Eurobodalla Shire Council
Outcomes Report

January 2016

Table of Contents

1. Executive Summary

Eurobodalla Council is committed to community and stakeholder engagement and is performing at a high level with regard to its delivery of engagement opportunities and proactive communications.

Despite this commitment and demonstrable performance, there has been frustration with persistent negative media coverage, vocal community opposition and a perception of mistrust in some pockets of the community. In acknowledging there may be strategies available to address the situation, Council engaged KJA to develop a Community Engagement Framework.

The following Objectives were agreed with Council's Project Team in the development of the Project Plan:

- Define a way forward to improve relationships and build trust between Council and Council's stakeholders
- Establish a renewed, consistent approach to community engagement and communication services for Eurobodalla Shire Council
- Explore the strategic direction, and review and utilise existing resources
- Capacity building

Through a broad range of discussions with Council's stakeholders, a range of stakeholder concerns were identified including but not limited to:

- Council's ability to deliver services in an effective way;
- Council's transparency in its dealings with the community;
- The appropriateness or applicability of Council's communication and engagement strategy;
- The community's understanding of Council's role and the role of elected representatives;
- The motivation of some vocal and oppositional stakeholders;
- Council's awareness and ability to navigate the full complexity and breadth of its stakeholder environment; and
- Council's ability to engage effectively with key stakeholders.

These stakeholder issues were considered in the context of Council's current engagement program and operating environment to develop a range of tools that constitute this Outcomes Report:

- Guiding Principles
- Engagement Charter
- Recommendations and Key Actions (Findings and Responses)
- Community Engagement Framework
- Decision Making Tool

The Engagement Charter is provided as appendices to this document to be used by Council Staff to form the basis of consultation with the community and stakeholders. The purpose of the Charter is to:

- Describe Council's relationship with stakeholders
- Clarify the terminology, and the responsibilities of those involved
- Better educate all stakeholders on the benefits and opportunities of the engagement process with a view to a shared process and shared outcome.

The Community Engagement Framework and Decision Making Tool are provided as appendices to this document for the information of Council staff. These tools are important to:

- Build a culture of effective engagement across the organisation;
- Understand the roles and responsibilities of internal stakeholders;

- Build a relationship of trust with external stakeholders;
- Deliver a consistent approach to engagement; and
- Deliver change within the current available resources.

Council's next step is to conduct an engagement process with the community to confirm the community's support. This engagement will focus on the Charter of Responsibilities (including the Principles). This is also an opportunity to strengthen community relationships and lead an educative discussion about engagement.

2. Background

Eurobodalla Shire Council is a very active Council, with a strong history of community engagement and proactive communication. In mid-2015, Eurobodalla Council identified a need for assistance with establishing and driving a renewed, consistent approach to community engagement and communication to address a perceived pattern of negative community sentiment identified in community engagements and local media coverage.

Council is active in stakeholder and community engagement and is often the subject of media and stakeholder concern and attention. This attention has also included targeted campaigns of opposition, most recently targeting Council's application for a special rate variation.

Council engaged KJA to develop a Situation Analysis and a Framework for Stakeholder Engagement and Strategic Communications with an aim to strengthen Council's relationship with the community and maximise the shared benefits of engagement opportunities and communication programs and therefore define a way forward to improve relationships and build trust between Council and Council's stakeholders.
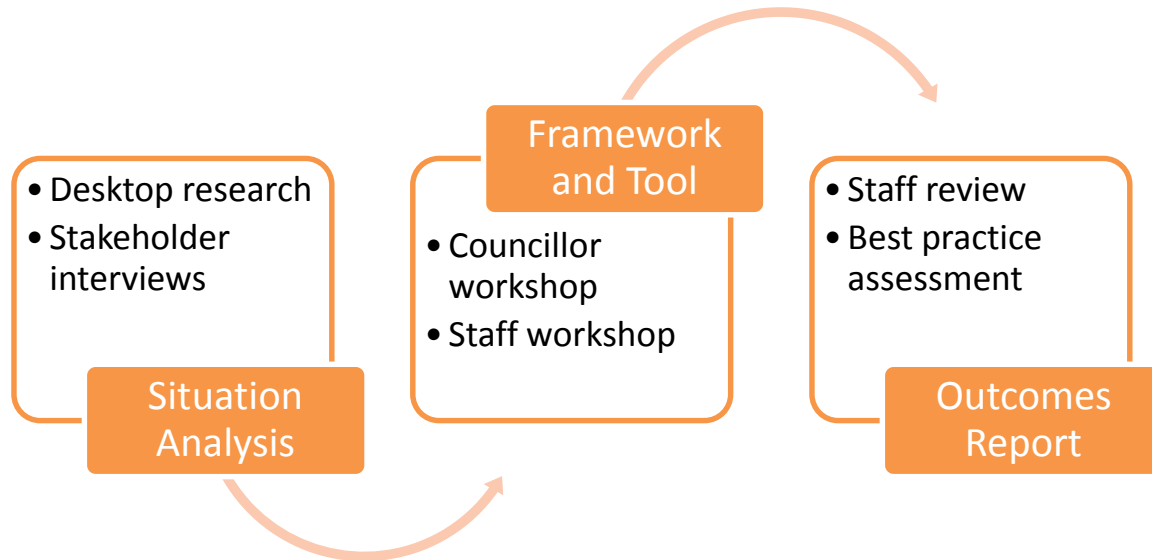
3. Strategic Approach

As part of the program to develop a Situation Analysis and a Framework for Stakeholder Engagement and Strategic Communication, KJA conducted several activities to help gain an understanding of stakeholder sentiment and perceptions in relation to Council's activities and relationships within the community.

Activities undertaken included a series of internal and external stakeholder interviews, desktop research and review, and engagement workshops with Councillors and staff.

The strategic approach was agreed with the Council project team to address the overarching project objectives:

- Define a way forward to improve relationships and build trust between Council and Council's stakeholders
- Establish a renewed, consistent approach to community engagement and communication services for Eurobodalla Shire Council
- Provide opportunities during the project for capacity building

The project was based on primary information gathering – interviews and workshops. This approach was agreed to ensure that the final products meet the requirements of Eurobodalla Council operating in their own, unique stakeholder environment.

Situation Analysis
- Desktop research
- Stakeholder interviews

Framework and Tool
- Councillor workshop
- Staff workshop

Outcomes Report
- Staff review
- Best practice assessment

The project provided three key deliverables

Phase 1: Situation analysis

A Situation Analysis was developed to capture stakeholder perspectives on the current operating context for Eurobodalla Shire Council and to provide a stakeholder view of Council's performance, operations and activities. The Situation Analysis was designed to:

- Provide an understanding of the current state
- Identify risks and issues and explore stakeholder expectations in regard to Council's response
- Explore mitigation measures
- Inform the development of the Framework

It was formed through desktop research and a series of interviews with a range of stakeholders.

On the 22nd and 23rd of July, KJA conducted interviews with a sample of stakeholders identified by Eurobodalla Shire Council. The purpose of the interview process was to understand the views and perspectives of stakeholders in regard to Council's operations and community relationships in a one-on-one environment.

Stakeholders interviewed included representatives from:

- Each Chamber of Commerce within the Shire: Batemans Bay, Narooma and Moruya
- Business Advisory Committee
- Audit Committee
- Disability Advisory Committee (DAC)
- Eurobodalla Ratepayers Association (ERA)
- Eurobodalla Concerned Citizens Association (ECC)
- Council administrative staff
- Council operational staff
- Council's Executive Leadership Team

Key stakeholders were invited to participate in the interviews via an introductory email, which introduced KJA's role in the process, outlined the purpose of the interview and explained the context of the engagement in relation to the development of the Situation Analysis and Framework.

Prior to conducting the interviews, KJA undertook desktop research to optimise the outcomes of the process. High level interview questions were used only to guide discussions, and varied depending on the stakeholder and flow of the conversation.

The outcomes of these discussions and an understanding of the operating environment gleaned from media and document reviews in a period of desktop research were used to inform development of the Framework and Tool.

Phase 2: Framework and Tool

On 18 August 2015, a two hour workshop was held with Councillors from the Eurobodalla Shire Council to understand the current state of communications and engagement and discuss the preferred way forward. Group discussions were focused on the following topics:

- How Council performs in Stakeholder Engagement
- Consultation approach
- Tools and Techniques
- Council's role
- Discussion around IAP2 Spectrum
- Engagement Framework

Following the Councillor workshop, an afternoon session was held with Council staff involved in communications and stakeholder engagement. This was an opportunity to explore what's working and what can improve in Council's engagements. It was also used as a capacity building opportunity, particularly around the exploration of engagement theory and techniques, and a review of the IAP2 spectrum.

These workshops helped to identify engagement issues from the perspective of stakeholders internal to Council i.e. staff and Councillors.

From these workshops, a range of outcomes were identified including:

- Councillors consider community and stakeholder engagement to be an important tool that contributes to decision making and effective community participation
- Councillors consider that community engagement supports their relationship with the community and the Councillor's effectiveness as community leaders
- Councillors encourage best practice engagement
- Councillors consider that support of a robust and effective engagement process will help to allay community and stakeholder discontent

Councillors and staff shared their experiences of community and stakeholder engagement. Councillors and staff identified a range of improvements including:

- Being clear with the community what consultation is
- Being clear with the community about the level of influence the community can have
- Establishing clarity about timeframes and communicating that timing to stakeholders – when to engage, length of time available to plan adequately and its impact on resourcing
- Correcting misinformation and communicating changes in Council's messaging

The staff workshop was also an opportunity for capacity building. The team agreed to reconvene two or three times over the next month to discuss and action:

- Review stakeholder mud map and identify any additional stakeholders

- Considering the stakeholder map, prepare a case study of a future, current or previous community engagement project and detail the approach you would use to target the impacted stakeholders and understand their issues

- Review the draft Community Engagement Toolkit prepared by Council staff, and identify the tools that

  - are currently being used by Council

  - are working well

  - are not working well

- Review spreadsheet of upcoming community engagement activities and priorities and consider using as an ongoing tool

- Agree process for scheduling community engagement activities internally e.g. outlook calendar

In addition to the development of a Framework, the subsequent consultation with Council staff suggested that a Decision Making Tool was also required. Both the Framework and the Decision Making tool has been socialised with staff and revised based on their application of the tool to projects both delivered and proposed.

Phase 3: Outcomes Report
In consideration of all the engagements and information gathering associated with this project, this Report is designed to capture and document the findings and recommended responses.

4. Findings and Responses

4.1 Strengths

There are many engagement activities that Council is doing well. These activities should be maintained and include:

Strengths	Notes
Initiate and facilitate community groups' meetings	Two way discussion between Council staff and interested groups
	By engaging with specific groups, Council is able to identify issues of interest and building relationships
Forums with guest presenters	Guest speakers add credibility and reduce tension
Information stalls, information sessions and "Meet us at the Markets"	Work well when presenting a specific issue or targeting a specific audience. These activities provide an opportunity for Council staff with a specific project to engage with the community. These information stalls and sessions encourage community members to continue their engagement with the Council by signing up to the e-newsletter
Targeted stakeholder letters	Letters to specific interest groups eg. sporting clubs or business association
Media release, printed newsletter *Living In Eurobodalla*, e-newsletter *Eurobodalla News*, online feedback form, paid advertising, website and social media	All provide relatively inexpensive, effective communications where Council is able to direct the conversation and ensure key messages are delivered.
Proactive media	Media releases are provided in a timely manner and targeted to local outlets
Inclusion of community stakeholders on committees	These roles are important commitments. More opportunities could be identified.

4.2 Opportunities for improvement

There are several opportunities for Council to improve engagement. These include:

Opportunities	Notes	Improvements
Management of Information	Several Council processes require information to be made public before consultation can start. Other processes do not allow information from meetings to be made publicly available for other stakeholders. This inconsistency is confusing and problematic for internal and external stakeholders. Some process have legislative requirements, and others are governed by best practice. Subsequently, there are different timeframes in a project lifecycle where input can be received.	Communicate with clarity about the drivers for the process and the opportunities for stakeholder engagement.
Advisory committee and Reference groups	These groups are often established without all parties understanding the role and objectives and are influenced by personalities and agendas.	Utilise Advisory and Reference groups proactively Deliver induction program for all advisory committee members Consider an advisory committee conference on an annual basis
Community information sessions, displays, public exhibition	Often expensive and difficult to resource, sessions have been unclear in their purpose. Other issues include unpredictable attendance, and not reaching a new or different audience and an inconsistent approach.	Plan sessions as opportunities for community engagement - set clear objectives and provide feedback Consider engagement of professional facilitator
Internal communications	Inconsistencies in internal communication are visible to external stakeholders	Ownership of processes is an important component in stakeholder engagement to ensure consistent carriage of stakeholder issues
	Stakeholder engagement is considered by some staff as an additional task	Promote stakeholder engagement as a key function for all Council staff. Stakeholder engagement is about maintaining long term relationships with stakeholders.
	Deliver consistent engagement	Apply Framework Engage all staff in the role and benefits of stakeholder engagement

Opportunities	Notes	Improvements
	Volume of internal communication (e.g. emails, newsletters) means staff may not engage in the story of the project	Manage internal communications to minimise information overload. Apply hierarchy to communications
	Operational areas must work together	Include operational staff in communications planning. Promote cross functional teams to anticipate and address issues Information about each project be made readily available to all staff (e.g. web or intranet published) for easy access
External engagement and communications	Engagement and consultation processes lack clarity and transparency	Apply Framework Promote application of Framework
	Council does not enjoy broad media support	Continue to promote Council activities and deliverables. Link proactive media to demonstrable achievements Correct misinformation Provide full and accessible information on Council's website and utilise stakeholder channels to support Council's message eg promote Council stories to local member for inclusion in newsletter Apply three-phase story telling – tell people what you are going to do, tell people what you are doing, tell people what you did
	Stakeholder context must be fully considered	Consider Councils stakeholder context in all and any communication and/or engagement. Three distinct communities can be identified, and should be considered when engaging. Leverage key stakeholder relationships to share information. Engage stakeholders in the right order. Engage stakeholders to inform Councils decision.
Council	Council meetings are not always a positive, community experience	Promote understanding of Council processes
	Council is delivering communications, however there are issues with alignment and consistency	Address suspicion in regard to lack of transparency

Opportunities	Notes	Improvements
	Political machinations amongst elected Councillors affects community perspectives of operational ability of Council	Councillors and Senior Executive staff should adhere to the NSW Office of Local Government's Model Code of Conduct 2013 at all times. The Code requires staff carry out their duty honestly and with a reasonable degree of care and diligence, and to act in a way that enhances public confidence in the integrity of Local Government
Consultation	Need to be clear that consultation is not a vote Timing is an issue – when to engage, length of time available to plan adequately, resourcing Community thinks of consultation and engagement as 'we (Council) will do what you say	Apply Framework Communicate application of the Framework Coordinate consultation and identify opportunities for parallel or group consultations or activities to save time/resources Use consistent language ie inform, consult, involve, collaborate and empower Understand if there is flexibility around outcomes before asking for feedback
	Sometimes we over consult Constant consultation makes us look like we don't deliver	Apply the framework Engage early with Councillors on the consultation/engagement/information opportunities for identified projects
	Appropriateness of timing for events (e.g. 2pm on a Thursday = one attendee)	Arrange consultation events to maximise stakeholder participation Show the community Council has listened
	Difficulties around planning proposals – community say "you've already decided" but legislation requires proposal to be prepared before engagement	Anticipate the issues and how to respond before consulting Provide clear guidelines for consultation Provide feedback on how engagement influenced the final outcomes Implement Framework
Promote relationships	Relationships are two-way	Share information. Show detail Provide feedback Promote information to committee members to engage Use reference group members as champions

5. Tools and Actions

5.1 Principles

The following engagement principles have been drafted in response to the feedback outlined above. These principles helped to inform the development of the Community Engagement Framework.

Council's communication and engagement should adopt the following guiding principles:

- Be transparent
- Be proactive
- Be available
- Be genuine
- Be consistent

5.2 Stakeholder Engagement Framework and Decision Making Tool

The Framework for Stakeholder Engagement and Strategic Communications was developed to identify a best practice, collaborative approach to ensure the delivery of consistent communications and engagement, and effectively utilise existing resources. The Draft Community Engagement Guidelines and toolkit developed by Council staff assisted in the design of the Framework.

The Framework was developed to:

- Provide clarity around resourcing and staff responsibilities for communications and community engagement;
- Provide clarity around engagement methods and tools and detail opportunities for community contribution to Council engagements and consultation; and
- Guide Council on strategies for mitigating and managing controversial issues going forward

The Framework will be used to inform the Community Engagement Plan (required for the four-year review of the Community Strategic Plan) and guide future engagement between Eurobodalla Shire Council and the community.

The Engagement Framework and Decision Making Tool can be found in the Appendices section of this report.

5.3 Stakeholders

Council's understanding of its stakeholder environment requires improvement. Stakeholders include, but may not be limited to:

- Councillors
- Council staff
- Community
- Residents, all or specific target groups
- Rate Payers (including non-residents)
- Local business, investors, developers
- Tourists/ Visitors
- Community groups and organisations, volunteers
- Agencies and peak bodies
- Environment peak bodies
- Education and employment bodies
- Advisory, sunset, management and steering committees
- Chambers of Commerce and business groups
- Local media – print, radio and online including social/blogs
- Specific funding providers
- Regional Development Authority
- Interest groups including Eurobodalla Concerned Citizens and Eurobodalla Ratepayers Association
- Local Member of Parliament
- NSW and Australian Members of Parliament
- State and Federal Government administration

6. Outcomes and next steps

KJA has developed the following steps to assist in improving Eurobodalla Shire Council's communication and engagement with their internal and external stakeholders and support the implementation of the Community Engagement Framework.

Reposition Council as a Community Leader, reflecting community values and vision and delivering community benefit:
- Acknowledge the complex stakeholder environment
- Consult only when appropriate
- Communicate consistently
- Enable specialist staff to speak for Council
- Plan engagements in an annual or periodic calendar and publish

Commit to the stakeholder engagement principles:
- Be transparent
- Be proactive
- Be available
- Be genuine
- Be consistent

Embed a culture of engagement across the organisation:
- Provide clarity and transparency around Council processes
- Implement custom engagement tools to maximise Eurobodalla Shire Council's approach to engagement
- Break down internal silos through proactive information sharing
- Identify impacted Council departments and provide briefings on engagement activities
- Identify impacted Council advisory panels and provide briefings on engagement activities
- Identify and facilitate the involvement of those potentially affected or interested in a decision
- Prepare engagement plans for each project brief submitted to Council that include engagement levels
- Induct and train Councillors and relevant staff in community engagement to ensure:
    - Familiarity with the framework and engagement principles
    - Communities and stakeholders receive a consistent approach from Council
    - Council departments can identify issues, problems, bottlenecks or challenges early for inclusion/ consideration in the engagement process and plan
- Develop induction program for advisory committee members

Demonstrably update approach to communications and engagement:
- Apply the Framework and Decision Making Tool
- Seek stakeholder feedback on the Engagement Framework
- Position the Engagement Working Group as the leader in engagement and implement appropriate processes to ensure integration of processes with this group
- Identify an opportunity to run a Citizens Panel project using demographic sampling

- Investigate establishing a Citizen Panel for engagement on consultation issues and opportunities as a source of counsel, discussion and insight into Council's community engagement approach
- Establish a community engagement register to monitor and track the numerous engagement activities undertaken across Council to manage consultation fatigue and present a consistent message from Council
- Refine Council's stakeholder mapping and information so stakeholder information is easily accessible and can be shared across Council
- Identify project/stakeholder champions and invite them to participate early in engagement activities
- Review the information and feedback mechanisms for community members and stakeholders to receive the latest information on engagement activities and project updates
- Identify opportunities and activities for elected Council officials in the engagement process.

Refine the approach to communication
- Promote open lines of communication internal and external
- Share clear, consistent and accurate communications
- Encourage and undertake actions that builds trust with the community – do what we say we will
- Provide stakeholders with the information they need to engage in a meaningful way
- State a clear process prior to commencing project
- Be clear about the levels of influence eg: 'decision-making' compared to 'decision-forming'

Fund the required activities appropriately
- Not all engagement activities require financial investment, but some do. This is because they may be resource intensive, accommodate a lot of people or require specialist skills.
- Similarly, training for staff in engagement, presentation skills and strategic thinking should be considered
- IAP2 provides industry standard training that will support delivery of the actions and tools described in this report

Appendices

Appendix A: Engagement Charter

Appendix B: Decision Making Tool

Appendix C: IPA2 Spectrum

Appendix D: Evaluation Tool

Appendix A:

Eurobodalla Shire Council

Engagement Charter

Engagement Charter

Eurobodalla Shire Council is committed to engaging with its community and stakeholders.

Our *One Community: Community Strategic Plan* identifies the importance of **building and maintaining an engaged and connected community** that works together to achieve common goals, where thoughts and ideas are valued, and community members are empowered with knowledge and have the opportunity to participate.

We will engage with the community and our stakeholders, using effective engagement practices, in regard to major issues and plans affecting the region and activities that will have an impact on the community. Our approach to engagement is underpinned by the International Association of Public Participation's (IAP2) Spectrum.

We believe that good engagement will

- Give us a **better understanding** of community and stakeholder **needs and expectations**
- Help us **identify issues and perspectives** which would not otherwise be known
- Assist in **building positive relationships** with the community and our stakeholders
- Help **increase understanding** of our projects or plans
- Ensure that the community is **informed** about our **responsibilities and actions**
- Enable **community ownership** of outcomes
- **Increase awareness** in regard to the **responsibilities** of Council, the community and stakeholders

We think engagement is a two way street

We will:
- Be transparent
- Be proactive
- Be available
- Be genuine
- Be consistent

We ask you:
- To get involved
- To be prepared to listen to other ideas
- To share your thoughts and feedback
- To ask questions
- To proactively access information

If you would like to know more

- **Call** 02 4474 1000 or 1800 755 760 (after hours)
- **Email** council@esc.nsw.gov.au
- **Visit our website** www.esc.nsw.gov.au
- Send us **mail** via PO Box 99, Moruya NSW 2537

- **Visit us** at the corner Vulcan and Campbell Street, Moruya
- **Read** *Council Noticeboard* in local newspapers
- **Subscribe** to *Online News* from the Council website
- **Like us** on Facebook www.facebook.com/EurobodallaShireCouncil
- **Follow us** on Twitter www.twitter.com/inEurobodalla

Appendix B:

Eurobodalla Shire Council

Decision Making Tool

STEP 1: Determine engagement level

					Ranking
What are we planning to do?	☐ local playground or area upgrade ☐ street furniture installation ☐ low impact road changes or upgrades ☐ community building upgrades ☐ minor amendment to Local Environmental Plan or Development Control Plan ☐ changes to a local activity or program e.g. time or location ☐ local events, celebrations or festivals ☐ licence, lease, activity approval ☐ assessing development application	☐ improvements to shire wide services ☐ upgrade of regional facilities/parks ☐ changes to customer services e.g. rates payments, office hours ☐ rezoning/reclassifying land ☐ weed control and Landcare programs ☐ capital works program ☐ road sealing programs ☐ community events e.g. NAIDOC celebrations, Youth Week etc.	☐ remove, redevelop or relocate a park/playground ☐ change to or loss of a service e.g. local youth services ☐ Plan of Management ☐ New or major amendment to Local Environmental Plan ☐ Development Control Plan ☐ town centre studies, urban/rural strategies ☐ changes to car parking areas ☐ medium-high impact road closure or upgrades ☐ Emergency management, e.g. bushfire readiness	☐ major change to strategic policy or operations as determined by Council, e.g. service reviews, Delivery Program ☐ remove a shire wide service e.g. library, recycling, transport ☐ provision of a regional facility e.g. aquatic/sports centre ☐ changes or impact to natural bushland or waterway (impacting nature values)	☐ Local Government Election ☐ Community Strategic Plan	(Record ranking) _____
Ranking (tick):	☐1	☐2	☐3	☐4	☐5	

Is there a statutory requirement to engage?	☐ Yes, follow the relevant legislation	☐ No, record ranking and go to next question
Is there ability or opportunity for community to influence or have input into the decision making?	☐ Yes, record raking and go to next question	☐ No, go to engagement level = inform
Is this an operational decision?	☐ Yes, go to engagement level = inform	☐ No, record raking and go to next question

					Ranking
What is the aim of engagement?	To provide the community with balanced and objective information. Can include helping them understand what Council is doing and why by describing the problems, alternatives, opportunities and/or solutions.	To obtain community feedback on a proposal, analysis, alternatives and/or decisions. To consider any submissions from community members.	To work directly with the community throughout the process to ensure that public concerns and aspirations are understood and considered through the project.	To partner with the community in each aspect of the decision making process including the development of alternatives and the identification of the preferred solution.	To place final decision-making and/or delegated budgets in the hands of the public.	(Record ranking) _____
Ranking (tick):	☐1	☐2	☐3	☐4	☐5	
What level of influence will the stakeholders have on the decision?	A decision has already been made. The Community Strategic Plan, technical studies or needs analysis has informed Council's direction. Council will keep stakeholders informed.	Council will consider stakeholder input, alongside other research and studies to inform their decision.	Stakeholder views will be sought at multiple stages in the process to inform decisions progressively throughout the project.	Stakeholders will be key in the decision making process.	Stakeholders make the decision.	(Record ranking) _____
Ranking (tick):	☐1	☐2	☐3	☐4	☐5	
How would you describe the (LIKELY) impact?	Low Minimal impact on a small section of the local government area	Low – Moderate Minimal impact on entire local government area	Moderate Marginal to moderate impact on a section of, or the entire local government area	Moderate – High Moderate to significant impact on a section of, or the entire local government area	High Significant impact on entire local government area	(Record ranking) _____
Ranking (tick):	☐1	☐2	☐3	☐4	☐5	

RANKING TOTAL:	*(Add up the score for each row that has a recorded ranking to determine the ranking total)*	_____

Level of community concern or controversy →

	After determining the ranking total, consider the following questions. While they may not increase the rating total, they may impact which engagement methods to use and what key messages to share with the community. If there is any uncertainty when answering the following questions, refer to the internal community engagement panel for further discussion.		
Are there sensitivities associated with the project?	☐ Political ☐ Cultural ☐ Media		
Is there a potential impact to community values? (tick all that apply)	☐ Local identity ☐ Freedom of association or freedom of speech ☐ Land ownership ☐ Significant social or economic impact ☐ Environment ☐ Disability ☐ Culture ☐ Health ☐ Firearms ☐ Religion ☐ Gender equality ☐ Other _____		
Which stakeholders will we engage? **(tick all that apply)**	☐ All community members ☐ Interest groups ☐ Ratepayers (including non-residents) ☐ Residents (all or specific target groups) ☐ Community groups and organisations, volunteers ☐ Visitors ☐ Agencies and peak bodies ☐ Council staff ☐ Councillors ☐ Local MPs ☐ State and Federal MPs ☐ Advisory, sunset, management and steering committees or groups ☐ Traffic/emergency management committees ☐ Businesses, investors, developers ☐ Specific funding providers ☐ Media (print, radio, online, social) ☐ Education and employment bodies ☐ Chambers of commerce and business groups ☐ Other: _____		
Have you considered any barriers that could limit people with disability from participating and taken action to remove those barriers wherever possible?	☐ Yes, go to next step	☐ No, identify barriers and remove wherever possible	

STEP 2: Determine engagement method

Ranking total	4 – 6	6 – 8	9 – 15	16 - 17	18 - 20
How will we describe the level of engagement?	**Inform** We will keep stakeholders informed.	**Consult** We will inform stakeholders, listen to and acknowledge their views and provide feedback on how stakeholder input has influenced the decision.	**Involve** We will work with stakeholders to ensure that stakeholder views and aspirations are directly reflected in the alternatives developed and provide feedback on how stakeholder input has influenced the decision.	**Collaborate** We will look to stakeholders for direct advice and innovation in formulating solutions and incorporate that advice and recommendations into the decisions to the maximum extent possible.	**Empower** We will implement what stakeholders decide.
What will the engagement consist of?	Council will deliver information to stakeholders. Communication is one-way. Often the community is informed about a decision that has been made and relevant action or activities scheduled to take place.	Council obtains feedback from the community regarding views, solutions, alternatives and proposals to inform and influence the outcome of Council decisions and actions.	Council will design a participatory process to identify community concerns, aspirations and issues and ensure they are considered prior to decision making.	Council works together with the community to identify preferred solutions and alternatives, once issues and interests are well understood.	Refers to community development and community capacity building initiatives whereby Council provides opportunities and resources for communities to contribute their skills and talents.
What tools and information will we use? *This list should be used as a guide only. Not all activities will be appropriate for all projects, and some activities from other columns may be appropriate.*	☐ Website ☐ Media release, radio, social media, email newsletter ☐ Newspaper, radio paid ad ☐ Letter to directly affected stakeholders ☐ Community information session, stall, or event ☐ Other: _____	☐ Website ☐ Media release, radio, social media, email newsletter ☐ Newspaper noticeboard ☐ Newspaper, radio paid ad ☐ Letterbox drop to directly affected stakeholders ☐ Letter or email notification or invitation to local stakeholder groups ☐ Stakeholder briefings Community information session, stall, or event ☐ Feedback form or survey ☐ Other: _____	☐ Website ☐ Media release, radio, social media, email newsletter ☐ Letterbox drop to directly affected stakeholders ☐ Letter or email notification or invitation to local stakeholder groups ☐ Newspaper, radio paid ad ☐ Stakeholder briefings ☐ Community information session, stall, or event ☐ Feedback form, survey or interviews ☐ Other: _____	☐ Website ☐ Media release, radio, social media, email newsletter ☐ Letterbox drop to directly affected stakeholders ☐ Letter or email notification or invitation to local stakeholder groups ☐ Newspaper, radio paid ad ☐ Stakeholder briefings ☐ Deliberative process or Citizens Jury ☐ Workshop or forum ☐ Feedback form, survey or interviews ☐ Other: _____	☐ Website ☐ Media release, radio, social media, email newsletter ☐ Letterbox drop to directly affected stakeholders ☐ Letter or email notification or invitation to local stakeholder groups ☐ Newspaper, radio paid ad ☐ Deliberative process or Citizens Jury ☐ Election / voting process ☐ Other: _____

Engagement budget and resources →

STEP 3: Implementing the engagement program

PHASE	ACTIVITIES				MESSAGING FRAMEWORK
Prepare	Establish Project Team	Workshop with project team around approach, issues, stakeholders and messaging.	Write down your plan	Allocate resources	**Tell them what you are going to do.** *Example: Council will be asking for your feedback on improvements to our parks. Your feedback will help Council develop a Park Improvement Plan. The plan will tell Council and the community how and when our parks will be maintained and improved.*
	Draft key messages	Align engagement activities with appropriate project phases	Prepare communications	Schedule all engagements and communication	
Engage	Deliver engagement activities	Engage with and disseminate information to stakeholder groups	Analyse feedback	Refine approach as needed	**Tell them what you are doing.** *Example: Have your say about improvements to parks in your area by completing our survey.*
Close the loop	Document the engagement and the outcomes	Report back to stakeholders about how their input informed the outcome	Thank stakeholders for their involvement	Evaluate the project and engagement program	**Tell them what you have done and how you used any feedback.** *Example: Council conducted a survey about where improvements should be made. The feedback we received has informed the development of a Park Improvement Plan. The plan tells Council and the community how and when our parks will be maintained and improved.*

Ongoing liaison with Project Team and reference to Engagement Plan to guide decision making

Appendix C:

Eurobodalla Shire Council

IAP2 Spectrum

IAP2 Public Participation Spectrum including a risk analysis model

The spectrum has been developed by the International Association for Public Participation. Practical application of the model in an infrastructure or policy project requires a risk analysis to guide the required/preferred level of engagement. This model reflects the practice of KJA. It operates in conjunction with the risk allocation model overleaf.

**LOW RISK
LOW VISIBILITY**   **HIGH RISK OR
COMMUNITY IMPACT**

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public Participation Goal	**Public Participation Goal**	**Public Participation Goal**	**Public Participation Goal**	**Public Participation Goal**
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work closely with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promises to the Public	**Promises to the Public**	**Promises to the Public**	**Promises to the Public**	**Promises to the Public**
We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will 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.	We will implement what you decide.
Example Techniques to Consider	**Example Techniques to Consider**	**Example Techniques to Consider**	**Example Techniques to Consider**	**Example Techniques to Consider**
• Fact sheets • Web sites • Open houses	• Public comment • Focus groups • Surveys • Public meetings	• Workshops • Deliberate polling	• Citizen Advisory Committees • Consensus building • Participatory decision-making	• Citizen juries • Ballots • Delegated decisions

TRANSPARENCY REQURED   **HIGHER STRATEGIC VALUE**

Appendix D:

Eurobodalla Shire Council

Evaluation Tool

Community Engagement Evaluation Tool

Project Name:	Date:
Project Description: Project goals/ objectives:	*On a scale of 1 to 5, rate how you think ESC performed.* *1 is poorly, 5 is excellent.*
1. How well do you think the project **involved the community** in the process?	1.○ 2.○ 3.○ 4.○ 5.○
2. How well do you think the project was able to **incorporate the community's contribution** in the final decision?	1.○ 2.○ 3.○ 4.○ 5.○
3. How well do you think the project was able to **recognise and communicate the needs and interests** of all participants?	1.○ 2.○ 3.○ 4.○ 5.○
4. How well do you think the project **sought out and facilitated the participation** of those affected by or interested in the project	1.○ 2.○ 3.○ 4.○ 5.○
5. How well did the project **seek participation from the community** in a meaningful way?	1.○ 2.○ 3.○ 4.○ 5.○
6. How well did the project **provide feedback to participants** on how their input affected the decision?	1.○ 2.○ 3.○ 4.○ 5.○
What was the **most successful aspect** of the project?	
What part of the process would you like to see **improved?**?	