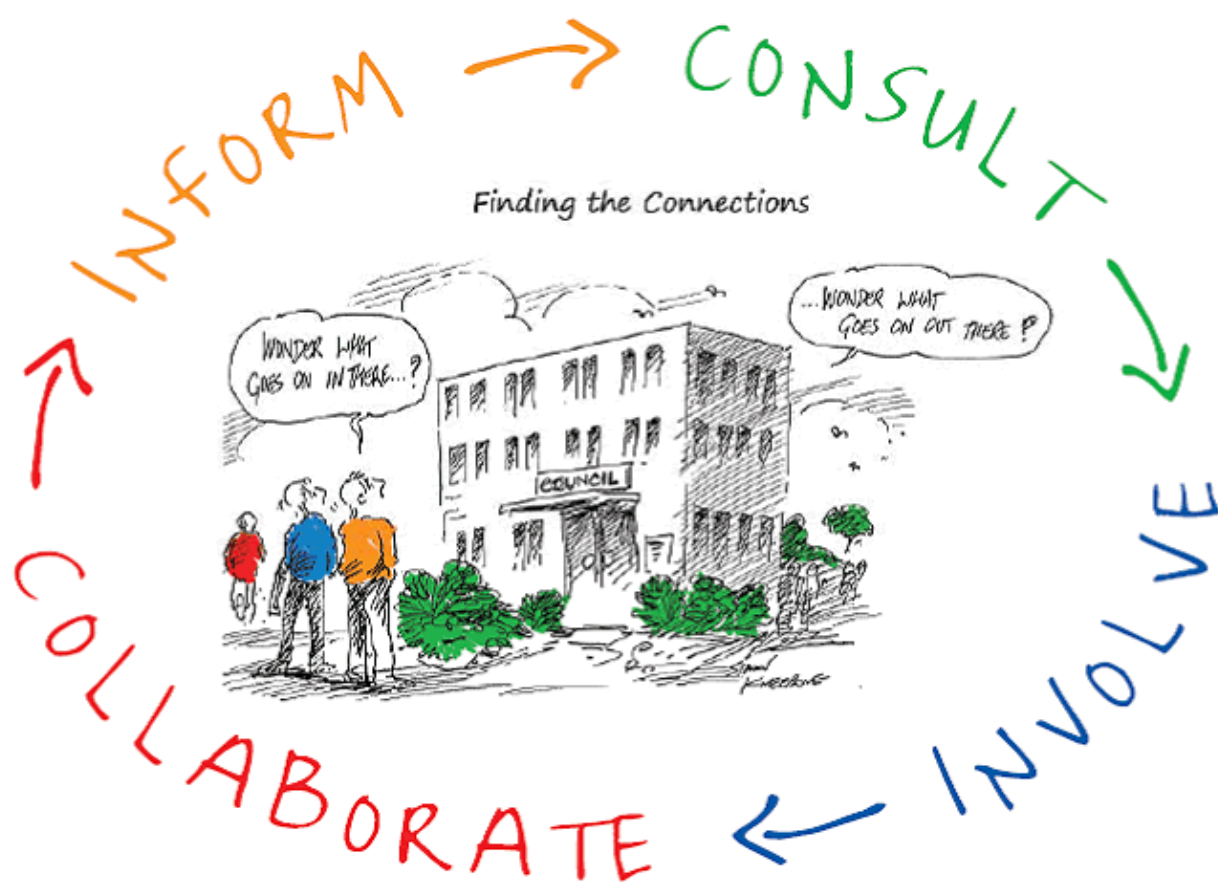


COMMUNITY ENGAGEMENT HANDBOOK

A Model Framework for leading practice
In Local Government in South Australia



COMMUNITY ENGAGEMENT HANDBOOK

BACKGROUND TO THE DEVELOPMENT OF THE HANDBOOK

The “*Community Engagement Handbook*” (the Handbook) has been prepared as part of a broader Local Government Community Engagement Project, a joint initiative of the Local Government Association of SA (LGA) and the SA Government through the Office for State/Local Government Relations.

The project was introduced to Councils in mid March 2007 when Councils were invited to respond to a questionnaire focussing on current community engagement practices, and to nominate case study examples. A summary report of the responses, “*Community Engagement – Snapshot of Councils*”, and a publication showcasing leading practice examples, “*Community Engagement Showcase*” were prepared and are available at www.lga.sa.gov.au/goto/engage

This Handbook is an outcome of the second phase of the project and is based on the International Association for Public Participation (IAP2) model introduced in the “*Community Engagement Showcase*”. IAP2 was founded in 1990 as the International Association of Public Participation Practitioners (IAP3) to respond to the rising global interest in public participation. The initial mission was to promote the values and best practices associated with involving the public in government and industry decisions which affect their lives. The model is based on three foundations, that is, (1) *values based*, (2) *decision oriented* and (3) *goal driven*. It provides a consistent approach to community engagement which facilitates a common understanding and approach between Councils and communities.

Research and feedback from Council staff in earlier stages of the Community Engagement Project suggested the Handbook needed to be a practical tool to increase its appeal and continuous use. The Handbook is therefore a process oriented “how to” guide which can be adapted for use in a range of circumstances by Councils of differing size.

The draft Handbook was “road tested” by four Councils who participated in a Pilot Study. These case study examples are available at www.lga.sa.gov.au/goto/engage.

Valuable input was also provided by members of a Reading Reference Group (refer page 48) who patiently read through several drafts of the Handbook and provided invaluable feedback for improvement. The Project Team acknowledge and sincerely thank those who participated through the development of the Handbook for their commitment, effort and enthusiasm. Funding for the Handbook from the SA Government and the Local Government Research and Development Scheme is also acknowledged.

This Handbook has been designed for web access via www.lga.sa.gov.au/goto/engage. It is also intended to supplement the work undertaken in the Community Engagement Project with information available from that web page.

The benefits to be gained through the application of the model framework outlined in the Handbook will be covered in training available to Council Members and staff through the LGA Education and Training program. For further information contact the LGA Education & Training Service, telephone 08 8224 2035 or email: training@lga.sa.gov.au

COMMUNITY ENGAGEMENT HANDBOOK

GETTING THE BASICS RIGHT RELIES ON EFFECTIVE PLANNING

The focus of the *Community Engagement Handbook* is on getting the basics right. This essentially involves planning effectively for community engagement rather than enthusiastically reaching out for interesting or new engagement techniques without proper planning. A planned approach will set in place a strong foundation that Councils can build on to drive community engagement initiatives.

The principal aim of the Handbook is to provide Councils with a model framework to adapt to local circumstances for effective planning and implementation of community engagement processes for small and large projects. Secondary aims are to:

- clarify the consultation requirements of the Local Government Act (Section 50) and Development Act 1993, as distinct from discretionary consultation, and to ensure integration into a logical framework;
- provide a method for the selection of community engagement that is most closely aligned to expectations of Council Members and those who have an interest in the decision to be made;
- demonstrate ways of providing feedback to communities on their input and to inform decision making processes; and
- outline the importance of implementing the outcomes of the decision making processes.

Importantly, the Handbook is based squarely on the principle that **effective planning needs to precede the selection of techniques for community engagement**. Getting the planning right first will ensure the selection of techniques is based on achieving the purpose of the engagement and meeting objectives set during the planning phases to effectively engage stakeholders and communities in appropriate ways to support the decision making process. Although many publications are available on choosing and applying techniques, the focus of the Handbook is on planning first to ensure the techniques selected support decision making. References to community engagement techniques and resources are provided throughout the text and examples of techniques suited to each level of engagement are outlined in **Appendix 1**.

In adapting the model framework, Councils are encouraged to consider how best to integrate community engagement projects with other systems such as, project management, communication and evaluation programs. The diversity of such systems throughout Councils has limited any detailed descriptions in the Handbook for integration with other system.

The Handbook will be a valuable tool for all those who have an interest in and responsibility for designing and implementing community engagement initiatives, including Council Members and staff from a range of disciplines - Planning and Development, Social Planning, Community Development, Library Services, Infrastructure and Traffic Management, Governance, Strategy and Policy, and Customer Service.

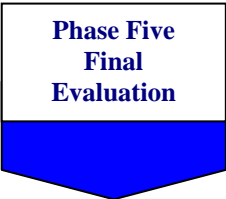
As Councils progressively take up the model framework at the local level, a longer-term outcome will be enhanced consistency in approaches to community engagement across Local Government in South Australia.

CONTENTS

	Page
What do we mean by “community engagement”?	1
Levels of community engagement - Inform, Consult, Involve, Collaborate	1
IAP2 spectrum of public participation	3
Phase one – Planning for community engagement	4
<ul style="list-style-type: none">■ Step 1 - Work with decision makers■ Step 2 - Clarify the decision to be made■ Step 3 - Identify key stakeholders■ Step 4 - Consider legislative requirements■ Step 5 - Select a level of community engagement■ Step 6 - Set up and maintain a community engagement record■ Step 7 - Establish evaluation measures.	
Phase two – Developing a community engagement strategy	26
<ul style="list-style-type: none">■ Step 1 - Gather and record background information■ Step 2 - Define community engagement objectives■ Step 3 - Establish community engagement parameters■ Step 4 - Identify key issues/interests and responses■ Step 5 - Select suitable techniques for community engagement■ Step 6 - Evaluate Phase Two	
Phase three – Implementing a community engagement strategy	35
<ul style="list-style-type: none">■ Step 1 - Develop an Action Plan■ Step 2 - Complete a Task Breakdown■ Step 3 - Evaluate Phase Three	
Phase Four – Providing feedback to stakeholders and reporting to Council	38
<ul style="list-style-type: none">■ 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	

Phase Five – Compile Final evaluation 43

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



**Phase Five
Final
Evaluation**

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The Community Engagement Project – Where to from here? 46

Evaluating our process 45

Training and Development 45

References 47

Acknowledgements 48

Appendices Schedule 49

Appendix 1 Community Engagement Table of Techniques 50

Appendix 2 Role of Council Members in Community Engagement Processes.....54

Appendix 3 Stakeholder List template 56

Appendix 4 Local Government Act 1999 Section 50 consultation requirements 57

Appendix 5 Matrix Score Sheet template 63

Appendix 6 Community Engagement Evaluation template 64

Appendix 7 Community Engagement Strategy template 65

Appendix 8 Action Plan template 70

Appendix 9 Task Breakdown template 72

Appendix 10 Community Engagement Feedback Report template 73

Appendix 11 Community Engagement Final Evaluation Report template 75

WHAT DO WE MEAN BY “COMMUNITY ENGAGEMENT”?

The definition of “community engagement” used in the 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.”¹

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 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

This Handbook is based on the International Association for Public Participation (IAP2) model introduced in the “Community Engagement Showcase” referred to earlier. 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 follows².

Inform	One way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.
Consult	Two way communications designed to obtain public feedback about ideas on rationale, alternatives and proposals to inform decision making.
Involve	Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision making.
Collaborate	Working together to develop understanding of all issues and interests to work out alternatives and identify preferred solutions.

It is to be noted that the IAP2 Spectrum continues to also include “empower” as a level of community engagement, whereby final decision making is in the hands of the public. Under the Local Government Act 1999, the only decision making power which is placed in the hands of the public is that of electing Council Members every 4 years.

¹ Adapted from www.dpi.wa.gov.au/communityengagement/717.asp

² Refer <http://www.iap2.org.au> for more information.

COMMUNITY ENGAGEMENT HANDBOOK

The Act empowers an elected Council in South Australia to make policy, strategic and budget decisions except where delegated to staff, a committee, or a subsidiary, but delegations for decision making cannot be made to the public. (Note: some decisions, such as setting strategic plans, budgets and rates cannot be delegated to staff).

However, the terms “empower” and “empowering communities” are often used by Councils and other governments when referring to community development and community capacity building initiatives. That is, “empower” sits at an operational level rather than a decision making level, as many Councils engage with local communities in this way. The following definition of “empower” has been developed for the Handbook.

Empower	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.
----------------	---

Government agencies, practitioners and much of the literature are increasingly replacing the term “community consultation” with “community engagement”. Whilst “consultation” has been used as a general term to describe how Councils approach communities about decisions that affect them, the general use of “consultation” has sometimes created unrealistic expectations and confusion within communities. The intent of the “consultation” approach is quite often unclear and not well articulated.

As can be seen from the table above, **“engagement” does not replace the term “consultation”**, it **identifies consultation as only one of the levels of engagement**, along with *inform, involve and collaborate* that assist to ensure clear community expectations about their role in decision making. The IAP2 Spectrum of Public Participation provides further insight into this concept.

Please note:

- “Community engagement” will replace the words “public participation”, except when direct reference is made to the IAP2 Spectrum; and
- “Council Members” and “decision makers” will be used interchangeably.

COMMUNITY ENGAGEMENT HANDBOOK

IAP2 SPECTRUM OF PUBLIC PARTICIPATION³

Increasing The Level Of Public Impact → → → →

Inform	Consult	Involve	Collaborate	Empower
<p><u>Public Participation Goal:</u></p> <p>To provide balanced and objective information to assist understanding of topic, alternatives, opportunities and/or solutions.</p>	<p><u>Public Participation Goal:</u></p> <p>To obtain public feedback on analysis, alternatives and/or decisions.</p>	<p><u>Public Participation Goal:</u></p> <p>To work with the public throughout the process to ensure that concerns and aspirations are consistently understood and considered.</p>	<p><u>Public Participation Goal:</u></p> <p>To partner with the public in each aspect of the decision including development of alternatives and identification of preferred solution.</p>	<p><u>Public Participation Goal:</u></p> <p>To place final decision making in the hands of the public.</p>
<p><u>Promise to the Public:</u></p> <p>We will keep you informed.</p>	<p><u>Promise to the Public:</u></p> <p>We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how input influenced the decision.</p>	<p><u>Promise to the Public:</u></p> <p>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.</p>	<p><u>Promise to the Public:</u></p> <p>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.</p>	<p><u>Promise to the Public:</u></p> <p>We will implement what you decide.</p>
<p><u>Example techniques</u></p> <ul style="list-style-type: none"> ▪ Fact Sheets ▪ Web sites ▪ Open Days 	<p><u>Example techniques</u></p> <ul style="list-style-type: none"> ▪ Public comment ▪ Focus Groups ▪ Surveys 	<p><u>Example techniques</u></p> <ul style="list-style-type: none"> ▪ Workshop ▪ Deliberate polling 	<p><u>Example techniques</u></p> <ul style="list-style-type: none"> ▪ Citizen Advisory Committees ▪ Consensus building ▪ Participatory decision-making 	<p><u>Example techniques</u></p> <ul style="list-style-type: none"> ▪ Citizen juries ▪ Ballots ▪ Delegated decisions

Throughout the process of community engagement, there is likely to be movement back and forth along the Spectrum as the plan is implemented and/or before Council makes a final decision.

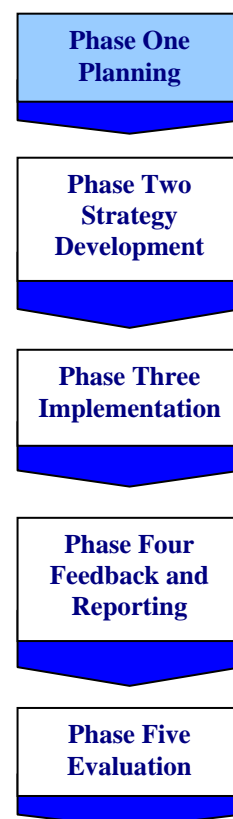
³ IAP2 – refer website: <http://www.iap2.org.au/spectrum.pdf>

Phase One

Planning for community engagement

Steps to be covered in this section are:

	Page
✓ Step 1 - Work with decision makers	5
✓ Step 2 - Clarify the decision to be made	6
✓ Step 3 - Identify key stakeholders	9
✓ Step 4 - Consider legislative requirements	13
✓ Step 5- Select a level of community engagement	14
✓ Step 6 -Set up and maintain community engagement record	21
✓ Step 7 - Establish evaluation measures	22



PHASE ONE - PLANNING FOR COMMUNITY ENGAGEMENT

Planning is the key to sustainable decision making. **A sustainable decision requires consideration of four criteria: (1) technical and (2) economic feasibility; (3) environmental compatibility; and (4) social acceptability⁴.**

Essentially, communities contribute to the social and cultural components that help find the common ground within the criteria for sustainability. Planning for community engagement is the process that makes this possible and will mean the difference between:

- a process leading to a decision that meets the criteria and can be implemented successfully; and
- a decision that fails to measure up to the criteria and is at risk of not being implemented successfully.

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 dimensions.

- Opportunities to facilitate understanding through information sharing.
- Local Government legislation. For Example, Section 50 of the Local Government Act 1999 (SA).
- Previous community engagement experiences.
- Democratic right of individuals to be involved in decisions affecting them and contribute to community building.
- The desirability of incorporating community values, interests and needs into decision making.
- Development of sustainable decisions.

STEP 1 - WORK WITH DECISION MAKERS

Identifying who the decision makers are, what their role is, and when and how they will make decisions is central to effective governance. As previously discussed, the elected member body of Council has the prescribed 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 way this is achieved may depend to some extent on Council protocols and the nature and political context of the decisions to be made (refer **Appendix 2 – Role of Council Members in Community Engagement Processes**).

⁴ IAP2 Planning for Effective Public Participation, 2006

- It is suggested an opportunity for a briefing with Council Members on draft community engagement plans is provided before proceeding with community engagement.

Other people who may have an impact on decisions at an operational level at various stages 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.

- Consider convening a project team, including a Community Engagement Co-ordinator to take responsibility for the community engagement process. This approach will facilitate a shared and collaborative understanding and approach across relevant disciplines and departments within Councils and ensure effective community engagement, communication and project management. It also provides opportunities to develop and integrate internal community engagement practices throughout Council's organisational culture and prepares staff for external community engagement.

KEY POINTS TO GETTING IT RIGHT - WORKING WITH DECISION MAKERS

- ✓ Clarify the roles of decision makers and when and how they will make decisions.
- ✓ Acknowledge the elected body of Council as the final decision maker.
- ✓ Identify who else may make operational decisions or recommendations to decisions makers throughout the community engagement process.
- ✓ Meet with Council Members as early as possible to clarify their expectations and gain their commitment to the 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.

STEP 2 – CLARIFY THE DECISION TO BE MADE⁵

It is important to be clear about the decision to be made. Being *unclear* is a common reason for tension between Councils and communities and why some issues seem to remain unresolved over a long period of time. 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) what they think the decision is that needs to be made. A Case Study is introduced here as an example of how critical this is.

Case Study: (this case study, which is hypothetical for legal and confidentiality reasons, will be used to demonstrate the process throughout the Handbook)

Interest in a coastal region in South Australia has increased and resulted in rising property prices. This interest brings with it an increase in the number of people travelling to the coast to see what it is all about. A local Council is keen to use this interest to bring much needed business and economic growth to the area through the tourism industry. However, the Council is also aware that although there is support for development in the area, there is also opposition from long term local community members who are concerned that development will spoil the quality of life along the coast, and from environmentalists who are convinced tourism will ruin the local beach environments.

Council wants to engage the community to determine what the majority of people in the community want for the coastline and surrounding areas.

Ask a group of ten people “What is the decision to be made here?” and it is highly likely you will end up with ten different answers. For instance, is the decision to:

- a) improve the local economy and bring much needed work to the area;
- b) seize the opportunity to put the area on the tourism map; or
- c) save the local area from development?

Depending on your point of view, these answers might be only the presenting issues. The real issues will be revealed through further discussion. Therefore, it is important to explore and clarify the decision to be made through effective questioning.

For example, “How important is the balance between development and coastal ecology”? This form of questioning can be achieved through effective community engagement. The questioning has to start somewhere, and an obvious place to start is with the decision makers as discussed in Step One. Meet with them to gather information and gain a perspective on their understanding of the decision to be made and frame it in a decision statement.

An effective decision statement is about:⁶

- a clear statement of the problem to be solved;
- a reflection of the needs of decision makers and the community;

⁵ IAP2 Planning For Effective Public Participation, 2006

- something that stakeholders want to solve or explore;
- a challenge or a dilemma that is clear and expressed in a common language;
- something that can be accepted by the majority of stakeholders; and
- keeping the statement simple and straightforward.

Case Study Decision Statement:

To explore the long term economic, technical, social and environmental stability of the defined coastal region through discussion with key stakeholders about potential residential and economic development and growth, and care of the environment.

Once the decision statement has been developed internally with Council Members and relevant staff, it is important to meet with external key stakeholders to gain an understanding of their perspective on the decision to be made. This will help to identify areas of commonality and/or differences. Redefine the decision statement to reflect the shared expectations of internal and external stakeholders (the identification of stakeholders is covered in the next step).

Revised Decision Statement (following discussion with internal and external stakeholders)

To ensure there are equitable opportunities for all stakeholders to influence how they will explore and be involved in determining the long term economic, technical, social and environmental stability of the defined coastal region based on their values and views about potential residential and economic development and growth, and care of the environment.

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.

⁶ Adapted from Twyford, V, Beyond Public Meetings, *Connecting Community Engagement with Decision-Making*, 2006

STEP 3 – IDENTIFY 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 equitable inclusion of all potential stakeholders who reflect the demographics of the community. Not only will this ensure a credible process and equitable representation, but the approach will help to develop community trust in the process.

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

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

- Council Members; and
- key 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 such as:

- Council staff working on a project;
- people who live and work in the broader Council area;
- business owners;
- community groups in the Council area; and
- consultants involved in a project.

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, such as:

- State and Federal Government authorities;
- Government agencies and organisations;
- non-government agencies and organisations; and
- media.

The following are alternative categorisations of stakeholders.

Stakeholders who are decision makers, namely:

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

Stakeholders who are influencers, such as:

- key community groups and leaders, experts, media, consultants; and
- 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, such as:

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

Stakeholders who perceive they have a stake hold, such as:

- 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 Council requirements)

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

A stakeholder list example for the Case Study is included at the end of this section, and a stakeholder list template is included as **Appendix 3**.

“Hard to Reach” Stakeholders and potential barriers to accessing community engagement

The Victorian Local Governance Association has undertaken a collaborative study on this topic and the publication “*Hard to Reach - Local Government, social profiling and civic infrastructure*”⁷ provides useful information and references.

The following list, based on the Victorian study, provides a snapshot of “hard to reach” groups and potential barriers to consider in identifying ways to maximising opportunities for access to community engagement processes.

- | | |
|--|--|
| <ul style="list-style-type: none">▪ Age (children/youth/middle age/seniors)▪ Apathy – Why is it relevant to me?▪ Childcare and elder care responsibilities▪ Community bullying▪ Gender roles – for example, women as primary carers, single parents▪ Cultural norms or religious customs▪ Use of technical jargon▪ Language and cultural barriers▪ Ineffective communication between Council Members / staff and community members▪ Drug and / or alcohol dependency▪ Access to and capability to work with IT | <ul style="list-style-type: none">▪ Industry and business▪ Low income or unemployment▪ Low literacy levels▪ Mental and other health issues▪ Physical disability or mobility and access difficulties▪ Prior experiences of not being listened▪ Shift work or seasonal events▪ Access to transport▪ Homelessness or transient population
▪ Indigenous people and/or newly arrived refugees who may have experiences of disadvantage or isolation. |
|--|--|

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 potential “hard to reach” stakeholders and barriers to accessing community engagement processes, and maximise opportunities to engaging those stakeholders.

⁷ Community Consultation and the “*Hard to Reach - Local Government, social profiling and civic infrastructure*”, www.vlga.org.au

COMMUNITY ENGAGEMENT HANDBOOK

Stakeholder List (case study example) <i>adjust this template to suit your needs</i>				
Organisation/Association	Name	Phone Contact	Address/email	Comments
Council	Cr Smith	Xxxx	crsmith@coolmail.com	
	Cr Jones			
Staff	J. Bloggs – Strategic Planner			
	B. Dots – Community Development Officer			
Community Groups	Seniors Citizens Association			
	Residents Association			
	Indigenous Community			
Specific Interest Groups	Coastal Protection			
	Environmental Group			
	Business Association			
	Historical Society			
General Community	J Smith			
	(insert additional rows to list all relevant community members names)			
Consultants/Developers	Dot Developers			
	Blot Business Enterprises			
Government agencies	Tourism Australia			
	EPA			
Non-government agencies	Salvation Army			
Other	Division of General Practice			

Project Consultants: Margaret Heylen (Project Manager) and Barbara Chappell (Author)

STEP 4 - CONSIDER LEGISLATIVE REQUIREMENTS

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. 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; and
- may set out steps the Council will follow in other cases involving Council decision making (see **Appendix 4**).

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 (refer page 1) and the IAP2 model (page 3).

There will also be situations where there is no legislative requirement to engage communities, but Councils will choose to do so to meet their commitment to community development and participatory democracy.

The LGA Public Consultation Discussion Paper March 2007 refers to Councils being able to “include additional requirements as it thinks appropriate”. These additional requirements may include the varying levels of community engagement such as, inform, involve, and collaborate. Councils are able to apply broader policy principles, but in doing so, should take into consideration the need to comply with the specific consultation requirements of the Act and be clear about the steps taken to achieve compliance.

The Development Act 1993 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.

The “Revised Decision Statement” from the Case Study, provides an example of legislative consultation and discretionary community engagement working side by side. Council will have discretion (choice) about the level of community engagement for example on, social development, economic expansion and many environmental issues. Council will be required to consult under Section 50 of the Local Government Act 1999 and the Development Act 1993 on residential and economic (industrial and retail) land development (community and residential land use) and specific environmental issues, for example tree planting, pollution and stormwater management.

Revised Decision Statement

To ensure there are equitable opportunities for all stakeholders to influence how they will explore and be involved in determining the long term **economic, social and environmental** stability of the defined coastal region based on their values and views about potential **residential and economic development** and growth, and care of the **environment**.

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).
- ✓ 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.

STEP 5 - SELECT A LEVEL OF COMMUNITY ENGAGEMENT

The selection of a level or levels 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.

Consideration will need to be given to the following.

- Background information, including Council 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, material and financial resources.
- Media interest.

COMMUNITY ENGAGEMENT HANDBOOK

Some of the information required to determine expectations will be found in documentation such as Council 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 unfair⁸. 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, budget and a Council's approach to community engagement. It is therefore necessary to consider more than one way to determine the selection of the level of community engagement.

Example 1: IAP2 Spectrum

Refer to the extract from the IAP2 Spectrum⁹ below to review the goals and promises for each level of engagement (participation). Take the time to work through the Spectrum with a project team, decision makers, and key external stakeholders to determine what level of engagement they expect. 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 (see following case study example). It is always better to under promise on the engagement goals and over deliver on the engagement promise.

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
<p><u>Public Participation Goal:</u></p> <p>To provide balanced and objective information to assist understanding of topic, alternatives, opportunities and/or solutions.</p> <p>We will keep you informed.</p>	<p><u>Public Participation Goal:</u></p> <p>To obtain public feedback on analysis, alternatives and/or decisions.</p> <p>We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how input influenced the decision.</p>	<p><u>Public Participation Goal:</u></p> <p>To work with the public throughout the process to ensure that concerns and aspirations are consistently understood and considered.</p> <p>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.</p>	<p><u>Public Participation Goal:</u></p> <p>To partner with the public in each aspect of the decision including development of alternatives and identification of preferred solution 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.</p>	<p><u>Public Participation Goal:</u></p> <p>To place final decision making in the hands of the public.</p> <p>We will implement what you decide.</p>

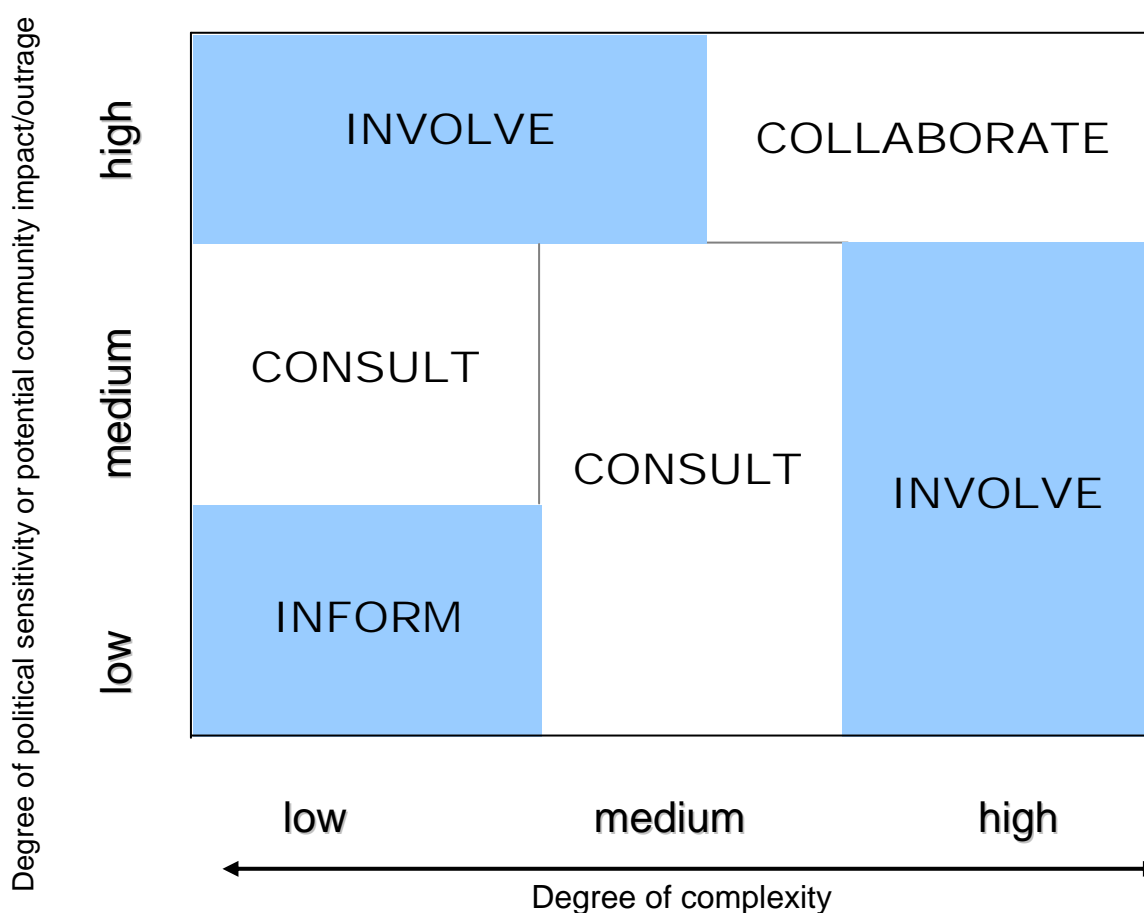
⁸ IAP2 Planning for Effective Public Participation, 2006

⁹ IAP2 – refer website: <http://www.iap2.org.au/spectrum.pdf>

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:

- background information, including Council Reports, Briefing Papers, Project Scopes and Reviews;
- internal and external expectations about the level of engagement; and
- human, material and financial resources available.

Example 2: Community Engagement Matrix



Source: Adapted from IAP2 and the City of Onkaparinga Community Engagement Matrix, 2005¹⁰

The axis on the Matrix relate to “degree of complexity, potential community impact/outrage and political sensitivity”. Measures of “low”, “medium” and “high” are set out to provide further definition.

¹⁰ IAP2 Spectrum of Public Participation, City of Onkaparinga Community Engagement Handbook 2006

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).

A Matrix Score sheet example has been completed using;

- the background and decision statement from the Case Study (which follows);
- the information about the degrees of complexity, potential community impact and political sensitivity; and
- the Community Engagement Matrix (preceding page).

A Matrix Score sheet is included as **Appendix 5**. It is to be noted that not all issues will be neatly ticked in one of the boxes and that other specific situations may arise during the community engagement process.

Case Study

Background

Interest in a coastal region in South Australia has increased and resulted in rising property prices. This interest brings with it an increase in the number of people travelling to the coast to see what it is all about. A local Council is keen to use this interest to bring much needed business and economic growth to the area through the tourism industry. However, the Council is also aware that although there is support for development in the area, there is also opposition from long term local community members who are concerned that development will spoil the quality of life along the coast, and from environmentalists who are convinced tourism will ruin the local beach environments. Council wants to engage the community to determine what the majority of people in the community want for the coastline and surrounding areas.

Decision Statement

To ensure there are equitable opportunities for all stakeholders to influence how they will explore and be involved in determining the long term economic, technical, social and environmental stability of the defined coastal region based on their values and views about potential residential and economic development and growth, and care of the environment.

MATRIX SCORE SHEET CASE STUDY EXAMPLE

Assessment (tick the boxes ✓)	Low	Medium	High
<p>Degree of complexity</p> <ul style="list-style-type: none"> ▪ Development of residential and business premises is dealt with through prescribed legislative process ▪ The range of issues are unclear, but they can be identified through research and discussion with stakeholders ▪ Council is committed to a community engagement process 		✓	
<p>Degree of potential community impact/outrage</p> <ul style="list-style-type: none"> ▪ There is realisation in sections of the community that the area will not survive in the long term without economic development ▪ There are groups in the community who want to maintain the area as it is ▪ The decision statement provided and supported by Council indicates the community will be directly involved in determining the preferred outcome 			✓
<p>Degree of political sensitivity</p> <ul style="list-style-type: none"> ▪ The project has the support of the Ward Councillor ▪ Council is supporting community engagement to determine what the majority of stakeholders want for the area 		✓	
Total		2	1

COMMUNITY ENGAGEMENT HANDBOOK

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 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 maintained¹¹.

¹¹ London, S, Collaboration and Community, 2005

Level/s of community engagement selected in the Case Study

Initially, Council expects to *consult* the community by providing them with research information about the best way to deal with the issues and to seek comments on their proposed solutions. However, because of earlier discussions with key stakeholders, Council Officers are aware the community expects to be *involved* in determining what information is required to help them explore the issues identified in the decision statement. They expect to be involved in the community engagement process.

Council can agree to engage with the community at the *consult* level in relation to residential and economic development applications and changes to the use of community land, as required under the Local Government Act 1999 and the Development Act 1993. However, they also agree to engaging the community at the *involve* level in relation to the long term economic, social and environmental stability of the area.

These are appropriate community engagement levels for this Council and community as they learn new ways to work together at decision-making. Both their expectations are being met through engaging at different levels. Council can comfortably keep its promise (refer IAP2 Spectrum) at the *consult* level and deliver more opportunities for community engagement at the *involve* level. At this level Council will facilitate the process with the involvement of the community. If Council and the community had previous positive community engagement experiences, they might work at the *collaborate* level. At that level they would work as partners to develop and implement the community engagement process. Working at the *collaborate* level requires reasonable levels of trust established through relationship building over a period of time¹².

As indicated previously, consideration will need to be given to the expectations of internal and external stakeholders about the level of community engagement. Ideally, completing the Matrix exercise is a task for the project team, Council Members, and key external stakeholders collectively to gauge the level of community engagement expected. If the decision makers select *consult* as the method of community engagement and staff and key stakeholders select *involve*, it may be possible to negotiate the level of community engagement as indicated in the case study.

¹² London, S, Collaboration and Community, 2005

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.¹³
- ✓ 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.
- ✓ Refer to the IAP2 Spectrum to review the goals and promises for each level of community engagement (participation).
- ✓ Use the IAP2 Spectrum and the Matrix as appropriate to your organisational needs.
- ✓ Negotiate the level or levels of community engagement to suit the majority of stakeholders.
- ✓ Under promise on the community engagement goals and over deliver on the community engagement promise.

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.

- | | |
|-------------------------------|--------------------------------------|
| ▪ Relevant Council Reports | ▪ Communication materials |
| ▪ Briefing papers | ▪ Public participation registrations |
| ▪ Project briefs and proposal | ▪ Survey feedback and responses |
| ▪ Project team meeting notes | ▪ Project plans and drawings |
| ▪ Media releases | ▪ Feedback and Outcome reports |

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.

¹³ IAP2 Planning for Effective Public Participation, 2006

The management of records and documents will depend on the internal management systems in place. Whether systems are electronic or manual, a file name and reference number is required or if applicable, reference to a project file. 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; and
- 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.

STEP 7 - ESTABLISH EVALUATION MEASURES

This Handbook provides basic measurements for evaluating the effectiveness of the community engagement process. Specific references on the development of a comprehensive community engagement evaluation methodology are as follows.

- Engaging Queenslanders: Evaluating community engagement¹⁴
- Book 2: The Engagement Planning Work Book, Victorian Department of Sustainability and Environment¹⁵
- “Program Evaluation”, Owen, J, 1999¹⁶

The methodology selected to evaluate community engagement will depend on programs already established within Councils. It will need to include quantitative and qualitative measures and can be divided into two key areas of “process” and “outcome”, which are continually identified, assessed against community engagement objectives and actioned through a feedback loop.

¹⁴ Engaging Queenslanders: *Evaluating community engagement*, www.getinvolved.qld.gov.au

¹⁵ Book 2: *The Engagement Planning Work Book*, Victorian Department of Sustainability and Environment¹⁵
www.dsevic.gov.au/engage

¹⁶ Owen, J, 1999 “*Program Evaluation*”

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.

- For example, demographic data can be used to cross check the statistical significance of the number of responses from specific age groups. Conclusions drawn from this information may indicate that the methods used to distribute a survey were not suited to young people. A process evaluation question to ask in this situation would be, “What needs to be done to gather information from young people?”

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.

- For example, a comment received indicates a stakeholder group do not feel enough information has been provided on the type of economic development that might be intended for the area in the case study. How this comment is interpreted is important. If it is taken to mean “What is intended?” then providing information may lead to a community perception that economic development for the area is a foregone conclusion.

However, if the comment is interpreted as “What is possible”?, the response may be to ask the group for further comment on what they think is possible, providing a very different outcome. The **outcome evaluation** would indicate that the second interpretation of the comment would be more likely to keep the process open and engaging.

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.

- In response to their findings from the **process evaluation** example mentioned above, text messaging is introduced as a technique to encourage increased participation by young people in community engagement initiatives.
- As a result of asking the stakeholder group in the **outcome evaluation** example mentioned above, what type of economic development they think might be possible for the area, the group have agreed to meet with Council staff and openly share their views and aspirations.

COMMUNITY ENGAGEMENT HANDBOOK

If evaluation measures are set throughout the process, areas for improvement and emerging problems will be identified early and the probability of a sustainable decision (refer Page 5) being achieved will be increased.

Evaluation measures for Phase One for example might be as follows.

- How do we know if the community engagement plan has been designed to deliver a sustainable outcome?
- How do we know if the plan is effective in dealing with stakeholder expectations?
- What can we learn from the process that needs to be dealt with before proceeding?

Refer to the example set out in the table below. An evaluation template is included as **Appendix 6**.

Community Engagement Case Study Evaluation – Phase One (example)

CRITERIA	INDICATORS	PROCESS	OUTCOME	RECOMMENDATION
How do we know if the engagement plan has been designed to deliver a sustainable outcome?	The decision statement takes into account technical, economic, environmental issues and social stability	Council revised the decision statement to improve its public acceptability Various community perspectives on the feasibility of economic growth in the area is becoming evident as a real issue	Stakeholders are developing trust in the process because their views and concerns are being acknowledged	Promote the decision statement and the engagement process Set up a hotline for enquiries
How do we know if the plan is effective in dealing with stakeholder expectations?	The level/s of engagement are acceptable to a majority of stakeholders Inclusive stakeholder representation as cross referenced through demographic data	The levels of engagement are negotiated to meet the needs of Council and the community	Council and a broad cross section of the community starting to work together effectively and gaining experience in effective community engagement	Council to continue to engage in activities to develop working relationships with stakeholders

COMMUNITY ENGAGEMENT HANDBOOK

CRITERIA	INDICATORS	PROCESS	OUTCOME	RECOMMENDATION
What can we learn from the process that needs to be dealt with before proceeding?	The process evaluation measures identify emerging issues	The information on the emerging issues is fed back to the community engagement project team to develop appropriate responses	The project team meet with stakeholders to gather information to ensure they understand the full extent of the	Measure the engagement process throughout each phase and feedback issues to engagement project team for action

KEY POINTS TO GETTING IT RIGHT – ESTABLISHING EVALUATION MEASURES

- ✓ Develop evaluation measures that suit your organisational 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

Steps to be covered in this section are:

	Page
✓ Step 1 - Gather and record background information	27
✓ Step 2 - Define community engagement objectives	28
✓ Step 3 - Establish community engagement parameters	27
✓ Step 4 - Identify key issues/interests and responses.....	29
✓ Step 5- Select suitable techniques for community engagement.....	31
✓ Step 6 - Evaluate Phase Two	34



PHASE TWO – DEVELOPING A COMMUNITY ENGAGEMENT STRATEGY

A community engagement strategy brings together all the elements of planning for community engagement and presents them in a format that provides a road map for Council Members, the project team, and stakeholders. This section of the Handbook outlines the format for the strategy, and a template to record it is included as **Appendix 7**.

STEP 1 - GATHER AND RECORD BACKGROUND INFORMATION

It is useful to provide background information which 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 reports | ▪ Council members |
| ▪ Briefing papers | ▪ Council staff with some involvement in the topic |
| ▪ Council record systems | ▪ Community groups and individuals |
| ▪ Internal and external reviews | ▪ Stakeholders |

Case Study - Background (the information in this example is hypothetical)

In [date] State Government initiated the freehold policy development for crown lease sites. This eventually led to a re-assessment of the value of coastline properties, which in turn prompted a review of all legislation in relation to crown leases and freehold property on the coastline in the Case Study. Once the freehold policy became a reality, Council started to review the coastline in terms of monetary, environment and tourism impacts, for example, population growth. The State Government vested responsibility for these impacts to Local Government and dealt with the implementation of the freehold process through the Department of Environment and Heritage. The local community were very concerned about loss of access to beaches because of property development along the coast. The Department of Environment and Heritage were concerned about destruction of local flora and fauna. Land developers working with the tourism industry were concerned the local community would put a stop to development. At a meeting held on [date], Council declared an interest in dealing with the impacts of the freehold process. Council resolved:

- That a report be presented to Council by [date] detailing the freehold impacts, and
- That Council consult with the community on the freehold impacts.

The outcome of the consultation was unsatisfactory and the report to Council did not provide a true reflection of the freehold impacts. Council does not want a repeat of this outcome and is committed to the development of a community engagement strategy to determine what the majority of people in the community want for the future of the coastline and surrounding areas.

STEP 2 - DEFINE COMMUNITY ENGAGEMENT OBJECTIVES

The importance of being clear about the decision to be made has already been discussed. The way to ensure the decision is achieved is to set clear objectives which guide the process through to completion. An objective needs to be:

- **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.

Overall “project objectives” need to be set to determine the main outcomes to be achieved.

Objectives also need to be set for each level of community engagement selected and evaluated to ensure they are being met.

Case Study Objective examples

Project objectives

- To determine how community engagement can support the decision statement during a scheduled 6 months period commencing in [date] and concluding in [date].
- To establish criteria to be used in making the final decision by [date].

Engagement objective at the *consult* level

- To obtain feedback on options for the use of community owned land or private land for the development of residential properties within the timeframes as set out in Section 50 of the Local Government Act 1999 and the Development Act 1993.

Engagement objective at the *involve* level

- To work with an Advisory Group from [date] to [date] made up from a cross section of the community to determine what information they require to be able to explore the issues.

STEP 3 - ESTABLISH COMMUNITY ENGAGEMENT PARAMETERS

Parameters provide a clear description of the limitations, and the negotiables and non-negotiables involved in a project. The setting of parameters is often necessary to provide Council with a starting point or baseline that allows for realistic expectations. 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.

Legislative

- 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.

Geographic boundaries

- Boundaries will indicate the areas selected to include in the community engagement.
- How the selection is made will depend on a number of factors such as, natural boundaries (a river) or constructed boundaries (main roads).
- Economies of scale indicate that a line must be drawn somewhere, so 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 made at some point.
- The choice of boundaries should be based on specific criteria to demonstrate a considered approach to stakeholders.

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.

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.
- 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.

Case Study Parameter examples

- **Legislative** – Council will be bound by the requirements of the Development Act 1993 for building development applications and by Section 50 of the Local Government Act for any proposed changes to use of community land.
- **Geographic** – this community engagement will be confined to the XX Statistical Local Areas (SLA's).
- **Budget** - An amount of [XXX] has been budgeted for this community engagement process.
- **Timelines** - A minimum of three weeks and maximum of 6 weeks will be set for feedback and submissions.

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 follow.

- **Needs, interests, issues and impacts** - some of these may be clearly evident, however it is important to speak directly to key stakeholder 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 will guide responses and assist to facilitate the process inclusively to bring people to the discussion of common ground.

Case Study issues, interests and response examples

- Council Members, the project team, and key stakeholders may indicate they all have very different expectations about who will provide the sources of information required to allow them to effectively explore the long term economic, technical, social and environmental issues. You can respond by organising a facilitated meeting to establish acceptable sources of information and gain agreement on any specific action that needs to be taken.
- Media releases can create debate among members of the community and raise issues based on their values. *“These values shape the way they perceive the problem or opportunity and possible solutions or actions”¹⁷*. You can respond by identifying values in common between the decision makers and stakeholders through active listening and use this as a common base from which to develop an shared direction.
- Preliminary surveys or project updates or newsletters gather information on the level of interest in a project. You can respond by inviting people who show an interest to join a project mailing list and list the responses to their issues and concerns in the project newsletter/update.
- Weekend residents to the coastal areas contact Council to voice their concerns about how they will be involved in the community engagement process. You listen to their concerns and respond by providing factual information that alleviates their concerns through a mail out to them and a notice in the local paper to the general community. This response facilitates a democratic process and has the potential to increase representation and participation in the decision making process.

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. **A community engagement technique is what is used to facilitate engagement or interaction with the community**, such as a workshop, questionnaire, or a public forum.

¹⁷ IAP2, Planning for Effective Public Participation, 2006

COMMUNITY ENGAGEMENT HANDBOOK

As stated at the outset, getting it right relies on effective planning rather than starting with the selection of a community engagement technique, such as deciding to convene a public meeting. When the public meeting does not turn out quite as expected, we may be left wondering why the community reacts in a negative way. The way to avoid this is to develop a clear plan that determines the objectives to be achieved and select the techniques that will enable them to be achieved.

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?
- 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?¹⁸ Examples are provided in the table below.

INFORMATION SHARING	COLLECTING INFORMATION	BRINGING PEOPLE TOGETHER
<ul style="list-style-type: none"> ▪ Newsletter ▪ Web site 	<ul style="list-style-type: none"> ▪ Survey ▪ Phone poll 	<ul style="list-style-type: none"> ▪ Workshop ▪ Field Trips

The following table is an extract from the IAP2 Spectrum which indicates examples of techniques suited to each level of community engagement.

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

Examples of techniques are set out in **Appendix 1** to illustrate what techniques work most effectively with the levels of *inform*, *consult*, *involve* and *collaborate* on the Spectrum.

¹⁸ IAP2 Techniques for Effective Public Participation, 2006

The tables also indicate what you can expect to work well and what to be aware of when using a particular technique. Other examples and descriptions of community engagement techniques can be found in the following references.

- *Making it Real – A Resource for Community Consultation* (a publication commissioned by the Local Government Community Services Association of SA)¹⁹
- *Engaging Queenslanders: A guide to community engagement methods and techniques*²⁰

Some of the techniques in **Appendix 1** 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. The availability of suitably trained and experienced staff to implement community engagement initiatives will vary from Council to Council, with some having a designated engagement position and others assigning this role as part of a position description. Whatever the circumstances, it is strongly recommended that new techniques are researched and tested internally before venturing out to apply them in the community.

Case Study examples of suitable techniques:

- An objective at the *consult* level was for Council to obtain feedback on options for the use of community owned land or private land for the development of residential properties within the timeframes as set out in Section 50 of the Local Government Act 1999. There is an expectation that the selection of techniques to meet this objective will comply with the requirements of the Act. A technique to share information is, “a public notice placed in a newspaper that is circulated in the Council area”. A technique for collecting information is, “inviting written submissions from the public”.
- An objective at the *involve* level was for Council to work with an Advisory Group made up from a cross section of the community from [date] to [date], to determine what information they require to be able to explore the issues effectively. A technique to share information is, “a mailed notice to all members of the community inviting expressions of interest in being part of the Advisory Group”. A technique to bring people together is, “a workshop on what an Advisory Group is and how it could function to meet the community engagement objectives”.

¹⁹ Making it Real – A Resource for Community Consultation (a publication commissioned by the Local Government Community Services Association of SA)

²⁰ Queensland Government Department of Communities, 2007

STEP 6 – 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 been selected to engage stakeholders?
- 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 included as **Appendix 6**.

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

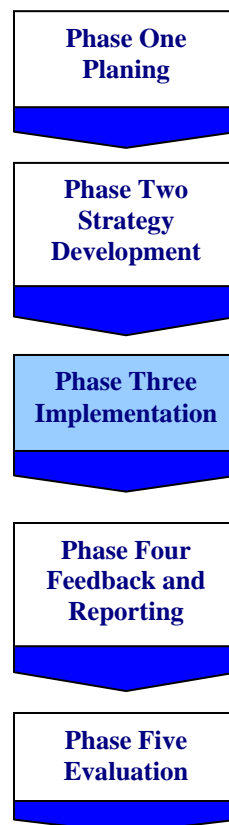
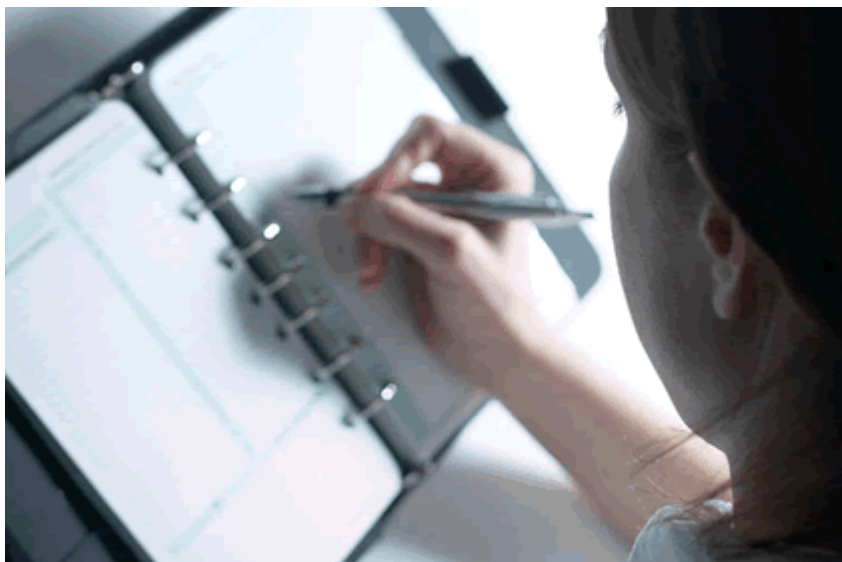
- ✓ A Community Engagement Strategy provides the “road map” for the Project Team.
- ✓ Gather and record background information to include history, current status, and what needs to happen to address the decision to be made.
- ✓ Set clear project and community engagement parameters to clarify limitations, 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

Implementing a community engagement strategy

Steps to be covered in this section are:

	Page
✓ Step 1 – Develop an Action Plan	36
✓ Step 2 - Complete a Task Breakdown	36
✓ Step 3 - Evaluate Phase Three.....	36



PHASE THREE – IMPLEMENTING A COMMUNITY ENGAGEMENT STRATEGY

STEP 1 - DEVELOP AN ACTION PLAN

The community engagement strategy is developed in Phase 2 to achieve the purpose in the decision statement. 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 provided as **Appendix 8**.

It is suggested in Phase One – Step One that a community engagement coordinator be nominated for each separate community engagement project and that all communications and community engagement arrangements be coordinated through this person. It is also suggested that the coordinator take responsibility for monitoring the progress of the Action Plan. This task will involve:

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

STEP 2 - COMPLETE A TASK BREAKDOWN

Each task on the Action Plan may require further breakdown into more specific tasks to clarify what needs to be done, who needs to do it, when it is to be done by and when it is completed.

Appendix 9 is a Task Breakdown Sheet which can be used to:

- identify specific tasks;
- identify action and resources required to achieve the tasks;
- assign responsibilities for tasks; and
- set significant dates and establish deadlines.

STEP 3 – 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?
- 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 provided as **Appendix 6**.

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 coordinator to monitor and review progress of the action plan.
- ✓ Evaluate Phase Three before proceeding.

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..... 39
- ✓ Step 2 - Prepare a Feedback Report for stakeholders 39
- ✓ Step 3 - Prepare a Report for Council 40
- ✓ Step 4 - Implementation of the final decision..... 40
- ✓ Step 5 – Evaluate Phase Four..... 41



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 - COLLATE AND ANALYSE INFORMATION

Information gathered from a community engagement process can be collated for analysis in a variety of ways. The method chosen will depend on what is required to meet community engagement objectives and on the resources available within the organisation. If access to data management software such as Consultation Manager²¹ or Jurat 522 is unavailable, it is possible to set up a basic template in Word or Excel to collate the information. Aim for a consistent format that is easy for staff to use and provides results that are easy to interpret and make sense to stakeholders and decision makers.

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.

²¹ www.consultationmanager.com

²² www.juratcanada.com

- 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.

Appendix 10 is provided as a Feedback Report template. Examples of actual reports can be found on the City of Onkaparinga's Community Engagement Status Board on www.onkaparingacity.com/communityengagement²³

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: (1) technical and (2) economic feasibility; (3) environmental compatibility; and (4) social acceptability²⁴.

The Council Report needs to:

- restate 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; and
- make clear and equitable recommendations based on the information provided throughout the report.

STEP 4 - IMPLEMENTATION OF THE FINAL DECISION

As stated in Phase One, 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 over a long period of time.

²³ www.onkaparingacity.com.au

²⁴ IAP2 Planning for Effective Public Participation, 2006

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. Several Councils have record management systems that can log a decision and track the implementation of the outcome through to completion, adding further credibility to the community engagement process.

Outcome of Case Study

An Advisory Group was formed from the diverse group of people who participated in the workshop. One of their meetings involved “net surfing” to research what was happening in other coastal areas. Based on their findings they recommended holding a workshop for the community and inviting well informed guest speakers and community leaders from areas who had experienced growth and lived to tell the tale. They also suggested including speakers from agencies such as SA Water, Department of Environment and Heritage, Planning SA and the Department of Family and Community.

The workshop was well attended and a recommendation for the development of a Community Plan came out of the feedback from the community. The final two recommendations from the Advisory Group were as follows.

1. Set up a Citizen’s Jury to provide everyone in the community with an opportunity to comment on the draft Community Plan. The Community Plan would be developed from community feedback with consideration of the four criteria for sustainable decisions.
2. The recommendations from the Citizen’s Jury to be incorporated into the Community Plan (which they were).

The draft Community Plan was supported by the community and endorsed by Council in [date].

STEP 5 – EVALUATION OF PHASE FOUR

Examples of basic evaluation measures for Phase Four follow.

- What data management criteria will be used to determine the collation and analysis of information?
- How will you monitor the compiling 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 Councils decision within an agreed timeframe?
- 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 provided as **Appendix 6**.

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 final evaluation

Steps to be covered in this section are:

Page

- ✓ Step 1 – Compile final Evaluation Report 44
- ✓ Step 2 – Write the final Evaluation Report..... 45



PHASE FIVE – FINAL EVALUATION

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.

Case Study evaluation example 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?

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?
- What was learned from the process?

STEP 2 – WRITE THE FINAL EVALUATION REPORT

The final evaluation report may 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 added value, what did not work and detracted from the process, areas for improvement, lessons learned, the sustainable nature of the decision; and
- recommendations for future community engagement projects.

A Final Evaluation Report template is included as **Appendix 11**.

As a final task, communicate the outcomes of the evaluation to Council Members and relevant stakeholders.

KEY POINTS TO GETTING PHASE FIVE RIGHT – FINAL EVALUATION

- ✓ 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.

THE COMMUNITY ENGAGEMENT PROJECT - WHERE TO FROM HERE

The second phase of the Community Engagement Project has involved the development of the Handbook as a model framework for Councils to adapt and incorporate into current practices and systems to suit their level of resources, geographic locations, and local circumstances.

EVALUATING OUR PROCESS

We would like to find out if we have been successful in achieving our **aims as set out on page ii - “Getting the basics right relies on effective planning”**. We would also welcome feedback about how Councils might use the Handbook to assist them in developing and implementing an integrated community engagement framework.

Councils and other interested parties are therefore invited and encouraged to provide feedback and contribute to the continuous improvement of the Handbook via a feedback form available at www.lga.sa.gov.au/goto/engage

We look forward to hearing from you and to your ongoing involvement and contribution to leading practice in community engagement within the Local Government sector.

TRAINING AND DEVELOPMENT

As a further and important step in the Local Government Community Engagement Project, training in the use of the Handbook will be offered through the LGA Training and Education Program. The training will provide participants with an understanding of:

- what is meant by community engagement;
- the spectrum (range) of community engagement;
- legislative issues in relation to community engagement;
- planning, implementing and evaluating community engagement; and
- a range of techniques to share and gather information, and to bring people together.

For further information about training options, contact LGA Education & Training Service, 08 8224 2035 or email: training@lga.sa.gov.au

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The Project Team acknowledge and sincerely thank all who have participated for their valuable and welcomed contributions.

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 The Barossa Council
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 City of Playford
 City of Salisbury
 Corporation of the City of Whyalla

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Note:

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COMMUNITY ENGAGEMENT HANDBOOK

A Model Framework for leading practice
In Local Government in South Australia

APPENDICES

Appendix 1	Community Engagement Table of Techniques	50
Appendix 2	Role of Council Members in Community Engagement Processes	54
Appendix 3	Stakeholder List template	56
Appendix 4	Local Government Act 1999 (SA) Public Consultation Requirements	57
Appendix 5	Matrix Score Sheet template	63
Appendix 6	Community Engagement Evaluation template.....	64
Appendix 7	Community Engagement Strategy template	65
Appendix 8	Action Plan template	70
Appendix 9	Task Breakdown Sheet template	72
Appendix 10	Community Engagement Feedback Report template	73
Appendix 11	Community Engagement Final Evaluation Report template	75

Community Engagement Table of Techniques²⁵

(these techniques are examples only & not representative of all possible approaches)

Consider techniques for Inform level	Always Think It Through	What Can Go Right	What Can Go Wrong
Printed Materials <ul style="list-style-type: none"> • Fact Sheets • Newsletter • Media Advertising – “Advertiser”, local Messenger • Brochures • Issue Papers 	<ul style="list-style-type: none"> • Keep it short & simple • Make it visually interesting and engaging but not too busy or slick • Proof-read all documents • Engage at least 5 randomly selected staff members to trial material & provide feedback before distribution to the public • Use language that is inclusive and jargon free • Always include opportunities for comment and include reply paid forms or envelopes to encourage two-way communication • Explain public role and how comments have affected project decisions • Offer interpretation services 	<ul style="list-style-type: none"> • Can reach a large target audience • Public look for information in regular format eg. Newsletter, Media column • Allows for technical & legal reviews • Written comments returned in reply paid format • Documentation of public involvement facilitated • Mailing list development 	<ul style="list-style-type: none"> • Distribution planning inadequate • Materials do not reach the mark • Materials not read • Limited capacity to communicate complicated concepts • Information misinterpreted
Displays <ul style="list-style-type: none"> • Council Offices • Libraries • Community Centres, • Shopping centre • Schools • Childcare centres 	<ul style="list-style-type: none"> • Establish regular sites if possible to build on community culture • Develop a distribution list • Make sure personnel at locations know what materials are about & where they are located & who to contact for further information • Consider electronic displays, eg. Touch screens, TV video loop presentations • Make sure materials are removed when past their use by date 	<ul style="list-style-type: none"> • Information is accessible to the public at relatively little cost • Public use the distribution locations to look for materials • Public visit Council facilities & may learn more about service provision • Public ask for further information at Council distribution sites 	<ul style="list-style-type: none"> • Distribution sites are overcrowded with information & the materials get lost among the collection of materials • There is no active promotion of the materials • Upkeep of information at sites is not well managed
Website Information directly into the household	<ul style="list-style-type: none"> • Needs to be visible & easy to navigate • Keep information updated 	<ul style="list-style-type: none"> • Capable of reaching a large audience at low cost • Popular information resource 	<ul style="list-style-type: none"> • People without access disadvantaged • Technical difficulties • Hard to navigate

²⁵ Adapted from the IAP2 Toolbox, 2006 & Maroochy Shire Council Toolbox, 2003

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

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

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

THE ROLE OF COUNCIL MEMBERS IN COMMUNITY ENGAGEMENT PROCESSES

One of the most important roles for an elected member in any level of Government is to participate in making policy and decisions on behalf of their community.

Community engagement will support Council Members in this role if an effective framework is in place to assist them to understand the nature of the decision to be made, to identify who may have an interest in the topic under consideration, and to capture and report on the diverse views and aspirations of the whole community.

In most areas population and demographic changes occur, and issues emerge from time to time about which Council Members have very little or no prior knowledge. Even if Council Members have lived and worked in the area for some time, it is not reasonable to expect them to be in a position to understand all of the views and aspirations of their constituents on the myriad of matters that come before them as decision makers on behalf of the community.

Community expectations about decision-making processes have also changed over time. The days of citizens electing Governments at any level and leaving them to make decisions on their behalf during their term of office without being engaged in the process are long gone.

Increasingly, citizens expect to have some control over matters that affect their living environment, and to see governments actively telling them about what plans they have, and listening and responding to concerns about matters which impact on the social, economic or environmental wellbeing of their local community.

Facilitating informed decision-making

Council Members have a role in *“facilitating communication between the community and the council”* (Local Government Act 1999 (SA) S59(b), and as a member of the elected Council body *“to act as a representative, informed and responsible decision-maker in the interests of its community”* (S6(a)).

The dynamic nature of these roles needs to be carefully considered and handled by Council Members as they embark on formal community engagement processes.

For example, there may have been lengthy or ongoing debate during which a Council Member has publicly stated a position, or there may have been a series of previous and related decisions taken in relation to other aspects of a particular topic or project.

This situation may impact on community perceptions of “it’s a done deal anyway” and lead to a lack of confidence in the community engagement process.

These difficulties can largely be avoided if Councils **adopt a planned approach to community engagement** as set out in this Handbook. Through this approach:

- decisions already taken by Council can be openly stated;
- the decision to be made by Council which will be informed by community input will be confirmed, fostering a shared understanding amongst Council Members, Council staff and the community; and
- Council Members’ roles in the community engagement process can be clearly defined.

Some issues to consider regarding Council Member roles in the community engagement process follow.

- It is prudent that Council Members not take an active “hands on” role in the community engagement process, but rather maintain a neutral position and be clearly seen as listening to what their community has to say.
- However, in circumstances where a Council Member has stated a position it may be appropriate for a statement to be openly made that this is the case. This thereby leaves it in the hands of the community to have input into swaying the strength of, or conviction to maintaining that stated position. In these cases, the argument for Council Members not having a hands on role during the community engagement process is strengthened, to avoid community perception of a biased process.

As alluded to previously, it is important to **maintain the integrity of an objective and unbiased community engagement process**. Whilst it is difficult to make hard and fast rules about how to achieve this, some useful tips follow.

- During the community engagement planning phase, consider nominating suitably experienced staff, engaging specialist consultants, or inviting prominent citizens or community leaders to chair sessions or to facilitate workshops with key stakeholder groups to identify the main issues and gauge their engagement expectations.
- In smaller Councils or where there may be no history of controversy, it may be acceptable for Council Members to have more prominent roles in community engagement processes. Care needs to be taken however, that Council Members maintain the integrity of an objective and unbiased community engagement process as previously discussed.
- It may be appropriate for a Mayor or Deputy Mayor to “chair” a process by playing a “master of ceremonies” role, but take care that this does not extend to a hands-on, facilitator role.
- The presence of Council Members during the information gathering phases, for example at Community Forums, demonstrates an interest in hearing what the community has to say, but they must clearly be seen as listening. Where they have particular information or facts to contribute, care should be taken by Council Members to provide information in an objective and non-defensive way.

The above discussion can equally apply to the role of State or Federal Members of Parliament if they have been invited as participants or interested parties in local community engagement initiatives.

Clearly, Council Members will ultimately need to consider the outcome of any community engagement process within the context of strategic planning directions for the whole Council area, resource and budgetary constraints, and broader regional or State policies where relevant.

Having made a final decision, **community confidence will be enhanced by providing feedback to those who participated** about how their input was taken into account in the decision making process. Council Members have an important role in this regard, for example, a Mayor or Ward Councillor may convey messages verbally, in writing or through the media, which adds strength to the message that “we have listened and taken your views into account in our decision making”.

Stakeholder List template- *adjust this template to suit your needs*

Organisation/Association	Name	Phone Contact	Address/email	Comments
Council				
Staff				
Community Groups				
Specific Interest Groups				
General Community				
Consultants/Developers				
Government agencies				
Non-government agencies				
Other				

Project Consultants: Margaret Heylen (Project Manager) and Barbara Chappell (Author)

LOCAL GOVERNMENT ACT 1999 (SA)
PUBLIC CONSULTATION – SCHEDULE OF REQUIREMENTS

TOPIC	SECTION	LEGISLATIVE REQUIREMENT
<p>Definition of Public Consultation Representation Reviews.</p> <ul style="list-style-type: none"> • Review and reporting to the Electoral Commissioner 	<p>Interpretation</p> <p>12</p>	<p>Reference to Chapter 4, Part 5 only</p> <p><u>Representation Options Paper</u></p> <ul style="list-style-type: none"> • <u>Public notice:</u> <ul style="list-style-type: none"> • <u>of the preparation of the representation options paper; and</u> • <u>inviting written submissions within a minimum period of 6 weeks.</u> • <u>Copy of notice to be published in newspaper circulating within its area.</u> <p>Report</p> <ul style="list-style-type: none"> • <u>Public notice:</u> <ul style="list-style-type: none"> • <u>informing public of the preparation and availability of the report; and</u> • <u>inviting written submissions within a minimum 3 week period.</u> • <u>Copy of notice to be published in newspaper circulating within its area.</u> • Provide opportunity for person who makes written submission on report to appear personally or by representative before Council or a Council committee to be heard on submissions • Council must then finalise its report and refer to the Electoral Commissioner.
<p>Status of a Council/ Change of Name</p> <ul style="list-style-type: none"> • Change from a municipal council to a district council, or change from a district council to a municipal council • Alter the name of the council, the area of the council, or the name of a ward. 	<p>13</p>	<ul style="list-style-type: none"> • Public notice of the proposal inviting written submissions within a minimum period of 6 weeks, and publication of the notice in a newspaper circulating within its area • Provide opportunity for person who makes written submission to appear personally or by representative before Council or a Council committee to be heard on submissions

TOPIC	SECTION	LEGISLATIVE REQUIREMENT
Principal Office – Opening hours	45	Consult in accordance with Council’s public consultation policy about the manner, places and times at which its offices will be open to the public for the transaction of business, and about any significant changes to these arrangements.
Commercial Activities – Prudential Requirements	48 (2) (d) 48 (5), (6)	Report addressing prudential issues to include <ul style="list-style-type: none"> • the level of consultation with the local community, including contact with persons who may be affected by the project and representations made by them • the means by which the community can influence or contribute to the project or its outcomes.
Public Consultation Policies	50	Requirements for preparation, adoption and alteration to Council’s public consultation policy. <ul style="list-style-type: none"> • Policy must set out steps that Council will follow in cases where the Act requires the Council to follow its public consultation policy • Policy may also set out steps to follow in other cases involving council decision making • Steps may vary according to the classes of decisions within the scope of the policy, but must provide persons with a reasonable opportunity to make submissions in relevant circumstances • Section 50 (4) sets out minimum steps that must be provided for in a public consultation policy as follows: <ul style="list-style-type: none"> • publish notice describing the matter under consideration in a newspaper circulating within the area, and inviting submissions within stated period (at least 21 days) • consideration by the Council of submissions made in response. • Section 50 (6) requires the Council before it adopts, substitutes and/or alters a public consultation policy, to: <ul style="list-style-type: none"> • prepare a document that sets out its proposal; and • publish in a newspaper circulating throughout the State and a newspaper circulating within the area of Council a notice of the proposal inviting submissions within a minimum period of 1 month; and • consider any submissions received, unless the alteration is of minor significance.

TOPIC	SECTION	LEGISLATIVE REQUIREMENT
		<p>Council's public consultation policy is to</p> <ul style="list-style-type: none"> • be made available for inspection without charge at the principal office during ordinary office hours, and for purchase on payment of a fixed fee by Council.
Code of Practice – Access to meetings and documents	92 (5)	<p>Before a council adopts, alters or substitutes a code of practice under S 92 it must follow the relevant steps set out in its public consultation policy.</p>
Strategic Management Plans	122 (6)	<p>Council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans.</p>
Annual Business Plan	123(3)	<p>Before Council adopts an annual business plan it must follow the relevant steps set out in its public consultation policy which must provide for as a minimum:</p> <ul style="list-style-type: none"> • publication of a notice in a newspaper circulating in the area of Council informing the public of the draft annual business plan and inviting persons to – <ul style="list-style-type: none"> • attend a public meeting on the matter to be held at least 21 days after the publication of the notice; or • attend a meeting of Council to be held on a date stated in the notice at which members of the public may ask questions and make submissions for at least one hour; or • make written submissions within a minimum period of 21 days stated in the notice; and • Council to make arrangements for the public meeting or Council meeting and Council to consider written submissions or submissions made at public meeting or Council meeting; • draft annual business plan must be available at the public meeting or Council meeting above and for inspection (without charge) and purchase (on payment of a fee fixed by Council) at the principal office of the Council at least 7 days before that meeting.
Change to Basis of Rating Report	151(6)	<ul style="list-style-type: none"> • Before Council changes the basis of rating of any land or changes the basis on which land is valued for the purposes of rating or changes the imposition of rates on land it must prepare a report on the proposed change and follow the relevant steps set out in its public consultation policy which must as a minimum provide for:

TOPIC	SECTION	LEGISLATIVE REQUIREMENT
		<ul style="list-style-type: none"> • publication of a notice in a newspaper circulating in the area of Council describing the proposed change and informing the public of the preparation of the report and inviting persons to attend a public meeting in relation to the matter at least 21 days after publication of the notice or to make written submissions within a minimum period of 21 days; and • Council to organise the public meeting and Council to consider submissions made at that meeting or in writing. • Copies of the report must be available at the public meeting and for inspection (without charge) and purchase (on payment of a fee fixed by Council) at the principal office of the Council at least 21 days before the end of the public consultation period.
Rating – Differential Rates	156(14a)	<ul style="list-style-type: none"> • Before Council changes declaring differential rates on the basis of a differentiating factor under Sections 156(1)(a), (b)(c) to another factor it must prepare a report on the proposed change and follow the relevant steps set out in its public consultation policy which must as a minimum provide for: <ul style="list-style-type: none"> • publication of a notice in a newspaper circulating in the area describing the proposed change and informing public of the preparation of the report and inviting persons to attend a public meeting in relation to the matter at least 21 days after publication of the notice or to make written submissions within a minimum period of 21 days; and • Council to organise the public meeting and Council to consider submissions made at that meeting or in writing. • Copies of the report must be available at the public meeting and for inspection (without charge) and purchase (on payment of a fee fixed by Council) at the principal office of the Council at least 21 days before the end of the public consultation period.

TOPIC	SECTION	LEGISLATIVE REQUIREMENT
<p>Community Land Classification: All local government land (except a road) acquired by or brought under the care, control and management of Council is taken to have been classified as community land unless Council resolves before it becomes local government land to exclude it from classification.</p> <p>Revocation of classification of land as community land</p>	<p>S193(4)</p> <p>S 194 (2)</p>	<p>Council must give notice in the Gazette of a resolution to exclude land from classification as community land under S193(4) of the Act.</p> <p>Council must</p> <ul style="list-style-type: none"> • follow the relevant steps set out in its public consultation policy before revoking the classification of land as community land • submit a proposal with a report on all submissions made as part of the public consultation process to the Minister.
<p>Management Plans - Public Consultation</p> <p>Amendment or revocation of management plans</p> <p>NB: A Council cannot dispose of community land until revocation of its classification as community land.</p> <p>Alienation by lease or licence</p> <p>NB: Specific provisions relate to the Adelaide Park Lands – under the Parklands Act 2005.</p>	<p>S 197 (1)</p> <p>S198</p> <p>S202</p>	<p>Before Council adopts a management plan for community land it must</p> <ul style="list-style-type: none"> • make copies of the proposed plan available for inspection or purchase at the Council's principal office • follow the relevant steps set out in its public consultation policy • give public notice of its adoption of a management plan. <p>Public consultation, as Council would be required to do for a new management plan, is to be carried out prior to adopting a proposal for amendment to, or revocation of, a management plan. Public consultation is not required if the amendment has no impact or no significant impact on the interests of the community.</p> <p>Council must follow the relevant steps set out in its public consultation policy, before granting a lease or licence relating to community land. Exceptions apply in circumstances where;</p> <ul style="list-style-type: none"> • the grant of the lease or licence is authorised in an approved management plan for the land, and the term of the proposed lease or licence is five years or less; or • the regulations provide for an exemption from compliance with a public consultation policy.

TOPIC	SECTION	LEGISLATIVE REQUIREMENT
<p>Authorisations/Permits</p> <ul style="list-style-type: none"> Where road would be fenced enclosed or portioned so as to impede passage of traffic to a material degree Use or activity for which public consultation required under regulations 	S223	Council must follow the relevant steps set out in its public consultation policy before granting the authorisation or permit.
Roads – Trees	S232	Before planting or authorising planting of vegetation that may have a significant impact on residents, the proprietors of nearby businesses or advertisers in the area, council must follow the relevant steps set out in its public consultation policy.
<p>Passing by-laws</p> <p>NB: No specific reference to Council's Public Consultation Policy, but minimum standards apply</p>	S249	<p>At least 21 days before resolving to make a by-law, Council must</p> <ul style="list-style-type: none"> make copies of the proposed by-law (and any code, standard or other document proposed to be applied or incorporated by the by-law) available for public inspection without charge during ordinary office hours at the principal office of the Council inform the public of the proposed by-law and set out the terms of the by-law or describe in general terms the nature and effect of the by-law, through a notice in a newspaper circulating in the area give reasonable consideration to a written or other acceptable submission made on a proposed by-law Publish a notice of the making of a by-law in a newspaper circulating in the Council area.
<p>Power to Make Orders</p> <p>Councils must take reasonable steps to prepare and adopt policies relating to power to make orders.</p>	S259 (2)	<p>Council must</p> <ul style="list-style-type: none"> Prepare a draft of a policy By notice in a newspaper circulating in the Council area, advise the place(s) where the draft is available for inspection (without charge) or purchase (on payment of a fee fixed by Council), and invite written representations on the draft with a period specified by the Council (at least four weeks) consider any submission made in response to the invitation. <p>The requirements of S259 (2) also apply prior to Council adopting an amendment to a policy, unless Council determines that the amendment is of only minor significance.</p>

Matrix Score Sheet template

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

Community Engagement Evaluation template

CRITERIA	INDICATORS	PERFORMANCE	OUTCOME	RECOMMENDATIONS

Project Consultants: Margaret Heylen (Project Manager) and Barbara Chappell (Author)

INSERT LOGO HERE

Appendix 7

COMMUNITY ENGAGEMENT STRATEGY

Insert title and date

Community Engagement Strategy

(turn on the show/hide feature to read the hidden text)

1. **Background Information**

2. **Purpose**

3. **Engagement Objectives**

4. **Stakeholders**

Table 1

Council

Staff

Consultants

Community Groups

Specific Interest Groups/Individuals

General Communities

Government Agencies

Non-Government Agencies

Other

5. Engagement Parameters

Geographic Boundaries

Legislative

Timelines

Budgetary

6. Community Engagement Strategy

Table 2 - Engagement Strategy Summary

Project Stage	Level/s	Stakeholders										Technique/s	Timelines	Who	Action/Status
		Council	Ward Members	Council Staff											
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Project Consultants: Margaret Heylen (Project Manager) and Barbara Chappell (Author)

7. Related Projects

8. Communication

Table 3

Type	Resources	Responsibility	Target Group

9. Action Plan

10. Evaluation

11. Sign-off

Full Name:	_____
Position Title:	_____
Signature:	Date:

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)

Community Engagement Title:	
Coordinator:	
Start Date:	Finish Date:
Records Reference:	
Brief Description:	
Start up	check
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	
Communications	
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	
Community engagement	
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	
Recording	
Collate and analyse feedback	
Respond to enquiries from stakeholders and record any new information	
Evaluate the recording tasks and make any necessary improvements	
Community Feedback and Council Report	
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	
Final Evaluation	
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	

Task Breakdown Sheet template

Task	Action/Responsibilities/Resources	Deadline	Comments	Completed
Example only: Advisory Group expression of interest notice to be prepared for distribution	Notice to be prepared by Community Engagement Coordinator from information provided by Infrastructure and Governance staff 600 sheets of masthead required	12/09/08	Check if printing can be done in-house or will it need to be out-sourced	11/09/08

Project Consultants: Margaret Heylen (Project Manager) and Barbara Chappell (Author)

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Appendix 10

COMMUNITY ENGAGEMENT FEEDBACK REPORT

Insert title and date

COMMUNITY ENGAGEMENT FEEDBACK REPORT

INSERT TITLE AND DATE *(turn on the show/hide feature to read the hidden text)*

Introduction

Outcomes of Community Engagement

Responses to questions

Example:

Question 1 - The artist impression reflects what I would like the reserve to look like?				
<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

Question	Response

Evaluation

-
-

Summary

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Appendix 11

COMMUNITY ENGAGEMENT FINAL EVALUATION

Insert title and date

Community Engagement Evaluation template

(turn on the show/hide feature to read the hidden text)

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