

Community Engagement Plan

2019–2023

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AlburyCity



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1. EXECUTIVE SUMMARY

The purpose of our Community Engagement Plan is to ensure we undertake a consistent and considered approach to engaging with our community. We will work with identified groups or individuals that may be affected by a particular decision or activity. We hope that as a result of our engagement that those affected have contributed to, and are more informed and satisfied, with the final decision.

Our Vision is to 'proactively and consistently engage with the community during the development of plans, policies and projects that have the potential to affect the Albury community'.

Our Objectives are:

- To provide a clear strategic direction and consistent message for the way we engage with the community.
- To improve the level of satisfaction the community has with us in relation to community engagement.
- To ensure community engagement is based on the social justice principles of access, equity, participation and rights.
- To utilise the IAP2 core values when developing community engagement initiatives
- To provide our people with scaled opportunities for engaging with the community.
- To ensure that our community engagement considers opportunities for 'smart' engagement techniques.

Research into methods of engagement has found that community groups, individuals and organisations operate differently and the methods we use to engage should reflect this research. The methods also need to be consistent with the principles of the International Association of Public Participation (IAP2).

An Action Plan accompanies the Community Engagement Plan. The Action Plan proposes actions to assist with achieving the strategy objectives. These actions will be monitored, measured and reviewed annually. The Community Engagement Plan will be reviewed every four years.

2. INTRODUCTION

The AlburyCity Community Engagement Plan (the Plan) flows from our Communications Strategy and considers local community expectations, related strategies and up to date methods of engagement to ensure that we have a well-informed, relevant and consistent approach to community engagement. The Plan identifies the most appropriate and effective methods of engagement and fosters our commitment to encouraging open, transparent and active discussions with our community.

The focus of this Plan is one of genuine collaboration and involvement, underpinned by the International Association of Public Participation (IAP2). The techniques and opportunities for engagement are consistent with our brand and encompass traditional methods, digital platforms and 'smart' initiatives.

The AlburyCity Community Engagement Plan has been prepared in association with the AlburyCity Engagement Policy and Procedure - adopted by Council in 2017.

The Plan includes Action 3.2 to ensure compliance with the Local Government Act 1993 - Section 406 Integrated Planning and Reporting (IPR) and Section 402 Community Strategic Plan (CSP). This action is to be delivered in 2020 prior to the review of Albury 2030.

Section 402 (4) states that:

'The council must establish and implement a strategy (its community engagement strategy), based on social justice principles, for engagement with the local community when developing the community strategic plan.'

3. WHAT IS COMMUNITY ENGAGEMENT?

Community engagement can be defined as "A planned two-way process to work with identified groups of people or individuals whose wellbeing may be affected by a particular decision or activity".

We utilise two main types of engagement at AlburyCity. One that works to identify and consider issues affecting the individuals or groups before decisions are made - 'Have a Say', and the other to gain feedback on the final draft document prior to endorsement by Council - 'Public Exhibition'. Regardless of type, at the conclusion of the engagement period, our community are informed as to how their feedback affected decision-making and the final outcome, known as 'closing the loop'.

The AlburyCity Community Engagement Plan:

- Addresses the legislative requirements of the Local Government Act 1993 Section 402(4)
- Addresses the legislative requirements of the Local Government Act 1993 Section 406
- Informs the process for external engagement activity undertaken by AlburyCity.

4. BACKGROUND

Our community has an important role to play in shaping the city where they live. Community engagement is a core component of our planning and decision-making processes and operates as a partnership between Council and our community.

Keeping residents informed, listening to their concerns and involving them in making decisions has a significant impact on the overall satisfaction the community has with us. This is illustrated through the results of the independent AlburyCity Community Satisfaction Survey conducted every two years. Consecutive results show the *'provision of Council information to the community'* and *'community input into council decision-making'* are consistently among the top drivers of community satisfaction.

The AlburyCity Community Engagement Plan (previously referred to as the AlburyCity Community Engagement Strategy) is reviewed every four years to ensure relevance to community needs and the alignment of council projects and services with the Albury Community Strategic Plan (CSP) – 'Albury 2030'. In addition to the broader Community Engagement Plan, a separate Stakeholder Engagement Plan is developed every four years to specifically guide our community consultation for the development of the CSP. The CSP Stakeholder Engagement Plan considers the social justice principles of access, equity, participation and rights, and identifies the relevant stakeholders and methods used to engage. Effective community engagement will strengthen and enhance the relationship between communities and AlburyCity through greater transparency, collaboration and trust.

This Community Engagement Plan addresses the most important methods for engaging with our community, including those more traditional channels of newspaper, news and radio, but also meet community expectations on preferred methods to be engaged through social media platforms such as Facebook, Twitter and Instagram. Social media is driving new forms of interaction, dialogue, exchange and collaboration. Techniques for engaging with our community must keep up with the rapid rise of the use and immediateness of mobile phones and social media.

Recommendations from the 2018 Community Satisfaction Survey included the need for AlburyCity to 'explore community expectations around communication and collaboration with Council, identifying what information the community would like more of, and how they would like to have input in Council decisions'.

5. CURRENT SITUATION ANALYSIS

A review and assessment of our current approach to community engagement found a number of existing strategic documents, relevant reports and research to help inform the development of the AlburyCity Community Engagement Plan.

5.1 Albury 2030 – Community Strategic Plan (CSP)

Endorsed in 2017, the CSP is a result of significant engagement with individuals, groups, state agencies and other key stakeholders. The results of this engagement showed a strong desire for the Albury community to be involved in Council decision-making. This Community Engagement Plan links directly with Theme 4 “A Leading Community” and Outcome 4.1: *“The community is consulted on all major changes that will affect them”*. The development and implementation of the AlburyCity Community Engagement Plan will work towards achieving the strategic actions and outcome from Albury 2030.

Under Outcome 4.1 there are three strategic actions:

- 4.1.1 Council, state agencies and other public service providers develop and implement community engagement plans to engage the community on a broad range of issues and report results back to the community.
- 4.1.2 Use new technologies for engagement and promotion where appropriate – including on-line engagement and social networking.
- 4.1.3 Target the communication with community where possible and identify opportunities to facilitate and partner in projects and services.

Albury 2030 must be reviewed every four years in line with local government elections. Under the Local Government Act 1993 - Integrated Planning and Reporting, the council must prepare and implement a ‘Community Engagement Strategy’ based on social justice principles for engagement with the local community. The related Integrated Planning and Reporting Manual states that: *“it is important to consider groups whose voice may not normally be heard in community discussions. This might include people with disabilities, Aboriginal communities, people from culturally or linguistically diverse backgrounds, young people, people in geographically isolated areas, single parents, and the elderly”*.

Under this Community Engagement Plan, we will base the review of Albury 2030 on the social justice principles of access, equity, participation and rights, to ensure not only a consistent approach to community engagement, but to also utilise the most inclusive methods of engagement.

5.2 Two Cities One Community Strategic Plan

The results of the community engagement undertaken for the development of Albury 2030 and Wodonga 2033 were combined and used to develop the Two Cities One Community Strategic Plan.

The draft Strategic Plan was placed on public exhibition to gain further feedback from our community on both sides of the border. The ‘Stronger Together’ mission of the Two Cities One Community Strategic Plan states that ‘both councils will work together to achieve community goals now and into the future’. It is therefore important when developing projects and programs with the potential for

cross-border implementation, that communities on both sides of the border are consulted during the engagement period.

5.3 Community Engagement Strategy 2014-2018

The most recently adopted AlburyCity Community Engagement Strategy (2014-2018) was endorsed by Council in October 2014. The new Community Engagement Plan will extend from 2019 to 2023, encompassing the next iteration of the CSP review in 2020. The 2014-2018 Community Engagement Strategy considered the Engagement Policy and Procedure, plus other relevant policies, procedures and/or strategies to provide a longer term and more informed strategic direction for Council's engagement with the community.

5.4 Engagement Policy and Procedure

The Engagement Policy and Procedure documents were reviewed in 2017 and adopted by Council at its meeting 26 June 2017. The 2017 Engagement Policy and Procedure detail AlburyCity's commitment to informing the community about Council decisions, and engaging with residents during the development of plans, policies and projects that have the potential to affect the Albury community.

Additionally, the Engagement Procedure provides AlburyCity staff with information regarding the development of a Project Plan, consideration of stakeholders, the Stakeholder Engagement Plan and information on the International Association of Public Participation (IAP2).

5.5 Communications Strategy 2019-2021

The Communications Strategy 2019-2021 establishes the principles that guide how we communicate and engage with audiences. In 2018 a review was undertaken of the whole AlburyCity brand. The review found we had limited assets and guidelines to assist in developing audience-centric (*knowing your audience so you can better connect*) communications. This led to the development of a strong brand strategy to guide AlburyCity, and a corresponding refreshed and expanded visual identity. The updated brand informs the 2019-2021 Communications Strategy and guides all forms of visual, written and verbal communication on behalf of AlburyCity.

The Communications Strategy highlights the most important factor in engaging with audiences is having an understanding of what they want us to do and say. Everything we do must be audience-centric, not organisation-centric. Well-planned and effective community engagement is a key step in the process.

5.6 Customer Experience Strategy 2019-2022

The Customer Experience Strategy outlines three strategic priorities (Our People, Our Community and Our Processes) that set the standards for the organisation to achieve customer service excellence.

The Strategy is a three year plan that was created in consultation with the community, other stakeholders and AlburyCity staff and Councillors.

5.7 Community Satisfaction Survey

The 2018 Community Satisfaction Survey (CSS) found that the overall satisfaction with *the level of communication that Council has with the community* was relatively on par with the 2016 CSS results. 88% of residents stated that they were either ‘somewhat satisfied’, ‘satisfied’ or ‘very satisfied’ compared with 90% in 2016. The breakdown of scores out of a possible five is provided in the table below.

How satisfied are you with the level of communication Council currently has with the community?

	Overall 2018 (N=404)	Overall 2016 (N=403)	Overall 2013 (N=405)	Male	Female	18- 34	35- 54	55- 75	76+
Mean Rating / 5	3.53	3.56	3.58	3.46	3.59	3.60	3.43	3.44	3.89

The 2018 results also found that residents were less influenced by ‘local news’ and ‘newspaper, radio and television’ advertising compared with 2016 (although these were still the highest influencers of opinion). In particular, those aged 18-54 rated the AlburyCity website and Facebook as significantly higher in importance for influencing opinions about Council.

6. RESEARCH: VERTICAL AND HORIZONTAL COMMUNITY ENGAGEMENT

A concept discussed by Eileen Conn (*Community Engagement in the Social Eco-System Dance 2011*. <https://www.birmingham.ac.uk/generic/tsrc/documents/tsrc/discussion-papers/discussion-paper-b-community-engagement.pdf>) suggests two community engagement systems exist, aligning with the Vertical and Horizontal work systems. The Vertical work system is hierarchical and tightly regulated, often working under a tight organisational structure, compliance and governance systems. The Horizontal work system is more peer-related, groups of friends, found in neighbourhoods, coming together voluntarily and connecting through shared interests. The same concept is applies to community engagement. Vertical Engagement is “where government, business, or other organisations want to engage the community in consultation and decision-making”. Horizontal engagement is “where people are engaged in their local community as active community members”. (Graeme Stuart – *Sustaining Community*. <https://sustainingcommunity.wordpress.com/2012/05/24/vertical-and-horizontal-community-engagement/>

Vertical Community Engagement



Horizontal Community Engagement



These two systems and the differences between them must be considered when undertaking engagement activities. The differing internal dynamics greatly influence the way in which people will engage and need to be accommodated. As Conn points out (2011) *"In the world of community engagement, the differences between the community and the work worlds cause familiar difficulties, as the troublesome 'community' fails to behave as the public agencies wish it would behave. The tendency is to try to cope, or to pay lip service to community engagement, or to put it off, or attempt to mould the community to be acceptable to the world of the vertical hierarchical"*.

6.1 Strength-based community engagement

Horizontal community engagement methods

Knowing that communities and organisations operate differently and like to engage differently helps determine methods for meaningful engagement. Concentrating on strengths and successes rather than problems is a fundamental component of 'strengths-based community engagement'. The focus is on what is working and where there are strengths rather than focussing on what's going wrong and problem solving. Strengths-based approaches value the skills, knowledge and capacity in individuals and groups and help to deliver on community expectations through building relationships and trust.

Graeme Stuart's Community Sustainability blog

<https://sustainingcommunity.wordpress.com/2013/10/31/strengths-based-ce/> discusses 10 key learnings about strength-based community engagement.

1. Respond to issues and needs by building on what is already working. Focus on strengths rather than deficits.
2. Promote horizontal engagement e.g. working in small groups, kitchen table meetings, tea and coffee / morning tea meetings, and park parties.
3. Don't come into the engagement as the expert with all the answers – ask what people want and what they can offer.
4. Be willing to explore contentious areas – don't dodge discontent, but promote a cooperative approach.
5. Ensure that some people do not dominate over others. This can be addressed through the type of engagement, e.g. World Café consultation.
6. Consider how to involve the hard to reach groups.
7. Don't assume that because the issue is your priority, that it is also someone else's or a community priority.
8. Creating positive environments that promote cooperation and acceptance will help receive a response in a similar manner.
9. Treat each engagement activity separately - there will not be one method that suits all. Plan, be well prepared, but ready to adapt if needed.
10. Evaluate your engagement – obtain feedback and reflect.

Vertical community engagement methods

The methods used in vertical engagement are those used more traditionally by AlburyCity. These include:

- Web-based (e.g. Have a Say – AlburyCity website)
- Social media
- Surveys
- On-line polls
- Emails, letters
- AlburyCity Community Engagement Group consultation

7. THE INTERNATIONAL ASSOCIATION OF PUBLIC PARTICIPATION (IAP2).

The IAP2 developed an international framework for engagement which is considered a best practice benchmark worldwide. A number of AlburyCity leaders have been trained in the IAP2 framework. AlburyCity continues to support the IAP2 core values and the public participation spectrum.

IAP2 Core Values: *(source IAP2 student manual – Planning for Effective Public Participation)*

1. The public should have a say in decisions about actions that could affect their lives.
2. Public participation includes the promise that the public’s contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

IAP2’s Public Participation Spectrum is designed to assist with the selection of the level of engagement in any community engagement process. The Spectrum shows that differing levels of participation are legitimate depending on the goals, time frames, resources and levels of concern in the decision to be made. There may be different engagement levels during different stages of the one community engagement process.



(source: IAP².org.au)

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision	To work directly with the public throughout the process to ensure that public issues and concerns 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 the final decision-making in the hands of the public

8. SWOT ANALYSIS

<p>Strengths</p> <p>We continue to make decisions in the best interests of its community to ensure the delivery of services. In doing this, our strengths lie with keeping our community informed during the development of plans, policies and projects that have the potential to affect our community.</p> <p>We are committed to community based decision making and the implementation of projects that support the community aspirations of Albury 2030.</p> <p>Our strong commitment to community engagement will ensure this strategy, plus related policies and procedures will be monitored and reviewed to remain current to reflect community needs for engagement.</p>	<p>Weaknesses</p> <p>Our priority remains the delivery of essential services to our community and also those 'nice to have' projects identified through community aspirations. At times however, we are limited by the availability of funding, resources or technology to conduct grand scale engagement and/or promotion for every project.</p> <p>We must effectively manage community expectations on a case by case basis by determining the level of engagement to be undertaken for each project, and the most appropriate channel of communication with the greatest and most cost effective reach to the community.</p>
<p>Opportunities</p> <p>The research into vertical and horizontal engagement has identified new ways of thinking about engaging with the community.</p> <p>The results of AlburyCity Community Satisfaction Survey and the community engagement undertaken during the review of our Communications Strategy has allowed us to understand how the community likes to be informed and engaged regarding Council decision making.</p> <p>There will be significant opportunities in the digital-space in relation to methods of engaging, and the community engagement undertaken to support the Smart Community framework will also highlight key technological opportunities. The development of this Plan will ensure the strategic objectives are directed at meeting the needs and desires of the community.</p>	<p>Threats</p> <p>Council at times will need to make difficult decisions and our community may be divided in their acceptance of the decision.</p> <p>There are also legislative requirements by which we are bound. Key messaging is important when informing our community about decisions that are informed by legislation.</p>

9. THE PLAN

9.1 Vision

We will proactively and consistently engage with the community during the development of plans, policies and projects that have the potential to affect the Albury community.

9.2 Purpose

The purpose of this Plan is to ensure that community engagement is considered a priority across the organisation. The Plan will deliver a consistent message regarding the delivery of community engagement and a matrix to support tailoring the level of engagement to the task, recognising that tools and strategies must be fit-for-purpose, and appropriate to the issues on which Council are seeking to engage.

9.3 Objectives

1. To provide a clear strategic direction and consistent message for the way we engage with the community.
2. To improve the level of satisfaction the community has with us in relation to community engagement.
3. To ensure community engagement is based on the social justice principles of access, equity, participation and rights.
4. To utilise the IAP2 core values when developing community engagement initiatives
5. To provide our people with scaled opportunities for engaging with the community.
6. To ensure that our community engagement considers opportunities for 'smart' engagement techniques.

9.4 Key Activity Areas

- Roll-out of reviewed Engagement Plan to Leadership meetings
- Review of the Stakeholder Engagement Plan template / on-line form development
- Development of community engagement matrix
- Ongoing monitoring and reporting of our community engagement
- Development of a specific stakeholder engagement plan for the review of Albury 2030 in April 2020

9.5 Key Performance Measures

- % increase in levels of community participation with engagement opportunities
- % increase in the number of stakeholder engagement plans completed by our people compared with total projects requiring plans
- % increase in the total amount of community engagement activity we undertake
- % increase in the amount of items listed on our 'Have a Say' webpage.
- % increase of residents who feel well informed by Council
- % increase of resident satisfaction with input into Council decision making

9.6 Strategic Relationships in community engagement

Albury 2030 is a community strategic plan, developed in consultation with the Albury community. It is the highest level and most important strategic document in Council's strategic plan hierarchy. Albury 2030 details community aspirations for Albury and guides Council's decision making. All of Council's strategies are informed by Albury 2030 and are developed to assist in achieving Albury 2030 strategic actions and outcomes.

The AlburyCity Community Engagement Plan draws together the Community Engagement Policy and the Community Engagement Procedure and also aligns with our AlburyCity Communications Strategy and Brand Strategy. The strategic relationships between these documents will ensure there is a consistent message about how we communicate and engage with our community.

10. ENGAGEMENT TIMING

10.1 When to engage

The best time to engage with our community and other stakeholders is before the draft document (strategy or plan) is developed, project commenced or a decision is made. Our community want to feel that their feedback has had an impact on the final outcome or decision. By asking at the early stage, information can be provided that may not have otherwise been considered. The feedback received from our community will guide decision-making, provide a direction, and/or seek further investigation before continuing with the project or strategy.

Before any engagement activity is undertaken, web content specific to the activity must be available on our website so that all channels of communication can link back to a single source of truth.

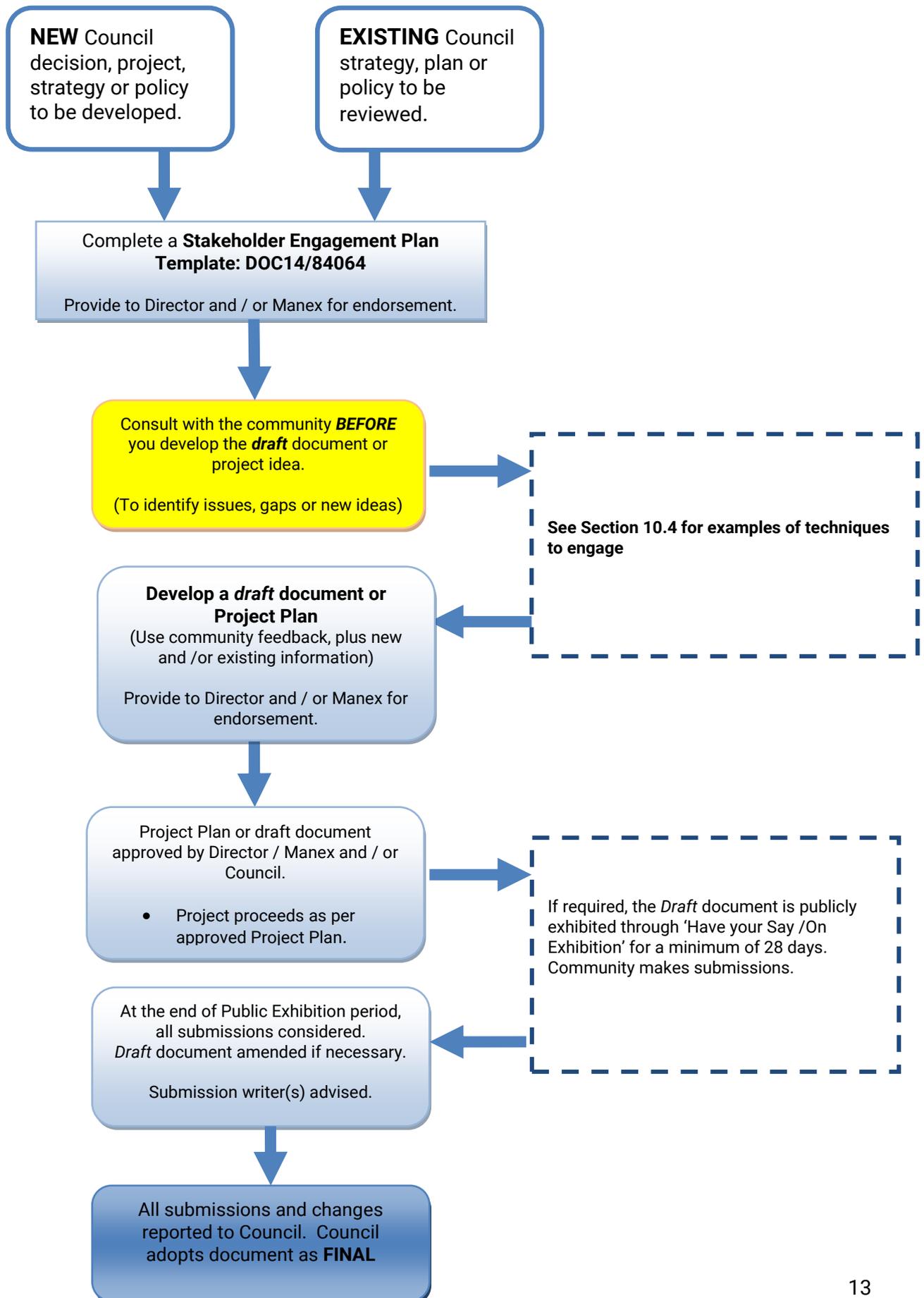
10.2 Have your Say

The 'Have your Say' page is located on our website. It includes 'Engage with us' and 'On Exhibition' and is used to gauge community opinion at the commencement of a review process or project plan (Engage with us) and at the completion of the final draft (On Exhibition).

The critical element of 'Engage with us' is that it is used to ask questions of the community and inform the development of draft documents at the **commencement** of the review or project idea. Our community has told us they want an opportunity to have a say in relation to new projects or policies, or on a review of existing policies or strategies, **before** the draft documents are developed. For example, in the review of an existing AlburyCity strategy, 'Engage with us' would be used to display the old plan/strategy, and ask our community what was missing, or what other directions should be taken. The information provided by our community can then inform the development of the new strategy.

Placing an item on Have your Say/Engage with us **must** be considered in all our engagement processes as the first opportunity to consult with our community.

The 'Engage with us' and 'On Exhibition' process is illustrated as follows:



10.3 Public Exhibition

When information is placed on Public Exhibition, it means the final draft document is available for our community to read and provide feedback. This gives the public a final say and provides an opportunity to make a submission to Council, prior to final adoption. **Public Exhibition should not be used to show the community the draft document, proposed project or strategy for the first time.**

10.4 Engagement Techniques

The following table includes some examples of different engagement techniques and their relationship with the IAP2 Spectrum.

- Do you know the audience you are trying to reach?
- The choice of technique will depend on the type of message and the audience you are targeting.
- Consider whether your engagement is vertical or horizontal and the corresponding techniques that may apply.
- Review the IAP2 Spectrum. What level of engagement do you need to reach?

Engagement Technique	Description	IAP2 Spectrum
Council-specific activity		
Public notices (AlburyCity website and the Border Mail newspaper)	Use these to list the latest Council statutory notices and announcements	Inform
Public forum	Provides an opportunity for a member of the public to provide a short presentation relevant to an item on the Council agenda	Inform/consult/involve
Council meeting	Occurs on the 2 nd and 4 th Monday of the month, commencing at 6pm	Inform
Community Forum	Occurs on the 1 st Monday of the month and is usually for items of significant community interest. Members of the public may address the Councillors and the Chairperson may invite questions	Inform/consult/involve
Council Workshop	Occurs as called by the Mayor and requested by two or more Councillors. The public and media may attend the workshops where the agenda item is not confidential	Inform

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Mail-out or letter-box drop <ul style="list-style-type: none"> • Letter • Fact sheet • Flyer 	A simple representation of the project or issue. Need to include contact details of relevant subject matter experts in case more information is requested.	Inform
Media advertising	Advertising or promotion through traditional channels of radio, newspaper or television.	Inform
eDM (electronic direct mail)	Electronic messaging using emails as a promotional tool direct to an inbox. Can be sent to individuals or to established group databases but works best if segmented and targeted.	Inform
Open house	Information is displayed around a room that can be visited at any time throughout the day over the scheduled engagement period. Information can be presented in many different forms, e.g. posters, videos, models, booklets or photos. Subject matter expert should be onsite to answer questions or alternatively, provide contact details for more information.	Inform
Electronic newsletters	Newsletters written and sent electronically e.g. News from AlburyCity.	Inform
Social media	Electronic communication created to share information and ideas. Can use videos and photos and link to website content. Examples include Facebook, Twitter and Instagram.	Inform
Community Bus	Co-ordinated through the AlburyCity Events Team. The Community Bus can run up to four times per year and be used as a tool to show community and other stakeholders different projects and / or developments and infrastructure	Inform
Websites	A website can be used to communicate content, provide videos, photos and/or link to surveys for feedback.	Inform / Consult
Community meetings	Community are invited to attend an information session and ask questions of the subject matter experts.	Inform / Consult
Listening posts	Pop-up information displays with representation from subject matter experts. Can be used to inform community about a decision and also to gauge opinion about the decision.	Inform / Consult
Survey	Hard-copy and/or electronic questionnaire to ask specific questions in relation to the issue or project.	Consult
Focus groups	A deliberately representative group of participants who are consulted about a particular issue or pending decision.	Consult

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Workshops	Groups of participants are invited to attend and provide feedback and direction on a particular issue. Workshops should be interactive and be facilitated. Can involve a presentation and break-out groups for deliberation. If the issue is highly contentious or potentially subject to outrage – it is recommended that an independent facilitator be engaged.	Consult / Involve
World Café	A structured conversation process at a number of different tables with different topics. Participants switch tables to allow involvement in all topics. A table host introduces the discussion for each new group. All table conversations are brought together at the end of the session to the larger group for an overall reflection and discussion.	Consult / Involve
Speak-out	An informal and interactive meeting environment similar to open-house. Can be at a pre-organised event e.g. a community market. 'Drop in' participation is encouraged and subject matter experts are available to listen and answer questions.	Consult / Involve
Deliberate polling	A representative sample of the population is gathered. Participants complete a questionnaire on the particular issue. Participants then gather for a few days to discuss the issues in small facilitated groups and ask questions. Background reference material is provided. After deliberation, the questionnaire is completed again. This often results in changes in opinion that represent the conclusions of a more informed community.	Involve
Park parties	The consultation session is set up in the specific park or location for the proposed activity. Neighbours and other nearby residents that could be potentially affected by the outcome of the project are invited to attend and view the proposed plans for the area and provide feedback. Can be used to develop concept plans based on community needs/desires.	Involve
Citizen advisory committees	The committee will represent a valid cross-section of the community. The committee meets regularly to discuss upcoming decisions and plans. Purpose is to offer opinions, constructive advice and solutions.	Collaborate
Participative decision-making	Employees are encouraged to participate in organisational decision-making and share responsibility for the outcome. The employer collects all the ideas from the group members, reports back the final decision and resolves any objections to arrive at consensus.	Collaborate

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Citizen juries	Based on a 'jury' concept. A representative sample of individuals is presented with the background and detail in relation to the issue. The jury are provided with a range of options and make a judgement as to what is the best outcome for the community.	Empower
Ballots	Votes are used to arrive at a final decision.	Empower

11. IMPLEMENTATION PROCESS

An Action Plan accompanies the Community Engagement Plan. The Action Plan proposes actions to assist with achieving the strategy objectives. These actions will be monitored, measured and reviewed. The Community Engagement Procedure provides detail on the specific community engagement process.

12. LINKS TO ATTACHMENTS

- AlburyCity Community Engagement Policy – DOC13/12415
- AlburyCity Community Engagement Procedure – DOC13/108782
- AlburyCity Communications Strategy 2019-2021 – DOC19/16523
- AlburyCity Customer Experience Strategy 2019-2022 – DOC19/16050
- Stakeholder Engagement Plan template - DOC14/84064

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ACHIEVING the Vision

Objective 1: To provide a clear strategic direction and consistent message for the way AlburyCity engages with the community					
	Action	Time Line	Indicators	Person Responsible	Key Performance Measure
1	Review the current Stakeholder Engagement Plan template with a view to providing an on-line form.	March - May 2019	Amendments made to Stakeholder Engagement Plan template as required	CP / GLC	Template is consistent with objectives of the Community Engagement Plan Increased number of Stakeholder Engagement Plans completed annually
2	Address team meetings to present the 2019 – 2023 Community Engagement Plan and associated templates and attachments	March 2019	Corporate Planner available to speak at team and / or leadership meetings Completed plans entered onto the engagement plan register.	CP	All Directorates addressed by (date) Improvement in quality of Stakeholder Engagement Plans

Objective 2: To improve the level of satisfaction the community has with AlburyCity in relation to community engagement.					
	Action	Time Line	Indicators	Person Responsible	Key Performance Measure
1	Present the AlburyCity Community Engagement Plan to all staff	March 2019	Corporate Planner available to speak at team and / or leadership meetings	CP	All Directorates addressed by (date)
2	Support the implementation of Community Engagement Plan through ongoing updates to staff regarding use of 'Have your Say' and the Stakeholder Engagement Plan template	Ongoing	Regular messages from GM's desk Report through Performance Planning regarding amount of engagement activity Engagement activity and results reported through Council Communique Community engagement opportunities discussed at	CP	Increased use of 'Have your Say' compared with previous years - reported annually. No draft documents go straight to public exhibition if they were eligible for 'Have your Say' consultation 2020 Community

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			team meetings Reduced ad hoc requests for community consultation.		Satisfaction Survey results show increased level of satisfaction compared with 2018 and 2016 results.
3	Continue to impress the importance of evaluating engagement and 'closing the loop'	Ongoing	Close the loop section on template completed Results form completed after engagement	CP	Percentage of engagement activity that is evaluated compared with previous year. Percentage of results placed back on have a say page compared with amount of engagement undertaken.

Objective 3: To ensure community engagement is based on the social justice principles of access, equity, participation and rights.

	Action	Time Line	Indicators	Person Responsible	Key Performance Measure
1	Ensure Stakeholder Engagement Plan template considers social justice principles	Ongoing	Monitor draft plans for consistency against the social justice principles	CP	Social justice principles are considered within template
2	Develop a Community Engagement Plan, specific to the review of Albury 2030	April 2020	Social justice principles highlighted and addressed Matrix of engagement developed Manex and Council endorsement of Community Engagement plan for Albury 2030	CP	Improved range of engagement across the areas of access, equity, participation and rights. (compared with 2012 review)
3	Evaluate the techniques used to engage with the community during the development of Albury 2030.	June 2020 – August 2020	Engagement activity occurs as specified within engagement plan. Techniques assessed	CP	Reach of engagement improves in 2020 compared with 2016. Reach of the variety of techniques determined relative to broad community reach

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					Community satisfaction with engagement regarding review of Albury 2030. (specific question to community during evaluation of engagement process)
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Objective 4: To utilise the IAP2 core values when developing community engagement initiatives					
	Action	Time Line	Indicators	Person Responsible	Key Performance Measure
1	Provide updates to leadership meetings about the IAP2 core values	2019-2020	Liaise with PAs for attendance at meetings	CP	All leadership meetings attended and updated
2	Assess draft Stakeholder Engagement Plans to ensure core values considered.	Ongoing	Monitor draft plans for consistency against the core IAP2 values	CP	100% of stakeholder engagement plans use IAP ² core values
3	Provide information sessions about the IAP2 spectrum	Ongoing	References to IAP2 spectrum in Stakeholder Engagement Plans		Improvement in correct references to the IAP2 spectrum when identified in Stakeholder Engagement Plans

Objective 5: To provide AlburyCity staff with scaled opportunities for engaging with the community.					
	Action	Time Line	Indicators	Person Responsible	Key Performance Measure
1	Develop a matrix for community engagement to support tailoring the level of engagement to the task	April 2019	Draft matrix provided to Manex	CP	Final Matrix adopted and promulgated.
2	Ensure the IAP ² spectrum is easily accessible as a reference document for AlburyCity staff	Ongoing	Spectrum on TRIM and Intranet	CP	Spectrum on TRIM and Intranet

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Objective 6: To ensure that AlburyCity community engagement considers opportunities for 'smart' engagement techniques

	Action	Time Line	Indicators	Person Responsible	Key Performance Measure
1	Research 'smart' opportunities for engagement	2019/2020	Working with Smart Community Coordinator	CP	Number of 'smart' initiatives identified for use in engagement plans
2	Work with Smart Community Coordinator (SCC) to present smart opportunities to leadership groups	Ongoing	Presentation to groups as opportunities arise	CP / SCC	Number of smart initiatives included in Stakeholder Engagement Plans