Step 3 Identify key stakeholders ..... ?

    Stakeholder List Template..... ?

Step 4 Consider legislative requirements ..... ??

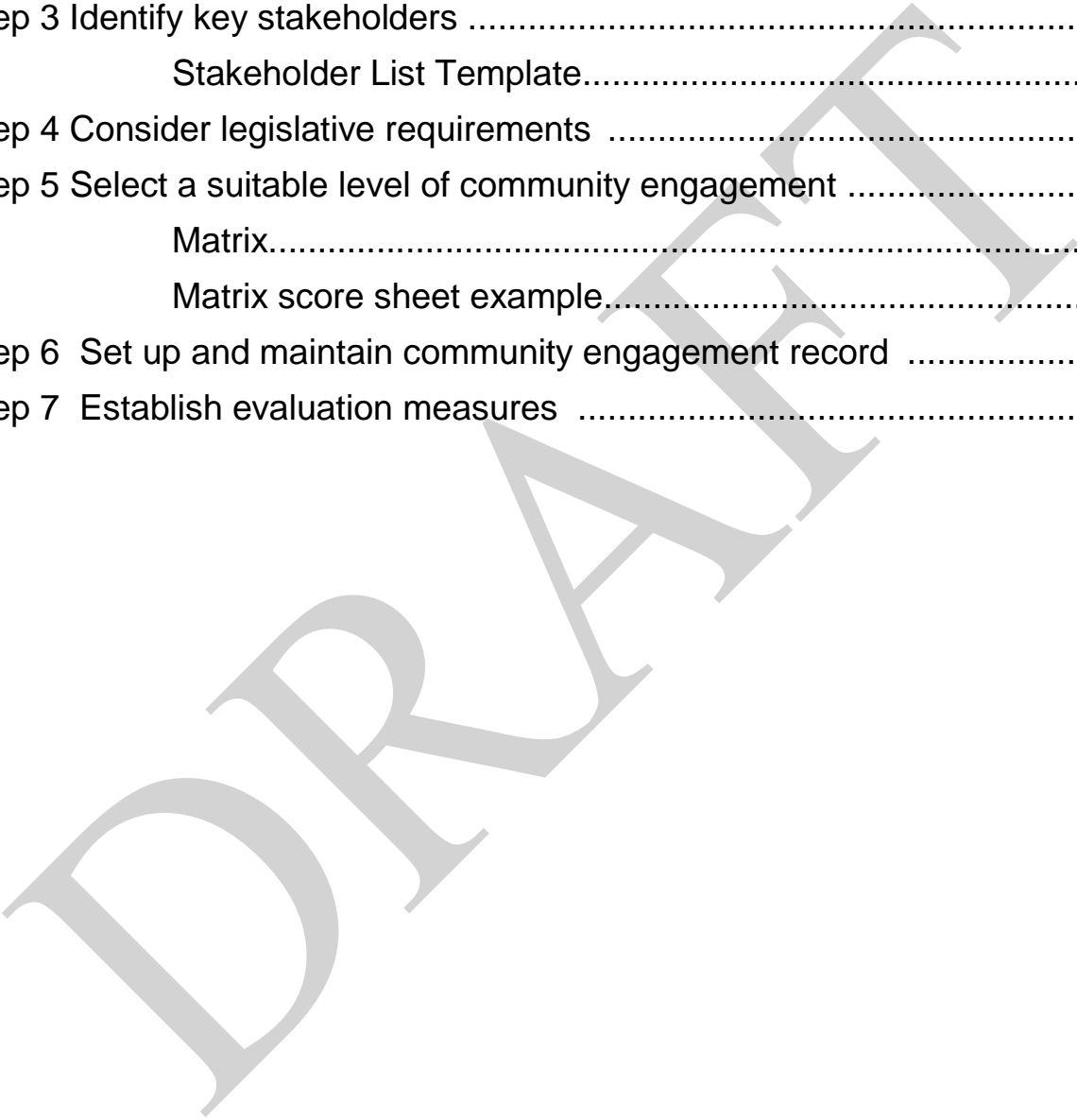
Step 5 Select a suitable level of community engagement ..... ??

    Matrix..... ?

    Matrix score sheet example..... ?

Step 6 Set up and maintain community engagement record ..... ??

Step 7 Establish evaluation measures ..... ??



## PHASE 1 - PLANNING

Planning is the key to sustainable decision making.

A sustainable decision requires consideration of four criteria:

- technical
- economic feasibility
- environmental compatibility
- social acceptability<sup>3</sup>.

Essentially, communities contribute to the social and cultural components that help find the common ground within the criteria for sustainability.

The choice to engage communities in the decision making process depends on a number of factors which need to be considered in the planning process. These factors include, but are not limited to the following:

- Outcomes of a Council report
- Local Government legislation. For Example, Section 50 of the Local Government Act 1999 (SA).
- Previous community engagement experiences, or subjects of immediate concern/attention
- Democratic right of individuals to be involved in decisions affecting them and their community
- The benefits of incorporating community values, interests and needs into Council's decision making.
- Development of sustainable decisions.
- Opportunities to better connect to the community by aiding understanding of issues through the sharing of information.

### **STEP 1 – IDENTIFY THE DECISION MAKING PROCESS.**

Identifying who the decision makers are, what their role is, and when and how they will make decisions is vital. In the context of local government, the elected members of Council and staff have the responsibility of making final decisions. Therefore, it is important to clarify Council Member's expectations and their role in community engagement, and to gain their commitment to the process as early as possible.

---

The **Holistic Assessment Tool** which can be found in the Community Engagement Toolkit is a helpful guide to assist you consider relevant questions in the early stages of preparation. Work through the questions methodically to help formulate your approach.

It is recommended that a briefing/discussion with Council Members on draft community engagement plans (or anticipated requirements) is undertaken as early as possible

Other people who may have an impact on decisions at an operational level are staff, managers, technicians, consultants and key stakeholders. Their expectations and the roles they may play in the process, will also need to be clarified.

The benefits of forming a project team cannot be underestimated. By forming a team you will facilitate a shared, collaborative approach, and pool from the experiences of various well informed personnel within our Council. The appointment of a Community Engagement Co-ordinator for each project is also recommended to streamline and collate disparate views, record decisions and opinions, and maintain continuous communication with the team throughout the project through the provision of timely updates and reports.

#### **KEY POINTS TO GETTING IT RIGHT - WORKING WITH DECISION MAKERS**

- ✓ Clarify the roles of decision makers and when and how they will make decisions, and identify their expectations and commitment as early as possible.
- ✓ Meet with Council Members as early as possible to clarify expectations and gain their commitment to the process.
- ✓ Acknowledge the elected body of Council as the final decision maker.
- ✓ Identify who else may make operational decisions or recommendations to decisions throughout the community engagement process.
- ✓ Clarify the expectations of internal stakeholders and decision makers and external key stakeholders.
- ✓ Consider the appointment of a Community Engagement Co-ordinator for each project and assemble a project team

## STEP 2 – CLARIFY THE PURPOSE

**It is important to be clear about the decision(s) to be made.** Being *unclear* is a common reason for tension between Councils and communities and why some issues seem to remain unresolved. The key to clarifying the decision to be made is to ask those involved in the planning process (Council Members, the project team and key stakeholders) some initial essential criteria.

The **key points** in determining the purpose of an engagement include:

- developing a clear statement of the project, issue or problem under consideration
- considering the needs and expectations of decision makers and stakeholders
- addressing the criteria that determine a sustainable decision
- ensuring that it is a project, issue or problem that decision makers and stakeholders want explored or solved
- Understanding whether there is a perceived or known community view or position on that issue or decision
- keeping the purpose simple and straightforward.

Once the purpose is determined, there is an opportunity to start building relationships between the decision makers and stakeholders by reviewing the purpose with them and clarifying expectations.

Although there may be agreement on the purpose, the expectations about outcomes may differ. Work through this by:

- meeting jointly and/or individually with key stakeholders where possible to clarify the purpose of the engagement and expectations
- asking questions of key stakeholders to increase understanding
- providing information and requesting feedback
- maintaining regular and effective communications throughout the engagement process.

Expectations may change throughout the process as decision makers and stakeholders become more informed and develop a better understanding of the problem and/or issues.

You will also need to carefully consider:

- Technical feasibility
- Economic feasibility
- Environmental compatibility
- Social acceptability

Ask as many questions as possible.

#### **KEY POINTS TO GETTING IT RIGHT - CLARIFYING THE DECISION TO BE MADE**

- ✓ Be clear about the decision to be made.
- ✓ Meet with internal stakeholders (Council members and relevant staff) to clarify the decision that needs to be made.
- ✓ Draft a decision statement.
- ✓ Meet with external key stakeholders (for example, residents directly affected, community groups, businesses) to gather information and gain their perspective on the decision to be made.
- ✓ Redefine a decision statement that can be accepted by the majority of stakeholders.

## STEP 3 – IDENTIFY THE KEY STAKEHOLDERS

**A stakeholder is defined as someone who may be affected by or have a specific interest in the decision or issue under consideration.**

There are various ways to categorise stakeholders. Whatever option is used, it is important to *develop a consistent approach* to ensure fair and equitable inclusion of all potential stakeholders who reflect the demographics of the community.

One way of categorising stakeholders is to sort them into primary, secondary and tertiary groups (a method used in project management).

**Primary stakeholders** are those who have a **direct interest** in an outcome ie:

- Elected Council Members
- community members, groups, agencies or organisations, businesses, who live/operate in the near location of a project or will be directly affected by a project or decision (this may include “absent owners” of leased/rented business or residential properties).

It is suggested that contact be made as early as possible with primary stakeholders to develop effective working relationships and to find out from them who else may need to be included in the process.

**Secondary stakeholders** are those who have a **general interest** in a project or issue ie:

- Council staff
- people who live, work or travel in the broader Council area
- business owners
- community groups in the Council area
- External consultants involved in a project.
- Tourists and/or tourism operators

**Tertiary stakeholders** are those that **do not always fit neatly** into the primary or secondary stakeholder category depending on the nature of the community engagement ie:

- Community groups outside the area affected, who have a vested interest
- State and Federal Government authorities;
- Government agencies and organisations;
- non-government agencies and organisations
- media



**The following are alternative categorisations of stakeholders.**

Stakeholders who are decision makers, ie:

- Council Members and, in particular relevant Ward Councillor/s.

Stakeholders who are influencers, ie:

- key community groups and leaders, experts, media, consultants
- Council staff working on the project and those who may make recommendations or have an impact on decision making.

Stakeholders who are the affected people, ie:

- People living in the community (residents and ratepayers), other interested individuals and groups, and business people.

Stakeholders who perceive they have a stake ie:

- community activists, and special interest groups.

The list of potential stakeholder groups below provides an example. The list is not exhaustive but could be adjusted to suit specific requirements

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>▪ Absent business/residential owners</li><li>▪ Community Groups</li><li>▪ Community Service Groups</li><li>▪ Consultants</li></ul>  | <ul style="list-style-type: none"><li>▪ Industry</li><li>▪ Local Business owners</li><li>▪ Media</li><li>▪ Non-Government Organisations/agencies</li></ul>   |
| <ul style="list-style-type: none"><li>▪ Council Members</li><li>▪ Council staff</li><li>▪ Cultural Groups</li><li>▪ Developers</li><li>▪ Environmental Groups</li><li>▪ Government Organisations/agencies</li></ul> | <ul style="list-style-type: none"><li>▪ Residents</li><li>▪ Residents Action Groups</li><li>▪ State &amp; Federal Government</li><li>▪ State &amp; Federal Politicians</li><li>▪ Service Providers</li><li>▪ Sport &amp; Recreation Groups</li></ul> |

Refer stakeholder list template in the Community Engagement Toolkit

Careful consideration should also be paid to “hard to reach stakeholders”. Issues such as age, accessibility to participation, literacy skills, language or location challenges, health or mobility limitations within the broader council community must be considered and options provided to those members whose participation is important.

## KEY POINTS TO GETTING IT RIGHT – IDENTIFYING STAKEHOLDERS

- ✓ Develop a consistent method to categorise stakeholders to ensure inclusive, credible and equitable representation in community engagement processes.
- ✓ Develop a list of potential stakeholders.
- ✓ Meet with key stakeholders as early as possible in the process and work with them to develop a comprehensive stakeholder list.
- ✓ Develop effective working relationships with stakeholders.
- ✓ Consider ways to identify potentially “hard to reach” stakeholders and barriers to accessing community engagement processes, and maximise opportunities to engaging those stakeholders.

### STEP 4 - CONSIDER LEGISLATIVE REQUIREMENTS

The City of Mount Gambier is committed to fostering a vibrant and progressive community and will exceed the legislative requirements for community engagement in order to include our community’s view on that affect them.

However, the *Local Government Act 1999* Section 50 (1) requires that a Council must prepare and adopt a public consultation policy [www.parliament.sa.gov.au](http://www.parliament.sa.gov.au).

Section 50 (2) states:

- the policy must set out steps that the Council will follow in cases where this Act requires that it must follow its public consultation policy

Section 50 describes the minimum steps that must be taken for public consultation where required, which are consistent with the techniques used at the **consult** level of community engagement described in this handbook , ie, a Two way communications designed to obtain public feedback about ideas on rationale, alternatives and proposals to inform decision making and noted in the model.

There will also be situations where there is no legislative requirement to engage communities, but we choose to do so to meet our commitment to community development. The Development Act 1993 [www.parliament.sa.gov.au](http://www.parliament.sa.gov.au) requires Councils to consult members of the community on Category 2 and 3 Development Applications. The Act also requires Councils to consult on Development Plan Amendments (DPA), which involve changes to zoning and land use policy. The Development Act is quite specific about the consultation process that must be followed to meet the requirements of the Act.

## COMMUNITY ENGAGEMENT HANDBOOK

---

The Work Health and Safety Act 2012 ([www.safework.sa.gov.au](http://www.safework.sa.gov.au)) places an emphasis on consultation between all work parties to achieve a safe and healthy work environment. Please ensure that you liaise with Council's Human Resource personnel in relation to Health, Safety and Wellbeing issues.

### KEY POINTS TO GETTING IT RIGHT - CONSIDER LEGISLATIVE REQUIREMENTS

- ✓ Comply with the legislative requirements to consult and follow the prescribed steps as set out in Section 50 of the Local Government Act 1999, Councils Public Consultation Policy, and the Development Act 1993.
- ✓ In situations where there are no legislative requirements, engage communities in decision making at an appropriate level of community engagement (see Step 5 following).
- ✓ Be clear about the distinction between the specific steps taken to meet the consultation requirements of the Local Government Act 1999 or the Development Act 1993, as opposed to any additional steps taken to engage more broadly.

# COMMUNITY ENGAGEMENT HANDBOOK

---

## STEP 5 - SELECT A SUITABLE LEVEL OF COMMUNITY ENGAGEMENT

The selection of a level of community engagement will be driven by the expectations of internal and external stakeholders. It is important to be aware of and understand the source and nature of these expectations.

Additionally:

Consideration will need to be given to the following.

- Background information, including Council Minutes & Reports, Briefing Papers, Project Scopes and Reviews.
- Level of interest from community as perceived by internal stakeholders (Council Members and staff).
- Level of interest being shown by the community.
- Underlying values and views of internal and external stakeholders.
- Degree of complexity – is there a single issue or multiple issues?
- Degree of potential community impact and/or outrage – what is the general community perception of the issue/s?
- Degree of political sensitivity – is there potential for individuals/groups to use the situation to make political gains?
- Availability of human, materiel and financial resources.
- Media interest.
- Inherent risks

Some of the information required to determine expectations will be found in documentation such as Council Minutes & Reports.

The other key way to gather information about expectations is through talking and listening to stakeholders. The decisions people make and the way they behave are based on their values. The values people hold are the internal standards by which they judge events and behaviour, that is, what is good, bad, right, wrong, fair, or unfair. Values and aspirations determine the level of interest and the positions taken on an issue, which in turn, drive expectations.

This information can only be gathered through discussion with stakeholders. However this is not always possible and may be determined to a larger extent by available resources, such as time, skills, and budget. It is therefore necessary to consider more than one way to determine the selection of the level of community engagement.

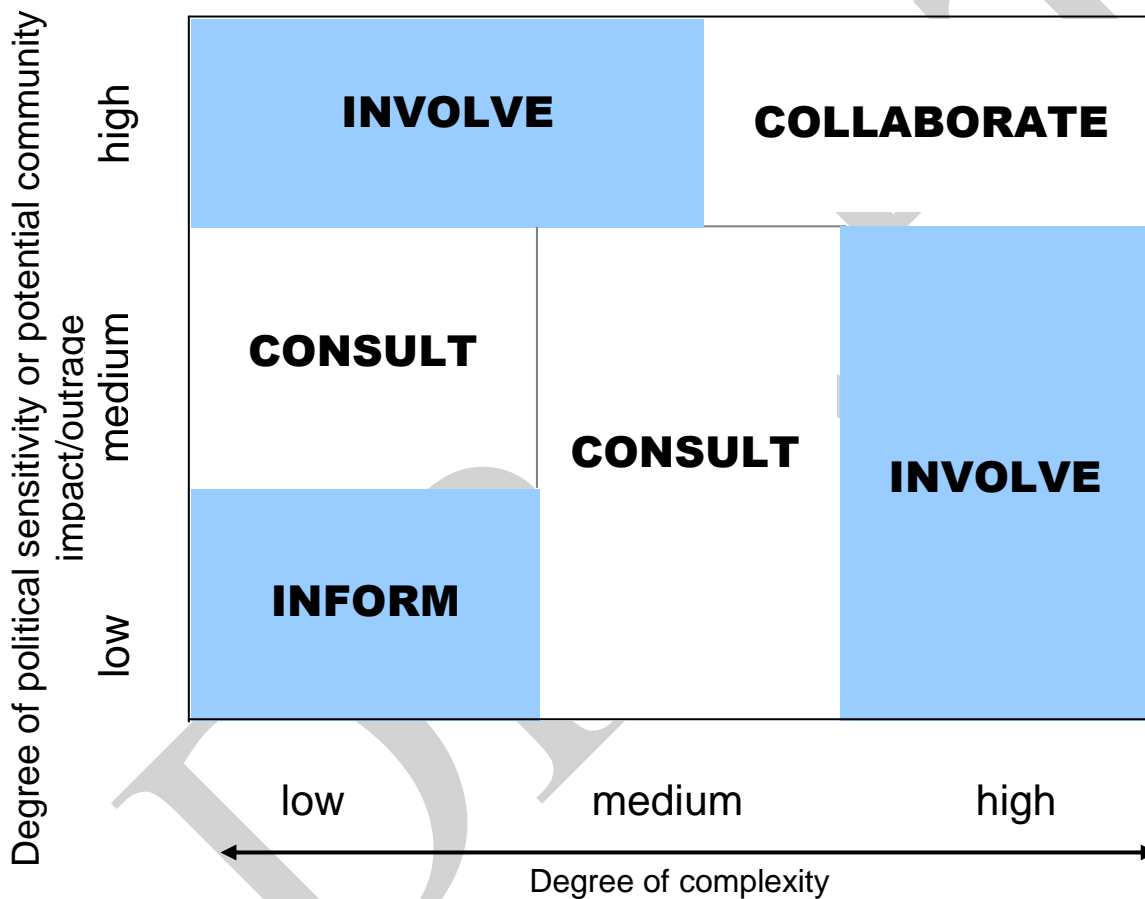
If the decision makers select *consult* as their preferred level of engagement and key stakeholders select *involve*, it may be possible to negotiate the levels of engagement. It is

# COMMUNITY ENGAGEMENT HANDBOOK

always better to under promise on the engagement goals and over deliver on the engagement promise.

## COMMUNITY ENGAGEMENT MATRIX

The Community Engagement Matrix below is a tool designed to assist with the selection of a level of engagement. However, it must be noted that using the Matrix is a technical approach and consideration must be given to the human elements as part of the engagement selection process when using this tool, such as:



Source: Adapted from IAP2

# COMMUNITY ENGAGEMENT HANDBOOK

---

## MATRIX DEFINITIONS

### Degree of complexity

- There is one clear issue and/or problem that needs to be addressed **(low)**; or
- there are more than one or two issues and/or problems that can be resolved **(medium)**;  
or
- there are multiple issues and/or problems and it is unclear how to resolve them **(high)**.

### Degree of potential community impact and/or outrage

- The project will have little effect on communities and they will hardly notice any changes **(low)**; or
- the project will fix a problem that will benefit communities and the change will cause minor inconvenience **(medium)**; or
- the project will create a change that will have an impact on communities and the living environment, and the degree of impact/outrage and acceptance will vary **(high)**.

### Degree of political sensitivity

- The project has acceptance throughout communities **(low)**; or
- there are groups in communities who may see potential in raising the profile of a project to gain attention for their cause **(medium)**; or
- community expectations about the project are different to those of the decision makers and there is high potential for individuals and groups to use the uncertainty to gain attention **(high)**.

The Matrix Score Sheet Template is included in the Community Engagement Toolkit

## COMMUNITY ENGAGEMENT HANDBOOK

<b>MATRIX SCORE SHEET</b>			
<b>Assessment</b> (tick the boxes ✓ )	<b>Low</b>	<b>Medium</b>	<b>High</b>
<b>Degree of complexity</b>			
<b>Degree of potential community impact/outrage</b>			
<b>Degree of political sensitivity</b>			
<b>Total</b>		2	1

Take the scores from the total number of ticks in each column and follow the information below to begin to determine the level of community engagement.

- ✓ If the total score is three ticks in the “low” column, the “inform” level should be selected.
- ✓ If the total score is three ticks in the “medium” column, the “consult” level should be selected.
- ✓ If the total score is three ticks in the “high” column, the involve or collaborate level should be considered.
- ✓ If the total score in the “low” column is one tick and the score is two ticks in the “medium” or “high” column, the highest scoring column would indicate that “consult” should be selected - the leaning should be towards the highest number of ticks scored.
- ✓ If the total score in the “medium” column is two ticks and the score is one tick in the “high” column, the highest scoring column would indicate that “consult” should be selected as the main level with consideration for the “involve” level to address the variety of community concerns.
- ✓ If the total score in the “high” column is two ticks and the score is one tick in the “medium” column, the highest scoring column would indicate that “involve” should be

## COMMUNITY ENGAGEMENT HANDBOOK

---

selected.

- ✓ If there was a tick scored in each of the “low”, “medium” and “high” columns, it would indicate that “involve” or “collaborate” should be considered to cover the varying degrees of sensitivity and impact/outrage.
- ✓ To decide between “involve” and “collaborate”, revisit the degree of complexity - the more complex the issues and problems, the more you should consider the level of “collaborate”. However, you will need to bear in mind that, in particular, for collaboration to be possible and effective, working relationships between stakeholders need to be established and maintained<sup>4</sup>.

### KEY POINTS TO GETTING IT RIGHT - SELECTING A LEVEL OF COMMUNITY ENGAGEMENT

- ✓ Selection of a level or levels of community engagement may be driven by the expectations of internal and external stakeholders.<sup>5</sup>
  - ✓ Values determine our level of interest and the positions we take on an issue, which in turn, drive expectations.
  - ✓ Consider a range of ways to determine the selection of the level of community engagement.
  - ✓ Negotiate the level or levels of community engagement to suit the majority of stakeholders.
  - ✓ Use the Matrix and Scoring mechanisms to guide the appropriate level of engagement.
  - ✓ Under promise on the community engagement goals and over deliver on the community engagement promise.
-



# COMMUNITY ENGAGEMENT HANDBOOK

---

## STEP 6 – SET UP AND MAINTAIN A COMMUNITY ENGAGEMENT RECORD

It is important to maintain a record of documents used and produced throughout the community engagement process such as the following.

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>▪ Relevant Council Reports</li><li>▪ Briefing papers</li><li>▪ Project briefs and proposal</li><li>▪ Project team meeting notes</li><li>▪ Media releases</li></ul> | <ul style="list-style-type: none"><li>▪ Communication materials</li><li>▪ Public participation registrations</li><li>▪ Survey feedback and responses</li><li>▪ Project plans and drawings</li><li>▪ Feedback and Outcome reports</li></ul> |
|--|--|

Staff change roles, decision makers may request changes to plans, and interest among community members may alter as the community engagement progresses. The benefits of good record keeping include:

- easy access to information for project teams and decision makers;
- project continuity following staff changes due to resignations or leave; and
- good time management as a result of effective document retrieval.

Ensure that the Council's TRIM data system is used and that records are maintained accurately and in a timely manner.

## COMMUNITY ENGAGEMENT HANDBOOK

---

In summary, good record keeping is necessary to ensure:

- verification with accurate information, such as stakeholder contacts and Council updates;
- evidence of the process in the event of challenges from stakeholders;
- documentation for use in evaluation of the community engagement process;
- compliance under the State Records Act 1997
- prompt responses to requests for review of a Council decision (Council grievance procedure), Freedom of Information Inquiries (FOI), and Ombudsman investigations.

### KEY POINTS TO GETTING IT RIGHT – MAINTAIN COMMUNITY ENGAGEMENT RECORDS

- ✓ Develop a generic list of documents that need to be set up and maintained during all community engagement processes. Add additional documents as required for specific community engagements.
- ✓ Set up a file name for each community engagement or reference to a project file.
- ✓ Effective records management will result in efficient use of staff time through administrative processes, and support accountable and transparent processes.
- ✓ Use the TRIM data system for all records management

# COMMUNITY ENGAGEMENT HANDBOOK

---

## STEP 7 - ESTABLISH THE MEASURES FOR EVALUATION

This Handbook provides basic measurements for evaluating the effectiveness of the community engagement process.

Community engagement should include quantitative and qualitative measures and be divided into two key areas of “process” and “outcome.

**Quantitative** methods are used to collect and measure numbers and statistics, such as the number of survey or questionnaires distributed and returned. The numbers are collated, summarised and analysed as data. The data can be used to cross reference against other statistics to provide an accurate snapshot of a situation for use in decision making.

**Qualitative** methods are used to collect descriptions provided through the use of language, such as, comments provided over the phone or face to face in meetings. The answers provided are interpreted and conclusions are drawn. Always remember though that often, a strong voice in the room may greatly influence the actions of other attendees. Be aware and ensure that an appropriate “airing” of comment is shared amongst the group.

The value in combining qualitative and quantitative evaluation measures is that the quantitative data provides a clear picture of the frequency and rarity of selections. However the qualitative data provides the information that gives meaning to the selections and provides direction for further investigation or clarifies trends or differences in the data.

The maximum value in the data gathered from process and outcome evaluation is achieved through a feedback loop.

An evaluation template is included in the Community Engagement Toolkit

### KEY POINTS TO GETTING IT RIGHT – ESTABLISH THE MEASURES FOR EVALUATION

- ✓ Develop evaluation measures that suit your project’s needs and resources.
- ✓ Gather quantitative and qualitative data to ensure comprehensive evaluation.
- ✓ Consider how to evaluate the “process” against set objectives and use the information gathered to improve “outcomes”.
- ✓ Establish a feedback loop to gain maximum benefit from the evaluation process.
- ✓ Set up a template to simply, clearly, and accurately record evaluation measures.

**Phase Two**

**Planning for community engagement – strategy development**

Steps to be covered in this section are: **Page**

Step 1 - Gather and record background information..... ??

Step 2 - Define community engagement objectives..... ??

Step 3 – Set the community engagement parameters..... ??

Step 4 - Identify key issues/interests and responses..... ??

Step 5- Select suitable techniques for community engagement ..... ??

Step 6 – Select suitable communication methods.....??

Step 7 - Evaluate Phase Two..... ??

DRAFT

## PHASE TWO – DEVELOPING A COMMUNITY ENGAGEMENT STRATEGY

At the completion of phase one, the purpose of the engagement has been clarified and the methods of engagement have been identified. Stakeholder expectations are evident, issues and sensitivities will be emerging which are important when developing the strategy to engage with our community.

The City of Mount Gambier Community Engagement Strategy template is included in the Community Engagement Toolkit.

### STEP 1 - GATHER AND RECORD BACKGROUND INFORMATION

It is useful to provide background information that describes the key events and provides a clear outline as to the reason for community engagement. Include the history, current status and information on what needs to happen to address the decision to be made. Remember to seek out and value local knowledge when gathering background information. Sources of background information may include the following.

- Council Minutes & Reports
- Briefing papers
- TRIM data systems
- Archives
- Media collection
- Internal and external reviews
- Council members
- Council staff with some involvement in the topic
- Community groups and individuals
- Stakeholders

### STEP 2 - DEFINE COMMUNITY ENGAGEMENT OBJECTIVES

Clear engagement and project objectives are vital. The best objective is a **SMART** objective.

- **S**pecific and able to describe an action;
- **M**easurable;
- **A**chievable and accessible;
- **R**ealistic, recorded and referred to during the process; and
- **T**ime bound.

### STEP 3 – SET THE COMMUNITY ENGAGEMENT PARAMETERS

Parameters provide a clear description of the limitations, and the negotiables and non-negotiables involved in a project. All resources have limitations and therefore effective allocation is dependent upon the technical, budgetary and human resources available, and/or legislative requirements. The key parameters to consider follow.

### **Geographic boundaries**

- Boundaries indicate the areas selected to be included
- Consider factors such as, natural boundaries (a river) or constructed boundaries (main roads).
- The choice of boundaries should be based on specific criteria to demonstrate a considered approach to stakeholders.
- Reasonable choices about the extent of the geographic area and how many residents and ratepayers to include in an community engagement process will need to be determined.
- Assistance and references to applicable postcodes in the City of Mount Gambier can be located at <http://profile.id.com.au/mount-gambier/home>

### **Budget**

- Funds available for a project will drive what can be expected and provided.
- It is unfair and unwise to raise the expectations of stakeholders by asking them what they want and then telling them they cannot have it because of a shortage of funds.
- The cost of community engagement increases as the method of community engagement becomes more complex.
- It is important to know what funds are available for community engagement to avoid having to withdraw from a process due to lack of funds.
- Part of the commitment to community engagement includes the provision of adequate financial and human resources.
- Be clear about the community engagement process involving contributions from other sources, such as State or Federal agencies, grants, or private funding, where relevant.
- Be aware there are frequent and constant changes to available products available in the digital arena which are either free or available at a low cost. This means surveys and polling can be undertaken via various means quite cost effectively. Please discuss options with Manager Community Services & Development

### **Timelines**

- Communities need enough time to participate in a community engagement process.

- Section 50 (2) (a) of the Local Government Act 1999 and Section 25 and 26 of the Development Act 1993 are specific about timeframes for legislated consultations. <http://www.legislation.sa.gov.au/LZ/C/A/LOCAL%20GOVERNMENT%20ACT%201999/CURRENT/1999.62.UN.PDF> The scheduling of Council Reports may place restrictions on community engagement timeframes, but it is important to negotiate realistic timeframes wherever feasible to maintain the integrity of the process.
- Meeting timeframes of community and voluntary organisations deserve similar consideration as those given to Council when setting community engagement timeframes.

### Legislative

- <http://www.legislation.sa.gov.au/LZ/C/A/LOCAL%20GOVERNMENT%20ACT%201999/CURRENT/1999.62.UN.PDF>
- In Section 50 (2) (a) of the Local Government Act 1999 (SA) the policy must set out steps (see **Appendix 4**) that the Council will follow in cases where this Act requires that it must follow its public consultation policy, and (b) may set out steps that the Council will follow in other cases involving Council decision making.
- The Development Act 1993 (SA) requires Councils to consult members of the community on Category 2 and 3 Development Applications.
- The Development Act 1993 (SA) also requires Councils to consult on Development Plan Amendments (DPA), which involve changes to zoning and land use policy.

### STEP 4 - IDENTIFY KEY ISSUES, INTERESTS AND RESPONSES

Issues and levels of interest will emerge as work with stakeholders progresses through the planning process. It is important to identify these matters as early as possible in the process and develop response strategies. Key aspects to consider are.

- Needs, interests, issues and impacts - some of these may be clearly evident, however it is important to speak directly to key stakeholders to become aware of any unknown issues or other agendas.
- Likely positions – each stakeholder is likely to have a slightly different perspective and will take up their own position of interest on the problem or issue. It is useful to acknowledge these positions and discuss them openly to help everyone gain a broader perspective.
- Response strategies – understanding positions of interest to facilitate the process inclusively, bringing people to the discussion of common ground.

## STEP 5 - SELECT SUITABLE TECHNIQUES FOR COMMUNITY ENGAGEMENT

Selecting the right technique to engage the community is an essential step for a successful decision making outcome.

Getting it right relies on effective planning rather than jumping to a conclusion on the engagement technique, such as deciding to convene a public meeting. Before selecting a community engagement technique it is important to reflect on the planning to date and consider a number of factors including the following:

- Being clear about the community engagement objectives to be achieved.
- What techniques are most suited to the level or levels of community engagement already selected?
- What will maximise participation in the community engagement process – consider accessibility, language and cultural influences, demographics etc?
- What will be the most effective ways to reach out to different groups of stakeholders?
- What will be most suited to the three key areas that techniques can be divided into, namely, information sharing, collecting information, and bringing people together?

Examples of techniques suited to each level of community engagement include:

INFORM	CONSULT	INVOLVE	COLLABORATE
<ul style="list-style-type: none"> <li>▪ Fact Sheets</li> <li>▪ Web sites</li> <li>▪ Open Days</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public comment</li> <li>▪ Focus Groups</li> <li>▪ Surveys</li> </ul>	<ul style="list-style-type: none"> <li>▪ Workshop</li> <li>▪ Field Trips</li> <li>▪ Deliberate polling</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advisory Committees</li> <li>▪ Citizen Juries</li> <li>▪ Deliberative Dialogue</li> </ul>

Some of the techniques in will be familiar and are commonly used, such as surveys and workshops. Other techniques are likely to be less familiar and training in their use will be required. With some techniques the assistance of experienced facilitators will be necessary. Whatever the circumstances, it is strongly recommended that new techniques are researched and tested internally before venturing out to apply them in the community. Please refer to the Manager Community Services & Development **for further assistance.**

## STEP 6 - SELECT SUITABLE COMMUNICATIONS METHODS

Your objectives and your target group will guide the selection for the most appropriate



communication method.

Informing communities about a decision that has been made by Council may be brief and to the point.

Consulting people on an issue or asking them to participate in an engagement activity will require the use of interesting information to stimulate a response.

Involving the community and maintaining effective ongoing working relationships may require less formal communication methods.

**When preparing your communications, consider the following:**

- Barriers to participation– through age, disability, language, literacy, mobility etc
- Not all of our community reads our publications, or visits our website
- Technical and complex jargon confuses people and disengages them
- Demonstrate the efficient use of Council budget through appropriate methods (don't appear to be excessive or irresponsible).
- Ensure all stakeholders are included simultaneously – ie, no “after-thoughts”.
- The viability of a targeted project newsletter
- Appropriateness of the distribution of minutes of meetings and forums.

## STEP 7 – EVALUATE PHASE TWO

As indicated in Phase One, setting basic evaluation measures in place throughout the process will help to identify areas for improvement and any emerging problems. Examples of basic evaluation measures for Phase Two might be as follows.

- How will you know if the community engagement objectives are being met and designed to achieve outcomes as described in the decision statement?
- What will indicate if the key issues and interests of stakeholders have been identified?
- How will appropriate responses be developed to address the issues and interests?
- How will you know if suitable techniques have been selected to engage stakeholders?
- What can be learned from this phase that needs to be dealt with before proceeding?

### KEY POINTS TO GETTING PHASE TWO RIGHT – DEVELOPING A COMMUNITY ENGAGEMENT STRATEGY

- ✓ A Community Engagement Strategy provides the “road map” for the Project Team.
- ✓ Gather and record background information such as history, current status, and what needs to happen to address the decision to be made.
- ✓ Set clear project and community engagement parameters to clarify limitations, and what is and is not negotiable.
- ✓ Set community engagement parameters to foster realistic expectations. Consider legislation, geographic boundaries, technical and human resources, and budget.
- ✓ Identify key issues and interests early and develop response strategies.
- ✓ **Get the basics right.** Ensure all steps in the planning phase have been worked through before selecting community engagement techniques.
- ✓ Evaluate Phase Two before proceeding.

**PHASE THREE**

**IMPLEMENTATION OF A COMMUNITY ENGAGEMENT STRATEGY**

Steps to be covered in this section are: **Page**

Step 1 – Develop an implementation Action Plan..... ??

Step 2 - Complete a Task Breakdown..... ??

Step 3 – Communications phase.....??

Step 4 – Engagement phase.....??

Step 5 – Evaluate Phase Three ..... ??

DRAFT

## **PHASE THREE – IMPLEMENTATION**

### **STEP 1 - DEVELOP AN IMPLEMENTATION ACTION PLAN**

In Phase Three an Action Plan is developed to implement the community engagement strategy. It sets out the tasks required and the operational decisions to be made.

An Action Plan template is included in the Community Engagement Toolkit

The role of the person co-ordinating the engagement activity is important to the successful implementation of the strategy. Where possible, a project co-ordinator should be nominated to control this function, and be responsible for:

- guiding the project team through each stage to meet agreed deadlines
- monitoring activities and emerging issues and develop suitable responses
- making any necessary adjustments to the action plan and schedules
- maintaining open communication and accurate reporting to the project team, decision makers and stakeholders.

### **STEP 2 – COMMUNICATIONS PHASE.**

The level of engagement with the community will determine the appropriate method of communication. As a guide, if the level of engagement is to “inform” the community of a Council decision, the level of activity is regarded as requiring only low level communications such as:

- A document/letter posted to residents in a specific area
- Inclusion on the Council’s website – in the “community news” section.
- Entry in the Weekly Affairs Column of the Border Watch
- Radio Interviews
- Twitter links to website
- Facebook links to website

If on the other hand, the community is to be “involved” in the development of a plan or a project, activity will be high and may include:

- Direct Mail or phone surveys to random selections of the community, based on their postcode, gender, age, culture or interest. This process is time and resource

intensive, but provides one of the most effective techniques to ensure effective qualitative response from an engaged community.

- Establish an online forum via Councils Bang The Table subscription

### **STEP 3 – ENGAGEMENT PHASE**

This is the phase where direct and indirect contact with communities occurs. The level of contact will depend on the engagement methods and techniques selected. Some techniques may be familiar, such as:

- Surveys
- Open house displays
- Displays in libraries, community centres, council offices etc.

However, there are many new methods emerging as the City of Mount Gambier continues its support of meaningful community engagement. Please consider as many options as possible within your timeframe and project budget.

### **STEP 4 – EVALUATE PHASE THREE**

Examples of basic evaluation measures for Phase Three might be as follows.

- How will the Action Plan support the implementation of the community engagement strategy?
- What will indicate if the Action Plan is being co-ordinated effectively?
- How many people registered an interest in being part of the Advisory Group?
- How many people attended the Advisory Group workshop?
- What number of attendees would be considered an representative sample?
- How will you know if the workshop was effective?
- How will you know if the workshop was promoted effectively?
- What can be learned from this phase that needs to be dealt with before proceeding?

Refer to Phase 1 - Step 7 for an example of how to work with these measures on the evaluation template is included in the Community Engagement Toolkit

#### **KEY POINTS TO GETTING PHASE THREE RIGHT – IMPLEMENTING A COMMUNITY ENGAGEMENT STRATEGY**

- ✓ Develop an action plan which sets out tasks required to implement the community

engagement strategy.

- ✓ Prepare a task breakdown sheet which allocates responsibilities and resources and identifies significant dates and timelines.
- ✓ Nominate a community engagement co-ordinator to monitor and review progress of the action plan.
- ✓ Evaluate Phase Three before proceeding.

DRAFT

**PHASE FOUR**

**PROVIDING FEEDBACK TO STAKEHOLDERS AND REPORTING TO COUNCIL**

Steps to be covered in this section are:	Page
Step 1 - Collate and analyse information.....	??
Step 2 - Prepare a Feedback Report for stakeholders .....	??
Step 3 - Prepare a Report for Council .....	??
Step 4 - Implementation of the final decision.....	??
Step 5 – Evaluate Phase Four .....	??

DRAFT

## **PHASE FOUR – PROVIDING FEEDBACK TO STAKEHOLDERS AND REPORTING TO COUNCIL**

The preparation of a *Feedback Report* for stakeholders needs to be completed as soon as possible after the closing date of the community engagement to maintain the integrity of the process. The Feedback Report will need to demonstrate to stakeholders how their input was taken into account in the decision making process.

A Council Report which takes into account the collated feedback also needs to be prepared to provide decision makers with the information they need to inform their final decision.

### **STEP 1 – RECORD, COLLATE AND ANALYSE INFORMATION**

Information gathered from a community engagement process can be collated for analysis in a variety of ways. Internal consultation the preferred option is to consolidate all information on Bang the Table due to minimal resources available for collating and analysis. External agencies are also an option for engagement projects. For further assistance, contact the Manager Community Services & Development.

### **STEP 2 - PREPARE A FEEDBACK REPORT FOR STAKEHOLDERS**

Being able to report back on how stakeholders' feedback has influenced the decision making process demonstrates democracy at work and the value of stakeholder input. A Feedback Report needs to include the following:

- An introduction and background information.
- Outcomes of the community engagement process, including any key issues or trends identified
- Quantitative and qualitative data.
- Exact words and phrases used by people in comments to ensure they recognise their own input and become aware that other people may express different opinions to their own.
- A section for questions raised by the community and responses provided by Council.



- A summary of how the information has been analysed with any clear outcomes or indications of a division on a preferred outcome. This information is important for stakeholders as it demonstrates how varying views and aspirations are taken into account by decision makers within the broader policy and strategic frameworks as they consider the final outcome.

A Feedback Report template is included in the Community Engagement Toolkit.

### **STEP 3 - PREPARE A REPORT FOR COUNCIL**

Provided Council Members are engaged in the community engagement process and have been kept informed of progress, the contents of a Council Report will serve to provide the final pieces of information they need to make a sustainable decision. As defined in Phase One, a sustainable decision requires consideration of four criteria:

- technical
- economic feasibility
- environmental compatibility
- social acceptability

**The Council Report** needs to:

- Define the decision to be made as stated at the beginning of the community engagement process;
- provide information and feedback from the community in a way that is clear and succinct;
- clarify any key issues or trends and any strongly held views by communities;
- identify if there is common ground between technical and economic feasibility, environmental compatibility, and public acceptability on which to base a sustainable decision
- make clear and equitable recommendations based on the information provided throughout the report.

### **STEP 4 – IMPLEMENTING THE FINAL DECISION**

Not being clear about the decision to be made is a common reason for tension between Councils and communities, and the reason why some issues seem to remain unresolved.

Ensure the decision to be made is articulated as succinctly and clear as possible in the report.

Another common reason for tension is the lack of clarity around the implementation of the outcomes of Council decisions. Consideration needs to be given to how the outcome will be implemented. Including the strategy for implementation in the Council Report and seeking its endorsement will add to the sustainability of the decision.

## **STEP 5 – EVALUATION OF PHASE FOUR**

Examples of basic evaluation measures for Phase Four are:

- What data management criteria will be used to determine the collation and analysis of information?
- How will you monitor the compilation and distribution of the Feedback Report within the agreed timeframe?
- How will you know if the Council report presents a balance of economic, technical, environmental and social issues?
- How will you monitor the implementation of Council's decision within an agreed timeframe?
- What can be learned from this phase that needs to be dealt with before proceeding?

### **KEY POINTS TO GETTING PHASE FOUR RIGHT – PROVIDING FEEDBACK TO STAKEHOLDERS AND COUNCIL**

- ✓ Collate and analyse data in a format that is easy to use and interpreted.
- ✓ Prepare a feedback report to demonstrate how stakeholder input has been taken into account in the decision making process.
- ✓ Prepare a Council report which provides information on which to make a sustainable decision.
- ✓ Consider how the decision outcome will be implemented and include recommendations in the Report to Council.
- ✓ Evaluate Phase Four before proceeding.

## **PHASE FIVE**

**COMPILE THE FINAL EVALUATION**

Steps to be covered in this section are:

**Page**

Step 1 – Compile final Evaluation Report..... ??

Step 2 – Write the final Evaluation Report..... ??



DRAFT

## **PHASE FIVE – FINAL EVALUATION - REPORTING**

### **STEP I – COMPILE THE FINAL EVALUATION REPORT**

Assessing whether the community engagement process has achieved its purpose and met the set objectives demonstrates to communities a commitment to continuous improvement. Evaluation at each phase of the community engagement process delivers valuable information about what is working and what needs to be adjusted before progressing to the next phase. This approach will make the task of compiling a final evaluation report more efficient and relevant.

Basic evaluation measures have been provided as examples at each phase in the Handbook. Measures relevant to each specific community engagement project will need to be considered as part of the evaluation methodology. Compiling the final evaluation may include the following additional tasks:

- Insert process evaluation questions on feedback forms distributed during the community engagement process.
- Conduct telephone interviews with a random sample of stakeholders during and after the process.
- Convene evaluation/summary meetings with the project team, decision makers and key stakeholders.

Use a combination of all the techniques listed above if sufficient resources are available.

#### **Evaluation example questions**

When gauging various stakeholders' views on the effectiveness of the community engagement process, you may consider asking them any or all of the following questions:

##### **Stakeholder Evaluation**

- How did the community engagement process meet your expectations?
- Was the information provided during the community engagement accessible, understandable and delivered in a timely fashion?
- What opportunities did you have to participate in the community engagement process?
- Do you have any suggestions about what we could have done differently, better or more of?
- What part of the process did you appreciate most?
- What did you find the least helpful?
- Are there any other suggestions?

### **Project Team and Council Member Evaluation**

- How do you know that the community engagement objectives have been met?
- What has changed as a result of the community engagement?
- Are there any other suggestions?

And likewise, gauging their learnings from the process are also valuable.

DRAFT

## **STEP 2 – WRITE THE FINAL EVALUATION REPORT**

The final evaluation report should include:

- an introduction and description of the community engagement process
- summaries of the evaluation of each phase of the process
- commentary on what worked and what did not work, areas for improvement, lessons learned, the sustainable nature of the decision
- recommendations for future community engagement projects.

A Final Evaluation Report template is included in the Community Engagement Toolkit.

As a final task, communicate the outcomes of the evaluation to relevant stakeholders and also Council Members via the Friday Edition or an internal report.

### **KEY POINTS TO GETTING PHASE FIVE RIGHT – FINAL EVALUATION, REPORTING**

- ✓ Prepare a final evaluation of the community engagement process and outcomes.
- ✓ Include summaries from the evaluation of each phase and recommendations for any future community engagements in the report.
- ✓ Gather information from stakeholders using a variety of techniques.
- ✓ Communicate the outcomes of the evaluation to Council Members and stakeholders.

DRAFT

**COMMUNITY ENGAGEMENT TOOLKIT**

*A vibrant and progressive community*

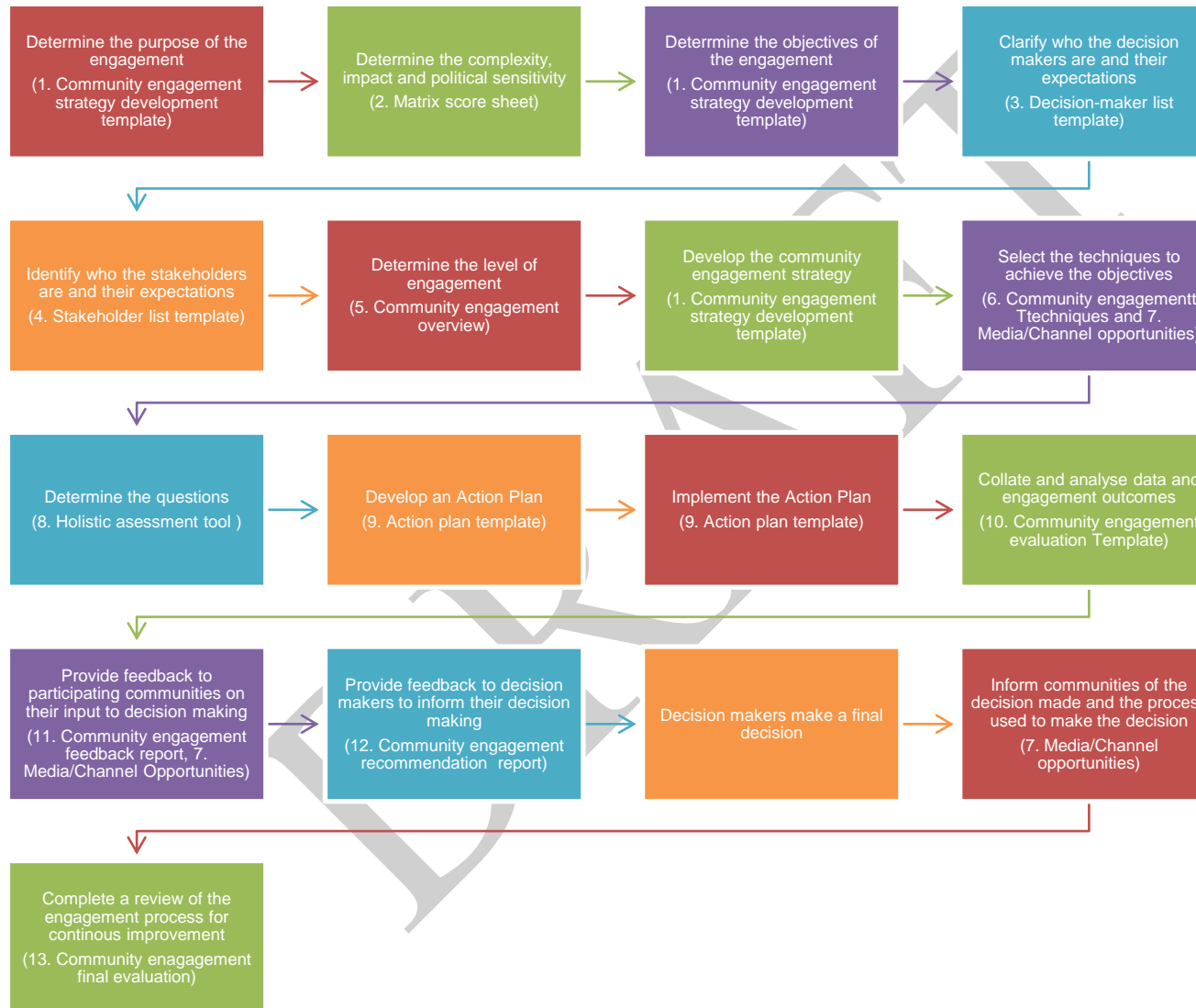
**January 2014**





## THE PROCESS

The following process outlines the steps to follow to undertake a community engagement and outlines each of the appropriate and associated tools in the toolkit to follow.



## THE TOOLS

1. Community engagement strategy development template
2. Matrix score sheet
3. Decision-maker list template
4. Stakeholder list template
5. Community engagement overview
6. Community engagement techniques
7. Media/channel opportunities
8. Holistic assessment tool
9. Action plan template
10. Community engagement evaluation template
11. Community engagement feedback report
12. Community engagement recommendation report
13. Community engagement final evaluation

DRAFT

## 1. COMMUNITY ENGAGEMENT STRATEGY DEVELOPMENT TEMPLATE

COMMUNITY ENGAGEMENT STRATEGY DEVELOPMENT TEMPLATE

(Insert project title and date)

DRAFT

**PROJECT OVERVIEW**

*A high level description of the project for which engagement is being undertaken including the level of complexity, community interest and political sensitivity.*

[Empty box for Project Overview content]

**COMMUNITY ENGAGEMENT PURPOSE STATEMENT**

*e.g Purpose is to determine what communities think a reserve should be named, purpose is to ensure communities are aware of the impacts of a legislative change.*

[Empty box for Community Engagement Purpose Statement content]

**KEY OBJECTIVES**

***e.g obtain a clear understanding and direction from communities as to what a reserve should be named, communities are aware of a legislative change that impacts them***

**STAKEHOLDER LIST (Please list all groups/identities under each category)**

Elected Members	Recreation Groups	Community Committee
Community Groups	General Community	Business Groups
Education Institutes	Cultural Heritage Groups	Government Agencies
Indigenous Community Groups	Environmental Groups	Regional Organisations
Other Groups Identified (specify)		

**COMMUNITY ENGAGEMENT PARAMETERS**

*e.g. if this engagement is required by legislation, name the legislation and if it prescribes the engagement type, if the project/issue is limited to a particular suburb/ward name it.*

Geographic	
Legislative	
Timelines	
Budgetary	
Non-Negotiables	

**COMMUNITY ENGAGEMENT STRATEGY OVERVIEW**

*Include proposed techniques and channels, timings etc.*

--

## 2. MATRIX SCORE SHEET

Assessment (tick the boxes ✓)	Low	Medium	High
Degree of complexity •			
Degree of potential community impact/outrage •			
Degree of political sensitivity •			
<b>Total</b>			

DRAFT

### 3. DECISION-MAKER LIST TEMPLATE

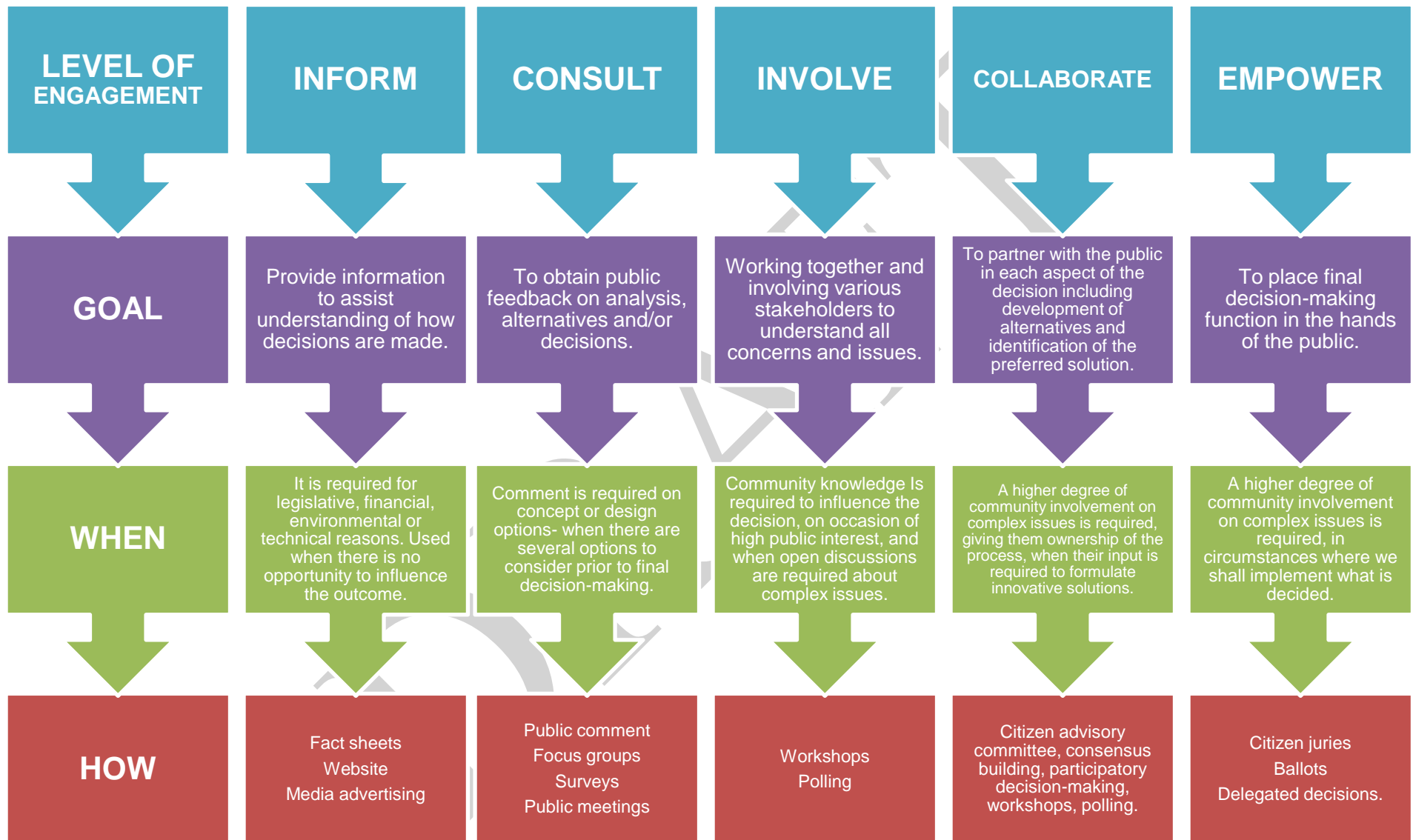
Organisation/Association	Name	Phone Contact	Address/email	Comments
<b>City of Mount Gambier Council members</b>				
<b>Management level</b>				
<b>Community Groups</b>				
<b>Specific Interest Groups</b>				
<b>General Community</b>				
<b>Government agencies</b>				
<b>Other</b>				



#### 4. STAKEHOLDER LIST TEMPLATE

Organisation/Association	Name	Phone Contact	Address/email	Comments
<b>City of Mount Gambier Council members</b>				
<b>Staff</b>				
<b>Community Groups</b>				
<b>Specific Interest Groups</b>				
<b>General Community</b>				
<b>Consultants/Developers</b>				
<b>Government agencies</b>				
<b>Non-government agencies</b>				
<b>Other</b>				

## 5. COMMUNITY ENGAGEMENT OVERVIEW



## 6. COMMUNITY ENGAGEMENT TECHNIQUES

Techniques for INFORM	Always Think It Through	What Can Go Right	What Can Go Wrong
<p><b>Printed Materials</b></p> <ul style="list-style-type: none"> <li>• Fact Sheets</li> <li>• Newsletter</li> <li>• Media Advertising – newspapers</li> <li>• Brochures</li> <li>• Issue Papers</li> </ul>	<ul style="list-style-type: none"> <li>• Keep it short &amp; simple</li> <li>• Make it visually interesting and engaging but not too busy or slick</li> <li>• Proof-read all documents Use language that is inclusive and jargon free</li> <li>• Always include opportunities for comment and include reply paid forms or envelopes to encourage two-way communication</li> <li>• Explain public role and how comments have affected project decisions</li> <li>• Offer interpretation services for disabilities those with such as visual impairment.</li> </ul>	<ul style="list-style-type: none"> <li>• Can reach a large target audience</li> <li>• Public look for information in regular format eg. Newsletter, Media column</li> <li>• Allows for technical &amp; legal reviews</li> <li>• Written comments returned in reply paid format</li> <li>• Credible documentation of public involvement facilitated</li> <li>• Mailing list development</li> </ul>	<ul style="list-style-type: none"> <li>• Distribution planning inadequate</li> <li>• Materials do not reach the mark</li> <li>• Materials not read</li> <li>• Limited capacity to communicate complicated concepts</li> <li>• Information misinterpreted</li> </ul>
<p><b>Displays</b></p> <ul style="list-style-type: none"> <li>• Council Offices</li> <li>• Libraries</li> <li>• Community Centres,</li> <li>• Shopping centre</li> <li>• Schools</li> <li>• Childcare centres</li> </ul>	<ul style="list-style-type: none"> <li>• Establish regular sites if possible to build on community culture</li> <li>• Develop a distribution list</li> <li>• Make sure personnel at locations know what materials are about &amp; where they are located &amp; who to contact for further information</li> <li>• Consider electronic displays, eg. Touch screens, TV video loops</li> <li>• Make sure materials are removed when past their use by date or updated and maintained in good order if used for extended periods.</li> </ul>	<ul style="list-style-type: none"> <li>• Information is accessible to the public at relatively little cost</li> <li>• Public use the distribution locations to look for materials</li> <li>• Public visit Council facilities &amp; may learn more about service provision</li> <li>• Public ask for further information at Council distribution sites</li> </ul>	<ul style="list-style-type: none"> <li>• Distribution sites are overcrowded with information &amp; the materials get lost among the collection of materials</li> <li>• There is no active promotion of the materials</li> <li>• Upkeep of information at sites is not well managed</li> </ul>
<p><b>Electronic - web and social</b> Information directly into the household</p>	<ul style="list-style-type: none"> <li>• Needs to be visible &amp; easy to navigate</li> <li>• Keep information updated</li> </ul>	<ul style="list-style-type: none"> <li>• Capable of reaching a large audience at low cost</li> <li>• Popular information resource</li> </ul>	<ul style="list-style-type: none"> <li>• People without access disadvantaged</li> <li>• Technical difficulties</li> <li>• Hard to navigate</li> </ul>

Techniques for CONSULT	Always Think It Through	What Can Go Right	What Can Go Wrong
<b>Printed Materials, Displays, Website</b>	Refer to Table 1 (inform)	Refer to Table 1 (inform)	Refer to Table 1 (inform)
<b>Briefings</b> <ul style="list-style-type: none"> <li>• Council Staff</li> <li>• Elected Members</li> <li>• Technicians</li> <li>• Consultants</li> <li>• Key Stakeholders</li> <li>• Community Groups (including marginalised groups)</li> </ul>	<ul style="list-style-type: none"> <li>• Keep it short &amp; simple</li> <li>• Use clear, jargon free, inclusive language</li> <li>• Use easy to read diagrams and visuals that are consistent with the verbal &amp; written content</li> <li>• Check the facts</li> </ul>	<ul style="list-style-type: none"> <li>• Control of information/presentation</li> <li>• Opportunities to clarify misinformation</li> <li>• Reach a wider variety of people</li> <li>• Build community capacity</li> <li>• Evaluate &amp; readjust approach</li> </ul>	<ul style="list-style-type: none"> <li>• Some groups may be left out of briefings</li> <li>• Inaccurate information may be passed on to community</li> <li>• Expectations may be raised</li> <li>• Information may be used inappropriately</li> </ul>
<b>Mailed Surveys/ Questionnaires/Response Sheets</b> <ul style="list-style-type: none"> <li>• Blanket distribution</li> <li>• Random distribution</li> <li>• Selected distribution</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys/Questionnaires should be developed using specific guidelines and trialled before distribution</li> <li>• Collection and method of analysis to be considered &amp; clarified</li> <li>• Level of engagement &amp; parameters need to be clear</li> </ul>	<ul style="list-style-type: none"> <li>• Can gather information from people other than those with special interest</li> <li>• Gather information from people who might not attend meetings</li> <li>• Statistically tested results have more credibility</li> </ul>	<ul style="list-style-type: none"> <li>• Response rate can be poor</li> <li>• Communities over surveyed</li> <li>• Can be labour intensive</li> <li>• Questions may be misinterpreted</li> <li>• Results not trusted</li> <li>• Results not fed back to communities effectively</li> </ul>
<b>Technical Assistance</b> Attendance at: <ul style="list-style-type: none"> <li>• Briefings</li> <li>• Meetings</li> <li>• Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Technical resource persons must be perceived as credible by communities</li> <li>• Ensure technical resource persons have access to information about the communities attitudes</li> </ul>	<ul style="list-style-type: none"> <li>• Build credibility &amp; address public concerns about equity</li> <li>• Facts in dispute can be debated &amp; consensus reached</li> </ul>	<ul style="list-style-type: none"> <li>• Resource availability may be limited</li> <li>• Technicians may not be prepared for working too closely with communities &amp; may lack empathy with community concerns</li> </ul>
<b>Open House</b> <ul style="list-style-type: none"> <li>• Communities engage at their own pace in a comfortable environment</li> <li>• Drop in individually to view plans, ask questions, give opinions have an informal chat &amp; a coffee, tea etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Be there when you say you are going to be</li> <li>• Consider the demographics of the area &amp; time sessions accordingly</li> <li>• Greet people at the door &amp; explain the format, provide comments sheet</li> <li>• Give people a task eg. "good/ bad" dots to place on the displays to record their preferences.</li> <li>• Provide suitable public amenities</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitates a wide variety of people</li> <li>• Break down perceived barriers</li> <li>• Fosters communication</li> <li>• More convenient for people</li> <li>• Engages people more effectively</li> <li>• Minimise aggressive approach to Council staff</li> </ul>	<ul style="list-style-type: none"> <li>• Special interest groups may boycott or disrupt</li> <li>• Groups may use "dots" to lobby for special interests</li> <li>• Staff resource intensive</li> <li>• May not be accessible to people who rely on public transport</li> </ul>
<b>Feedback Register</b> Resident pool for feedback	<ul style="list-style-type: none"> <li>• Check the register content is relative to your purpose</li> </ul>	<ul style="list-style-type: none"> <li>• Gather input from a broad range of people</li> </ul>	<ul style="list-style-type: none"> <li>• Register maintenance can be resource intensive</li> </ul>

Techniques for INVOLVE	Always Think It Through	What Can Go Right	What Can Go Wrong
<p><b>Printed Materials, Displays, Website, Briefings, Information Contact, Technical Assistance, Open House</b></p>	<p>Refer to Tables 1 &amp;2 (inform and consult)</p>	<p>Refer to Tables 1 &amp;2 (inform and consult)</p>	<p>Refer to Tables 1 &amp;2 (inform and consult)</p>
<p><b>Focus Groups</b> Use to test message with randomly selected people or to gain input to assist planning for engagement</p>	<ul style="list-style-type: none"> <li>• Clear tasks</li> <li>• Relevant representation</li> <li>• Skilled facilitation</li> <li>• Check your facts</li> </ul>	<ul style="list-style-type: none"> <li>• Provides opportunity to test material</li> <li>• Verify prior assumptions</li> <li>• Raise unexpected additional benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Participants may feel restricted by the approach</li> <li>• May be perceived as exclusive</li> <li>• May be costly</li> <li>• Vocal members may influence others</li> </ul>
<p><b>Interviews</b></p> <ul style="list-style-type: none"> <li>• Face to Face</li> <li>• Telephone</li> </ul>	<ul style="list-style-type: none"> <li>• Be clear &amp; open about the intent</li> <li>• Consider questions carefully to gather relevant information</li> <li>• Ensure effective information recording methods</li> <li>• Be inclusive</li> <li>• Be equitable</li> </ul>	<ul style="list-style-type: none"> <li>• Gather clear understanding of public concerns &amp; issues</li> <li>• Individuals feel inclined to provide input based on personalised format</li> <li>• Able to reach more people by varying timeframe for interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Can be very time consuming</li> <li>• Participants can take their issues out on the interviewer</li> <li>• Participants are tired of being interviewed on a range of issues &amp; will not engage willingly</li> </ul>
<p><b>Workshops</b> Commence with presentation &amp; allow for interaction in small groups with feedback to larger group to bring all the information together at the end of the workshop</p>	<ul style="list-style-type: none"> <li>• Know how you plan to use public input before the workshop</li> <li>• How you are going to manage the group – rules for engagement</li> <li>• Use trained facilitators &amp; give them clear instructions to ensure the aims of the workshop are achieved</li> <li>• How are you going to feedback outcomes of workshop to participants</li> </ul>	<ul style="list-style-type: none"> <li>• Participants can use the opportunity to raise their concerns, needs, issues</li> <li>• Foster equity and credibility</li> <li>• Opportunity to hear the “silent” voices</li> <li>• Special interest groups get to listen to other voices</li> <li>• Unexpected additional benefits</li> <li>• Relational benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Small numbers of participants</li> <li>• Resistance to breaking up into small groups by some participants</li> <li>• Special Interest groups monopolise the workshop</li> <li>• Participants alter the agenda</li> <li>• Facilitators not impartial or not skilled enough to deal with some behaviours</li> <li>• Information session format used rather than workshop format</li> <li>• Feedback not recorded effectively</li> </ul>
<p><b>Field Trips</b> Tour of project site or comparable site for stakeholders, elected members, community groups, media</p>	<ul style="list-style-type: none"> <li>• Set up booking system to manage demand effectively</li> <li>• Make accessible to diverse groups</li> <li>• Provide itinerary/tour guide</li> <li>• Plan question/answer session</li> <li>• Plan refreshment breaks &amp; provide water during the trip</li> <li>• Consider safety</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to develop rapport with stakeholders</li> <li>• Increase knowledge of issues &amp; process for all involved</li> <li>• Unexpected additional benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Number of participants can be limited by resource availability</li> <li>• Intention can be misinterpreted</li> <li>• Project site may reveal unintended conditions</li> <li>• Aggrieved participant may take the opportunity to monopolise captured audience</li> </ul>

Techniques for COLLABORATE	Always Think It Through	What Can Go Right	What Can Go Wrong
<p><b>Design Charrettes/Exhibitions</b> Sessions where participants become involved in the design of a projects features</p>	<ul style="list-style-type: none"> <li>Plan how the “Design-in” will take place</li> <li>Provide clear informtion &amp; guidelines for participants</li> <li>Provide clear parameters</li> <li>Provide technical support</li> <li>Provide opportunities to foster creative ideas</li> </ul>	<ul style="list-style-type: none"> <li>Can create effective partnerships &amp; working relationships with communities &amp; individuals</li> <li>Can develop sense of trust for all concerned</li> <li>Can identify issues &amp; concerns in early stages of projects</li> <li>Can result in improved outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Participants bring unrelated agenda to the session/s</li> <li>Not enough time allowed for sessions</li> <li>Small representation of community</li> <li>None of what is discussed in the session/s is incorporated into the final design</li> <li>Future expectations can not be met</li> </ul>
<p><b>Citizen Juries</b> Group of citizens selected to learn about an issue &amp; then examine the data by questioning decision-makers, technicians, and interested parties – all of who are witnesses to the process. The Jury makes recommendations based on their evaluation of the discussions</p>	<ul style="list-style-type: none"> <li>Ensure the sessions are managed by a skilled facilitator</li> <li>Be clear about how the results will be used</li> <li>Ensure a cross-section from the community</li> <li>Consider current levels of expertise of participants</li> </ul>	<ul style="list-style-type: none"> <li>Great opportunity to develop deep undertanding of an issue</li> <li>Positions of interest can shift</li> <li>Limitations &amp; possibilities can be identified</li> <li>Can dispel mininformation</li> <li>Can build credibility</li> <li>Can provide unexpected benefits</li> </ul>	<ul style="list-style-type: none"> <li>Group selection can be mistrusted</li> <li>Participants may not show up on the day</li> <li>Sessions can loose focus</li> <li>Cost can be extensive</li> </ul>
<p><b>Deliberative Polling</b> Selecting people from communities to measure informed opinions. Essential elements required to ensure a democratic deliberative process are, <i>influence, inclusion and deliberation</i>, Carson, Hartz-Karp, 2005.</p>	<ul style="list-style-type: none"> <li>Ensure a skilled facilitator is used</li> <li>Commit to full process</li> <li>Consider resources required &amp; check against budget &amp; hidden costs</li> <li>Aim for a cross-section of participants from communities</li> <li>Plan to develop capacity in communities</li> </ul>	<ul style="list-style-type: none"> <li>Participants can be exposed to views &amp; arguments from different backgrounds</li> <li>Special interest lobbying can be difussed</li> <li>Can develop capacity in communities</li> <li>Can provide unexpected benefits</li> </ul>	<ul style="list-style-type: none"> <li>Mistrust of the organisers &amp; unfamiliar process can hamper participation</li> <li>People do not have the time required to commit to the process</li> <li>Timeframes are unrealistic</li> <li>Agenda too ambitious or not specific enough</li> </ul>
<p><b>Mediation/Negotiation/Dialogue</b> Designed to create shared meanings through effective listening and reflective questioning</p>	<ul style="list-style-type: none"> <li>Establish firm guidelines</li> <li>Ensure the role of the mediator/negotiator &amp; participants are clear</li> <li>Seek commitment to the process</li> </ul>	<ul style="list-style-type: none"> <li>Helps participants towards an understanding of others’ viewpoint</li> <li>Forward thinking approach sets new directions</li> <li>Win/Win outcomes</li> <li>Promotes accountability on both sides</li> </ul>	<ul style="list-style-type: none"> <li>Can be difficult to idenfity who the parties are &amp; who &amp; what they represent</li> <li>Time &amp; resource intensive</li> <li>Knowledge and skill base required to facilitate mediation/negotiation not acknowledged</li> </ul>

## 7. MEDIA/CHANNEL OPPORTUNITIES

Whilst the Community engagement techniques document provides and overview of a range of techniques appropriate for the different levels of engagement, the list below identified the local media/channels available.

Print Media – Advertising/editorial	Noticeboards/Alternate	Media Release - PR	Television	Radio Advertisements/talk	Social Media
Lifestyle Border Watch School Newsletters Letter drop	Centro OK Pie Shop Metro Woolworths Complex Retailer Windows Plasma Promo Electronic Signage Corflute Signage	Local Media External Media	Advertisements	5SE 96.1 Community Connect ABC Community Notices Mayor or delegated staff speak on radi	Bang The Table Facebook Twitter Website YouTube <i>(Note: refer Community Relations Officer prior to use of these mediums)</i>

DRAFT

## 8. HOLISTIC ASSESSMENT TOOL

### Example Questions

#### GENERAL

- Will public participation and community engagement be integrated into the development of this project or activity?
- Have you considered the Councils risk to reputation if the community is not engaged or informed of this project/activity?
- Have all stakeholders been identified for this project/activity from both the implementation and public perception angle?
- Have you identified the level of Public Participation and Community Engagement required throughout the term of this project/activity in accordance with? Link to IAP2 spectrum PDF doc
- Have you reviewed Councils P195 Public Consultation Policy <http://www.mountgambier.sa.gov.au/docs/council/policies/P195.pdf>
- Have the decision makers (Council Officers and/or Elected Members) clearly stipulated the negotiable and not negotiable points of the project/activity?
- Have the community been involved in the design of the proposal?
- Have the community (participation/engagement) entry points within this project/activity been clearly integrated?
- Link to PPCE Process Flow Chart
- Is it 'reasonable' to expect the public to actively participate in this project/activity?
- Will the project/activity have an authentic commitment to meet community expectations?
- Does the project/activity provide opportunity to overcome any other existing or previous issues that have been articulated by the community?
- Will the project/activity provide further opportunity for residents to actively participate in civic life?
- Will the project/activity provide opportunity to improve community wellbeing and quality of life for residents?
- How will the proposal promote ongoing community involvement and responsibility for a given issue?
- Is there a relevant council consultative committee?
- Does this project/activity include an evaluation of the public participation/community engagement plan?



## **CONSUMABLES, TOOLS & EQUIPMENT**

- Will the product respond to a community need?

## **ASSET MANAGEMENT**

- Will the management plan for the asset include strategies to respond to community needs and feedback?

## **EVENTS**

- Is it the role of Council to deliver this event?
- Has the event been organised in response to community needs/wants?
- Have the community development opportunities been identified for this event?
- Has an evaluation of event attendees be developed for the end of the event?
- Has a method for counting participation in the event been developed?

## **WORKS**

- Has community feedback been used to influence the scope/decision of works? Are the works being delivered to a program and standard in accordance with community expectations?

## 9. ACTION PLAN TEMPLATE

(The operational tasks listed are not exhaustive, please vary the list to suit your needs – if you prefer, use the plan as a checklist – it is recommended the community engagement co-ordinator for the project completes this list and uses the “Task Breakdown” sheet to assign responsibility and timelines for specific tasks)

<b>Community Engagement Title:</b>	
<b>Coordinator:</b>	
<b>Start Date:</b>	<b>Finish Date:</b>
<b>Records Reference:</b>	
<b>Brief Description:</b>	
<b>Start up</b>	<b>check</b>
Confirm the method of engagement and techniques selected	
Confirm and/or adjust the timeline for the engagement	
Complete the task breakdown sheet	
Identify what staff/departments/authorities etc you need to work with	
<b>Communications</b>	
Draft communication documents	
Review the documents with the project team and key stakeholders if possible	
Proofread documents and gain sign off	
Organise production of documents (word processing, printing)	
Review stakeholder contact database and update as necessary	
Organise distribution of documents (mailing, display sites, web site, media outlets, newsletters)	
Monitor the supply of communication documents to distribution sites	
Provide copies of documents to Customer Service and Records staff	
Evaluate the communication tasks and make any necessary improvements	
<b>Community engagement</b>	

Organise community interactions depending on techniques chosen	
Set up internal contacts to maintain the flow of information	
Coordinate documentation distribution with engagement timeframes	
Book meeting spaces as required	
Contact key stakeholders and maintain dialogue	
Workshop selected engagement techniques if necessary	
Prepare for collation of feedback from communities	
Evaluate the engagement tasks and make any necessary improvements	
<b>Recording</b>	
Collate and analyse feedback	
Respond to enquiries from stakeholders and record any new information	
Evaluate the recording tasks and make any necessary improvements	
<b>Community Feedback and Council Report</b>	
Draft Feedback Report for review and response from the project team	
Draft Council Report for review as per Council protocol	
Gain sign-off on final reports	
Distribute Feedback Report to all interested parties	
Make Feedback Report available to general public	
Submit Council Report to Council for resolution	
Develop Implementation Plan for Council Resolution	
Evaluate the feedback and reporting tasks and make any necessary improvements	
<b>Final Evaluation</b>	
Effectiveness of the community engagement process assessed	
Document key areas of improvement for each set of tasks and feedback any recommendations for improvement of future engagements	

## 10. COMMUNITY ENGAGEMENT EVALUATION TEMPLATE

CRITERIA	INDICATORS	PERFORMANCE	OUTCOME	RECOMMENDATIONS

**11. COMMUNITY ENGAGEMENT FEEDBACK REPORT**

COMMUNITY ENGAGEMENT FEEDBACK REPORT

(Insert title and date

DRAFT

## Introduction

## Outcomes of Community Engagement

## Responses to questions

Example:

<b>Question 1 - The artist impression reflects what I would like the reserve to look like?</b>				
<i>Strongly Agree</i>	<i>Agree</i>	<i>Not Sure</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
1	6	7	1	1
1	6	7	1	1

## Comments

## Questions and Responses

<b>Question</b>	<b>Response</b>

## Evaluation

- 

## Summary

DRAFT

## 12. COMMUNITY ENGAGEMENT RECOMMENDATION REPORT

COMMUNITY ENGAGEMENT RECOMMENDATION REPORT

(Insert title and date)

DRAFT



## Introduction

## Outcomes of Community Engagement

## Responses to questions

Example:

<b>Question 1 - The artist impression reflects what I would like the reserve to look like?</b>				
<i>Strongly Agree</i>	<i>Agree</i>	<i>Not Sure</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
1	6	7	1	1
1	6	7	1	1

## Comments

## Questions and Responses

<b>Question</b>	<b>Response</b>

## Evaluation

- 

## Summary

## Recommendation

**13. COMMUNITY ENGAGEMENT FINAL EVALUATION**

**COMMUNITY ENGAGEMENT FINAL EVALUATION**

Insert title and date

DRAFT

# COMMUNITY ENGAGEMENT TOOLKIT

## COMMUNITY ENGAGEMENT EVALUATION TEMPLATE

1. Background Information
2. Evaluation summary of each phase
3. Key achievements
4. Key improvements

DRAFT

Issues and questions for discussion with <b>Tony Pasin MP</b> , Federal Member for Barker.	Issues and questions for discussion with <b>Tony Piccolo MP</b> , Minister for Disabilities, Police, Correctional Services, Emergency Services & Road Safety (S.A)
<p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>• Equitable connectivity across the local area.</li> <li>• GST implications on the State budget.</li> <li>• Humanitarian Resettlement Program</li> <li>• Financial Support for first home buyers.</li> </ul> <p><b>Direct Questions:</b></p> <ul style="list-style-type: none"> <li>• What are the Federal Government going to do to stimulate job creation?</li> <li>• What's the future in mental health?</li> <li>• What is the government's expected impact on young people with mental health issues?</li> <li>• What support will be offered to Aboriginal services?</li> <li>• What is happening with Constitutional Recognition of Aboriginal and Torres Strait Islander people? (<i>perhaps asking what is the Federal Government's stance on this</i>)</li> <li>• What is the future of roads to recovery? Quantum? When will details be available?</li> <li>• Why was supplementary road funding removed? Where did the \$18M actually go?</li> <li>• What does the budget do for the South East?</li> <li>• Are there any details available on the infrastructure fund/program?</li> </ul> <p><b><u>What are the Budget Specific Implications;</u></b></p> <ul style="list-style-type: none"> <li>• for health and education across the region.</li> <li>• on young and unemployed people.</li> <li>• on healthcare card holder concessions at a state level?</li> <li>• on family benefits.</li> <li>• on LGA roads funding?</li> </ul> <p>Also,</p> <ul style="list-style-type: none"> <li>• What is the Members view of how the budget will impact on the risk of crime.</li> <li>• Given incremental creep is an issue in reduced dollars, do the Federal G'ment view LGA's as top or bottom feeders?</li> </ul>	<p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>• GST implications on the State Budget.</li> <li>• Pensioner rebates.</li> <li>• Housing availability</li> <li>• Mental Health</li> <li>• Fracking -Regional emphasis at State Level.</li> <li>• What are the State's strategies to identify local issues.</li> </ul> <p><b>Direct Questions:</b></p> <ul style="list-style-type: none"> <li>• What do you see as the major issues in our community?</li> <li>• What do you perceive the local solutions to be ?</li> <li>• What are the new strategies for rural communities, with Brock joining Labour? What is the Minister's strategy to get this information?</li> <li>• What is happening with RDA funding?</li> <li>• What is the plan if Lambert Village is not sold?</li> <li>• What is the Minister's position on fracking?</li> <li>• What is happening with the Family and Community Development funding that was put out to tender?</li> <li>• Are there plans to continue some of the initiatives developed under the OPAL banner?</li> <li>• What is the Government's view on mental health implications across the board?</li> <li>• What is the Government's commitment to preventative funding for community health programs such as OPAL, Regional Health Plans etc.?</li> <li>•</li> </ul>