



Community Engagement Strategy

(Version 2, February 2017)

What is The Community Engagement Strategy?

The Community Engagement Strategy outlines the process for involving the Uralla Shire community in Council's strategic planning and decision-making processes, ranging from the development of Council's Ten (10)-Year Community Strategic Plan to day-to-day activities. Council supports the right of citizens to participate in decision making that affects their future.

The strategy:

- 1) Defines community engagement and identifies the methods of engagement Council uses for the key stages of engagement – inform, consult, involve, collaborate and empower;
- 2) Identifies the broad categories of Council projects which require engagement; and
- 3) Provides an Engagement Matrix to align the methods of engagement with the category of Council projects.

Uralla Shire has a population of over 6,000 people spread across an area of 3,230 square kilometres that encompasses the main township of Uralla and the villages of Bundarra, Kentucky, Kingstown and Invergowrie, as well as smaller rural communities.

Part of Council's core role is to engage with the community every day in a variety of ways. From Shire wide high impact projects to locality-based low impact projects, this strategy will outline Council's commitment to keeping the community informed, consulted and involved.

The strategy will result in representation from a broad cross section of the Uralla Local Government Area including its citizens, ratepayers, businesses, employees, visitors, community groups, and interest groups - a hallmark of a healthy community.

The strategy aims to give all stakeholders opportunities to participate, so no sector of the community is disadvantaged. It includes measures to involve groups that are at risk of exclusion from public debate, such as older people, youth, indigenous people, people with a disability, low socio-economic groups and people from culturally and linguistically diverse backgrounds.



Scope

This Community Engagement Strategy relates to most activities undertaken by Council, except for notifications of development applications and other related statutory notifications. If legislative requirements or other council policies exist which address specific information/consultation processes, they take precedence, but the implementation of that legislation and those policies should be cognizant of the Community Engagement Strategy.

There are many external factors that sometimes limit the level of engagement possible. For example, state or federal legislation may prescribe specific activities, or project characteristics may determine what can or should be done. Community members also have opportunities to participate beyond the Community Engagement Strategy by addressing Council at the monthly meetings.

Benefits

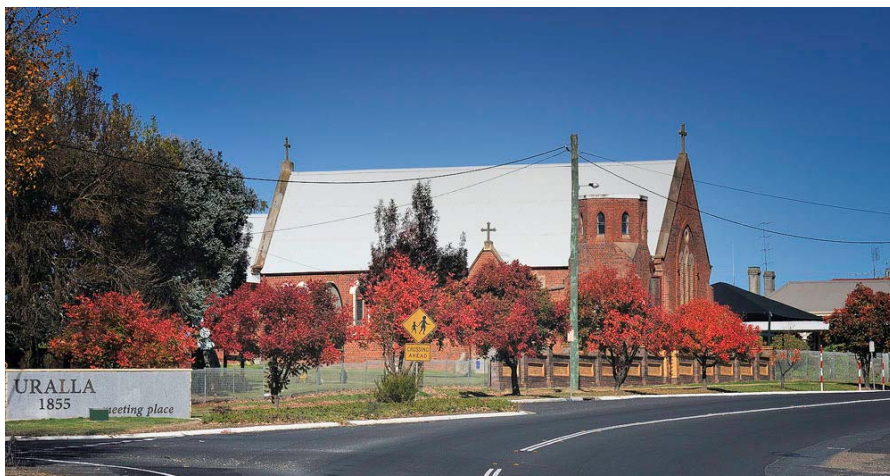
Effective engagement makes communities feel more connected with their councils, strengthening trust, goodwill and respect.

There are a number of benefits from the Community Engagement Strategy which:

- commits Council to be open and accountable
- helps Council plan services better to meet community needs and aspirations
- helps Council prioritize services and make better use of resources
- allows a broader range of views to be expressed, more information to be assembled, and more possible solutions to be considered before making decisions
- enables Council and the community to work together to achieve balanced decisions
- offers opportunities for residents to contribute to and influence outcomes which directly affect their lives
- encourages greater community ownership and acceptance of Council decisions

Objectives

- 1) Involve the local community in the development, implementation and review of Council's strategic planning and decision-making processes, within its legislative abilities
- 2) Provide a framework for a coordinated well planned approach to engagement that is genuine and inclusive and meets the needs of each stakeholder group (not one size fits all)
- 3) Monitor and evaluate Council's engagement activities and incorporate feedback to improve and enhance Council's community engagement activities and capabilities into the future
- 4) Build a positive reputation for Uralla Shire Council by demonstrating that Council is listening, informing and being informed by a broad cross section of the community
- 5) Ensure Council and Councillors receive quality information representative of the views of a broad cross section of the community, sourced from a range of methods to assist in effective decision making



LEGISLATION/PRINCIPLES

Local Government Act

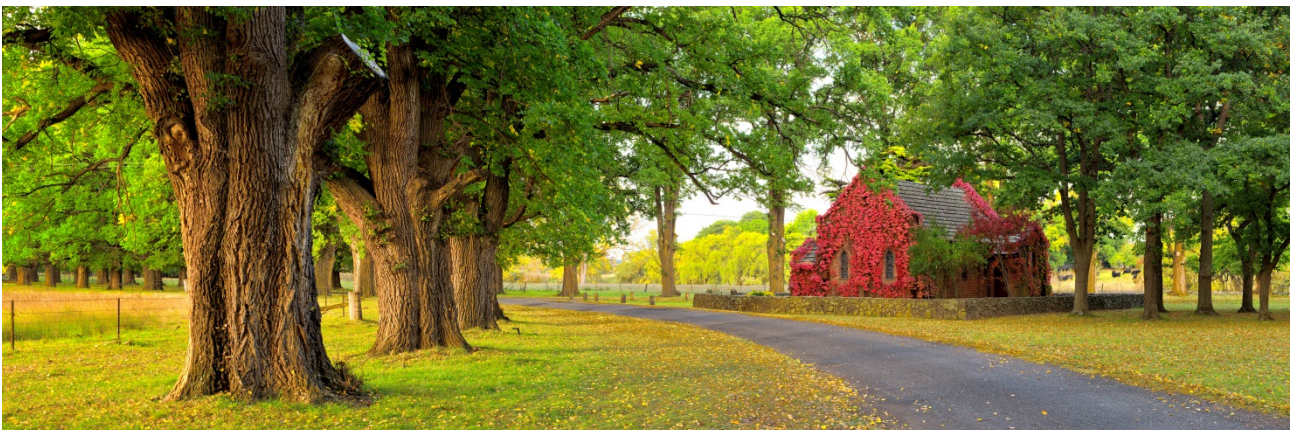
Amendments to the *Local Government Act 1993*, introduced in 2009, require all Councils in NSW to develop a long-term Community Strategic Plan, to enable better outcomes focused on the needs and aspirations of the community. To ensure that the plan reflects community needs, the Act states that councils must prepare and implement an Engagement Strategy. The strategy needs to specifically address the issues around determining 'Levels of Service' that the community expects from Council. This information can then be used to plan and guide the quality and effectiveness of policy development, service level planning, infrastructure works, major projects, advocacy and partnership development.

Public participation principles



Council believes that all citizens should have a say in decisions about actions that affect their lives. Council implements best practice guidelines developed by the International Association for Public Participation (IAP2) to ensure that engagement is genuine. The IAP2's core values are public participation:

1. Is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process
2. Includes the promise that the public's contribution will inform the decision
3. Promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers
4. Seeks out and facilitates the involvement of those potentially affected by or interested in a decision;
5. Seeks input from participants in designing how they participate
6. Provides participants with the information they need to participate in a meaningful way
7. Communicates to participants how their input affected the decision made



Social justice principles

The *Local Government Act* also stipulates that the Community Strategic Plan should reflect the principles of Social Justice and that these social considerations are adequately addressed in the planning and development process. The principles for social justice are:

Equity There should be fairness in decision making, prioritizing and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

Access All people should have fair access to services, resources and opportunities to improve their quality of life

Participation Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives

Rights Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life

Engaging with Hard to Reach Groups

Traditionally some groups of people have been more challenging to engage with effectively. These have included:

- People from Culturally and Linguistically Diverse (CALD) backgrounds
- Indigenous people
- Older people
- Youth
- People with a disability
- People with low levels of literacy
- People from disadvantaged socio-economic backgrounds

Uralla Shire Council will use a variety of strategies to engage hard to reach groups. These include:

- Ensuring community engagement activities are promoted through a number of different media e.g. newspapers, free publications, over the radio, online and through flyers
- Using Plain English, both to promote community engagement and during community engagement
- Following appropriate cultural protocols and ensuring that the person/s involved in engagement have the authority to speak on behalf of their community or group
- Avoiding using assumptions, generalizations, or insensitive language about people from CALD backgrounds or their beliefs
- Seeking the support of agencies (including sections of Council) that provide services to special needs groups
- Providing incentives to encourage groups and/or individuals to become involved in community engagement
- Using age appropriate methods for children and young people
- Taking the opportunity to carry out engagement at activities, events or festivals in the community
- Councillors and staff going out to conduct engagement sessions in the communities.

ENGAGEMENT BASICS

What is Engagement?

For the purposes of this strategy, community engagement is defined as the processes and structures in which Council:

1. Communicates information to the community; and
2. Seeks information, involvement and collaboration from the community with the primary aim of informing Council's decision making.

Best practice community engagement as prescribed by the International Association for the Public Participation (IAP2) defines community engagement as:

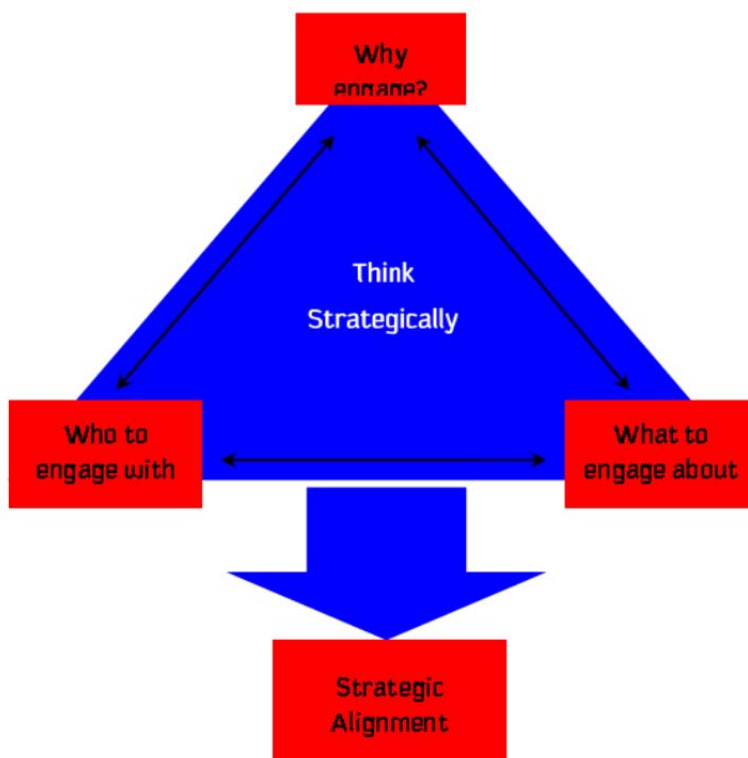
“Any process that involves the public in problem solving or decision making and uses public input to make decisions”.

In general terms it is an inclusive process to ensure the community has the opportunity to participate in decisions that may impact them.

The process of community engagement can extend from a phone call or letter, to a program of major community meetings. The initiative for community engagement may come from within Uralla Shire Council or from outside.

Thinking Strategically

It is always paramount to understand the purpose for and desired outcomes from any engagement activity. By being clear about the objectives of an activity we will ensure that the engagement is genuine, that Council has the capacity to respond accordingly to the feedback and that the tools and means used are the most suitable. This is summarized in the figure below.



OUR COMMUNITY

Stakeholders

Uralla Shire Council stakeholders include:

Uralla Shire residents: Those who reside in the Uralla Shire Local Government Area.

Uralla Shire ratepayers: Those who own rateable land located in the Uralla Shire Local Government Area.

Community organizations and groups: This includes not-for-profit, civic, cultural and religious organizations, groups and networks, and village progress associations e.g. Bundarra Progress Association.

Councillors and Council staff: The elected body of Council and Council employees.

Schools, education and training institutions: This includes vocational and training providers, language classes, schools and tutoring college and lifelong learning groups.

Businesses/Industry: Owners, operators and employees of small, medium and large businesses, business groups, utility companies, economic development and tourism industry groups.

Government agencies and statutory authorities: State and Federal government agencies and statutory authorities, including emergency services.

Other North West councils and regional bodies: Armidale Dumaresq Council, Glen Innes Severn Council, Gunnedah Shire, Guyra Shire, Gwydir Shire, Inverell Shire, Liverpool Plains Shire, Moree Plains Shire, Narrabri Shire, Tamworth Regional Council, Tenterfield Shire, Walcha Council, and Regional Development Australia Northern Inland NSW.

Interest groups: Representative groups with an interest in particular issues, such as sporting or cultural organizations and peak bodies, youth organizations, disability advocacy and indigenous organizations.



HOW WE WILL ENGAGE

Levels of Participation

The Public Participation Spectrum developed by IPA2 identifies five different stages of consultation relative to the level of impact the community should have on decision making. The stages are:

1. Inform
2. Consult
3. Involve
4. Collaborate
5. Empower

The spectrum is outlined in the table below:

Inform	Consult	Involve	Collaborate	Empower
To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	To obtain public feedback on analysis, alternatives and/or decisions	To work directly 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 give the public a real voice in the final decision making*
<p>INCREASING LEVEL OF PUBLIC PARTICIPATION</p>				

*Council functions under the *Local Government Act NSW 1993*; therefore except in very limited circumstances only the elected body of Council is 'empowered' to make decisions and implement actions. Hence, engagement activities conducted at the Empower level will be unusual.

For Uralla Shire Council purposes the key stages can be described as:

- Inform
- Consult
- Involve/Collaborate

Inform –

Promise to the Community – We will keep you informed.

Community's Role – Listen.

Council's Role - Give stakeholders balanced, accurate and relevant information on decisions, policies, plans and strategies.

The inform stage is for day-to-day use, often when Council has already made a decision, to communicate the outcome or status of projects, or when there is only one way that Council believes it can progress a project.

Customer Contact Centre: Council's administration office in Uralla provides a 'one-stop-shop' for Council services using customer service, visual displays, and printed materials for Council related business.

Uralla Shire Council website: One of Council's primary communication tools, the website should be a comprehensive source of information for all Council services and programs.

Advertising & Features: Council will consider the use of advertising/features with any local media servicing the area e.g. the Northern Daily Leader, Armidale Express, Inverell Times, Uralla Wordsworth.

Media Releases: Regular media releases ensure Council provides reliable, timely and accurate information to all media servicing the Uralla Local Government Area, including print and broadcast.

Publications/information material: Uralla Shire Council publications about Council specific programs, services and initiatives are a valuable source of information.

Council facilitated community events: Council-hosted events which provide opportunities for councillors and staff to provide information to the community. Council also strongly supports and participates in other community events.

Letterbox Drop: Non-addressed letter/flyer that advises citizens of an outcome/ works to be undertaken and informs how feedback can be provided.

Targeted Direct Mail: Addressed letters sent directly to the customer. This is usually specific to a project, geographic location or members of a particular group or demographic.

Presentation/Public Speaking: Councillors and staff speak at relevant meetings or events such as community events.

Community Notice Boards: At Council facilities, libraries, and areas relevant to audience.

Site Specific Signage: Erected temporarily or permanently to inform the public of the project and relevant project details.

Uralla Council Update: The newsletter is distributed monthly to households throughout the Shire to provide general Council information to residents.

Consult –

Promise to the Community – We will listen to you, consider your ideas and concerns and keep you informed.

Community's Role – Contribute

Council's Role- Generate active two-way communication between Council and the community. At this level, Council seeks feedback to identify important community issues and perspectives that can influence and assist decision making. Informing is a prerequisite for consultation.

Community Forums: These provide an opportunity for members of the community to attend a structured two-way information session hosted by Council, usually about specific projects and topics.

Public exhibitions and submissions: Required by legislation for certain types of issues, items on exhibition and development applications are open to submissions from the public. The information is made available for the public to comment on within a certain time frame, while informing citizens how they can make their submissions/comments to Council.

Community displays/stalls: Councillors and Council officers are available at a nominated venue and for a specific period of time, encouraging citizens to attend and discuss the topic/s.

Surveys: Target audience surveys should be integrated with broader consultation for larger projects, using independent market research companies or survey specialists where possible.

Site Meeting/Tour: Interaction at specific locations, usually facilitated by Council for invited participants.

Personal briefings: Inform relevant community groups/ ratepayer associations/businesses/individuals that they may request a personal briefing with councillors or Council staff to discuss a particular issue.

Involve/Collaborate -

Promise to the community- We will work with you on an ongoing basis to ensure your ideas, concerns and aspirations are considered. We will provide feedback on Council's decisions.

Community's Role - Participate

Council's Role - Create a collaborative relationship/partnership between Council and the community, facilitating involvement in shaping decisions that affect community life. Informing and consulting are components of involving/collaborating.

Meetings by invitation: Community leaders, stakeholders and representatives meet with councillors and Council staff for discussion, debate and exchange of views on a specific issue.

Meetings with Council advisory groups: Formal consultation between councillors and Council staff with members of advisory groups with expertise in particular areas. Engagement will be governed by the groups' terms of reference.

Large Group/Stakeholder Collaboration: As forums to address a strategic issue or plan, these collaborations bring together councillors, Council staff, stakeholder groups and individuals with relevant expertise and knowledge to formulate a response.

Empower -

Promise to the community- We will give the community greater opportunity to participate in a transparent flow of information and feedback to Councillors, who have been empowered as the community representatives to make decisions in accordance with the *Local Government Act 1993*.

Community's Role - Decide

Council's Role - As noted above, engagement activities conducted at the Empower level will be unusual. However, engagement with Councillors is encouraged and facilitated.



Council Projects for Engagement

Consultation methods vary according to the type of project/issue. The strategy sets guidelines for engagement on project/issues which are classified into four categories:

1. **Shire-wide / High Impact:** Strategic plans, major projects and resource issues. *For example, Community Strategic Plan, Local Environment Plans, shire-wide Development Control Plans.*
2. **Shire-wide / Low Impact:** Management Plans and Policy Development, minor projects and major projects with limited impact. *For example major festivals and events.*
3. **Locality Based / High Impact:** Locality improvement and site specific matters and events. *For example, development applications in accordance with statutory requirements, construction of Council facilities, and works in central business districts.*
4. **Locality Based / Low Impact:** Council service / program planning and delivery. *For example, local road works, operational services such as traffic management and general maintenance of public areas or upgrade of parks and recreational areas (minor works level)..*

This strategy relates to many activities undertaken by Council. However, legislative requirements and other council policies regulate the procedures and outcomes of some Council activities, limiting the opportunities for public input and the scope for community engagement.



Engagement Matrix



		What to do?	When you are dealing with...			
		1 = every time	Shire-wide / High Impact	Shire-wide / Low Impact	Locality Based / High Impact	Locality Based / Low Impact
2 = in most circumstances						
3 = on specific occasions						
4 = on rare occasions						
INFORM	Customer Service Centre	1	1	1	1	
	Uralla Shire Council website	1	1	1	3	
	Newspaper/Advertising/Features	1	1	2	3	
	Media Release	1	1	2	3	
	Publications/information material	1	2	2	4	
	Council facilitated events	4	4	4	4	
	Letterbox Drop	4	4	3	3	
	Targeted Direct Mail	2	2	2	3	
	Presentation/Public Speaking	2	3	3	4	
	Community Notice Boards	3	3	3	3	
CONSULT	Site Specific Signage	3	3	3	3	
	Community Forum	3	3	2	3	
	Public exhibitions/submissions	1	2	3	4	
	Community displays/information sessions	2	2	3	4	
	Surveys	3	4	4	4	
	Site Meeting/Tour	2	3	2	4	
INVOLVE	Personal briefing	1	1	2	2	
	Meetings by invitation	1	2	2	4	
	Meetings with Council advisory groups	1	3	3	4	
	Large Group/Stakeholder Collaboration	2	2	3	4	

Engagement tools in the involve/collaborate stage will vary depending on the nature of the project

Evaluation & Feedback

Following the implementation of an involve/consult engagement project, Council will evaluate the effectiveness of the program in reaching the desired audience and achieving the required outcomes. Council will then provide feedback to the people who participated in the program, in order to increase their understanding of how the input gathered during the program was considered/utilized in the decision making process, and what direction was ultimately taken.

By providing open and timely feedback to participants, Council will enhance the transparency of its decision making and further strengthen its relationship with the broad community. Feedback will also improve future engagement programs through a greater understanding of the engagement process.

Acknowledgements

The following acknowledgements are made, recognizing institutions and documents that informed and influenced the development of this Community Engagement Strategy:

- NSW Division of Local Government 'Integrated Planning and Reporting Manual for Local Government'
- International Association for Public Participation 'Foundations of public participation'.
- The Bellingen, Clarence Valley, Glen Innes Severn, Gunnedah, Port Stephens, Tamworth Regional, Tweed and Waverly Councils' 'Community Engagement Strategy'.

Disclaimer Information

Copyright

Prepared By:

Version: Version 2, February 2017

Version no.	Updated by:	Date:	Nature of changes
1	GM	11 March 2015	Adopted by Council – Res # 12.02/15
2	DC&G	February 2017	Revised to remove reference to community consultative panels – Res #15.02/17