

# **Criterion 2 Community Engagement Annexures**

## **Attachment 2**

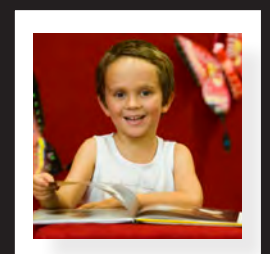
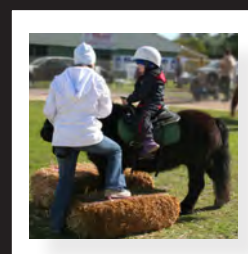
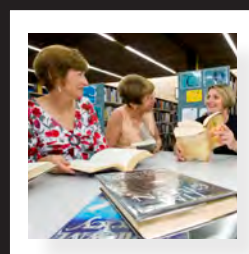
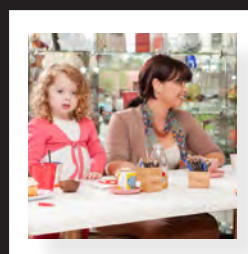
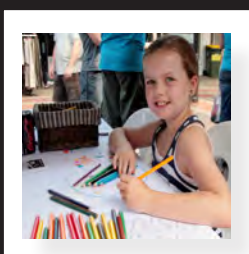
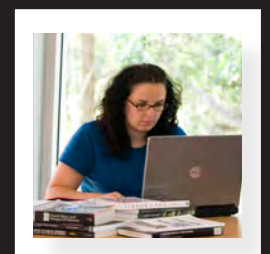
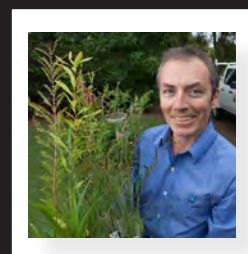
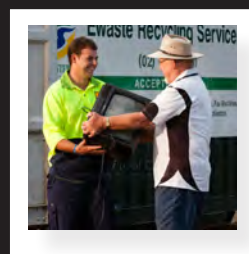
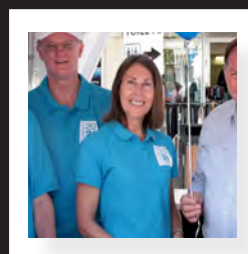
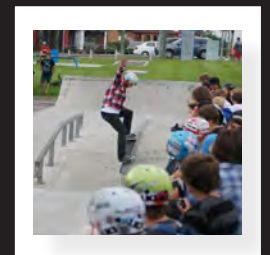
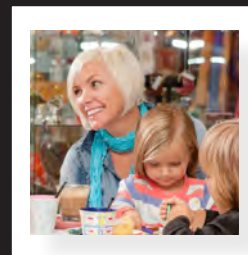
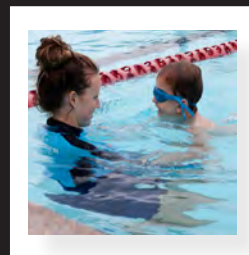
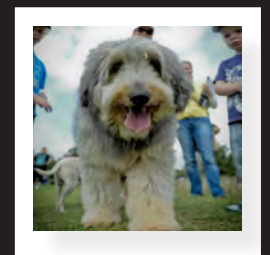
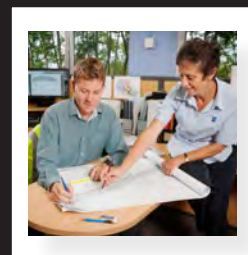
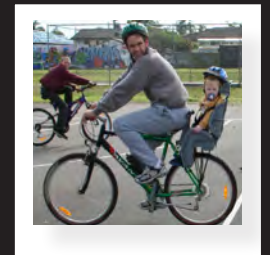
- **Community Engagement Strategy**



2012

# COMMUNITY ENGAGEMENT STRATEGY

**Our Council and community  
connected and collaborating**





# COMMUNITY ENGAGEMENT STRATEGY

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### **Associated documents**

1. Engagement plan template
2. Engagement plan guidelines
3. Engagement toolkit

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# 1. PURPOSE OF STRATEGY

## Introduction

The 'Maitland 2021' community strategic plan (CSP) calls for meaningful, informed and genuine community participation in decision-making at all levels of government. Maitland City Council aims to do this through effective engagement, involving the local community in the preparation of strategies, plans and policies, the implementation of projects and Council activities.

Council is moving community engagement from the 'practice' of a few staff to core business, identifying engagement as playing a vital role in planning and decision-making. This move to embed community engagement as part of our regular business practices will be cultivated through the application of this strategy at all levels of the organisation, embedding best practice through the development of engagement plans as a basis in our decision-making processes, using the outcomes of consultation to inform what we do, and establishing collaborative governance.

Best practice, driven through the development of these plans, will be assisted by a framework that will ensure consistency in the way we plan to engage, supported and enhanced by expert staff practitioners and the coordination of consultation activities across Council.

While the Community Engagement Strategy demonstrates Council's commitment to actively engage the local community, it also sets out Council's approach by identifying a set of principles that shape how we effectively engage. These principals also encourage local communities and government partners to play an active role in planning for the future of Maitland and its community.

Community consultation is a vital component in the preparation of a variety of Council's strategic and corporate documents and plans and the delivery of Council's programs and services. Various legislation, such as the Local Government Act (1993) and the Environment Planning and Assessment Act (1979), set out minimum standards for community consultation and engagement.

The role of staff in the community engagement process is to the perform consultation initiatives to inform Councillors of the communities views on particular issues that relate to strategies, plans, polices and projects. Councillors are committed to supporting the process and genuinely listening to the community and stakeholder views, and at times, will assist staff in the consultation process where appropriate.

## Our engagement aims

Maitland City Council aim to build a cohesive and sustainable community through meaningful, informed and genuine community participation that is active in decision making at all levels of government. It will make certain that contemporary models of community engagement will be explored and utilised to ensure local decision-making processes are in keeping with community expectations.

The overall aims of this strategy are to:

- Establish a framework to ensure meaningful, informed and genuine community participation is active in Council's decision-making;
- Establish an environment in which Council and the local community can exchange views, ideas and information;
- Provide a consistent approach across Council and ensure that all consultation processes and community engagement activities are focused and effective;
- Strengthen partnerships between Council, the local community, local organisations, government stakeholders and service providers;
- Be proactive and open to new and innovative ways to consult and maintain ongoing engagement with the whole of the community.

## **When will community engagement occur?**

Effectively Council is committed to engaging with the community on the following:

### **Strategic and corporate planning**

The views of our community are integral in the development of any long-term strategies, as well as Council's own planning. Council will update its Operational Plan annually, whilst 'Maitland 2021' and Council's four year Delivery Program will be reviewed every four years.

### **Policy development and implementation**

Council is committed to talking with the community on a range of policy issues relating to our service delivery.

### **Service planning**

The community adds a significant amount of value to Council's planning for service delivery across the gamut of services, from library and aquatic services through to transport and traffic planning.

### **Site or stakeholder specific plans**

Council will engage with local residents, businesses and other groups on site specific plans that may have an impact on the community.

### **Significant projects**

When making investments in infrastructure or other initiatives designed to improve lifestyle or services, Council will engage the community on the issues.

### **Notification of legislative requirements**

Council is committed to meeting all legislative requirements for plans and projects under the Local Government Act 1993 and other relevant Acts.

A Development Control Plan (DCP) has been place since 2000 which relates to consultation for Development Applications (DAs). The objectives of the Advertising/Notification of Development Applications DCP can be found of page 12 of this document.

### **Other issues as determined by Council**

Council acts as an advocate for the community for a range of issues pertaining to areas outside of Council's jurisdiction. Council will engage with the community on issues as determined by Council.

## **Principles for Effective Community Consultation and Engagement**

Effective consultation should be a first thought, not an afterthought for the preparation of any strategy, policy or project of Council. Maitland City Council's Community Engagement Strategy is based around a set of principles to ensure that these are embedded in the consultation processes that Council implement to effectively engage with the local community.

To be effective, consultation programs must be based on openness, trust, integrity, mutual respect for the legitimacy and point of view of all participants. How to effectively consult and engage with the local community will be considered in the initial stages of planning for any policy, project and/or activity of Council according to the seven following principles.

### **Inclusiveness and Diversity**

Council recognises and values the diversity of its local community and the different strengths each

group and individual brings to the implementation of Council projects and activities, as well as the preparation of Council strategies and policies.

Council will work to promote equality of opportunity and empower people to have their voices heard through effective, appropriate and safe consultation practices. Council aims to proactively reach out to better engage with the whole of the community and seek to widen participation by taking steps to be accessible and inclusive.

### ***Openness, Respect and Accountability***

Maitland City Council aims to ensure consultation processes and engagement with the local community is approached in an open and respectful manner with clear lines of accountability.

This does not mean that consultation will always lead to agreement or that decisions are subject to consensus; however, it should lead to a better understanding of the issues, a mutual respect for different points of view and contribute to secure workable solutions.

To maintain the integrity of all Council's consultation processes, it is vital that the outcome of any consultation is not predetermined. Council will ensure that all consultation with the community is conducted as openly as possible to preserve credibility with both the local community and of the document, project and/or activity itself.

The understanding of project and consultation objectives, purpose, and expectations of both Council and the local community is essential; the agenda and process should be clear and any constraints should be considered from the outset of the project.

### ***Leadership***

Leadership is not about telling others what to do. Rather it is the ability to support and facilitate discussion through best practise consultation and engagement to represent the wider community interests and ensure that recommendations do not only represent specific sectional interests.

Leadership involves taking the initiative for the activity and seeking support and partnerships. It also involves ensuring that consultation promotes the building of leadership within Council and the local community.

Effective and ongoing engagement with the local community aims to create strong partnership. This helps to build capacity between Council and the local community and creates a shared ownership and commitment to specific consultation processes.

### ***Purpose***

It is critical that a clear purpose is established for all community consultation activities. It provides a sound foundation for the planning, review and evaluation of all projects, and ensures that the types of consultation methods employed are appropriate to the project outcomes.

Having a clear purpose provides direction and guidance for the local community, key stakeholders and Council itself as to the rationale for the consultation being conducted. When clearly communicated to all participants, it also provides realistic expectations, understanding and transparency of the consultation process.

### ***Information Sharing***

Providing clear, 'jargon-free' information in a timely manner is the basis of quality engagement and effective consultation with the local community and stakeholders. Well communicated information can motivate, increase interest and a willingness to be engaged in a specific project.



Critical to making informed decisions, information shared and gathered should be as accurate as possible and true. Information sharing must be reciprocal and relies on the involvement of participants in maintaining a flow of information and the commitment to be open to different views and issues.

Information can be provided in a number of formats such as written and verbal communication; through group discussions; e-consultation; statistical information; maps and plans; graphs; photographs; narratives and art.

Information sharing between Council departments is critical. Decisions by all parties to the project will be determined by the quality and timing of the information obtained and shared.

### ***Feedback and Evaluation***

Closing the 'consultation loop' and informing participants as to how their opinions and information have contributed to the preparation and decision of Council is vital. Providing participants with feedback is important in respecting the partnership and maintaining ongoing engagement with the local community.

The views and comments of participants specific to the consultation process itself is a valuable learning tool. Candid evaluation at the conclusion of each consultation program will ensure that Council continues to improve how consultation is carried out in the future. It should include questions regarding the values of the process; whether the stated objectives and purpose was clear and achieved and whether the methods used were suitable.

### ***Resourcing and Timing***

Building capacity may take time, particularly in engaging those who are "hard to reach" and disengaged. Council and the local community may require time to develop relationships, and the consultation methods and approach must consider this.

It is important that participants have a realistic idea of how much time consultation is likely to take in the overall preparation and implementation of the specific project. Timing of consultation also ensures quality feedback and engagement with the local community. In terms of gaining maximum participation possible, the local community should be advised of any consultation at the earliest possible stage of the project. It is important that the timing of any consultation process must consider previous, current and future engagement activities of other departments to avoid consultation fatigue by the local community.

The specific financial costs involved in conducting consultation must be understood when planning any consultation process or activity. Where practical, consideration should be given to the coordination between Council departments for the coordination of consultation processes. The sharing of information and resources can provide a reduction in financial costs while still achieving positive outcomes and wide participation.

## 2. ENGAGEMENT FRAMEWORK

Council's engagement framework integrates with this strategy to provide tools that will assist staff when planning to engage with the community. This document sits as the overarching strategy which will guide the planning of consultations while demonstrating Council's commitment to actively engage the community. It is supported by guides for planning engagement, such as the engagement plan template and engagement toolkit.

The engagement plan template is designed for internal staff and consultants to assist in the development of engagement plans for Council specific projects. This template can be found in associated documents, item 1.

An engagement toolkit has been initiated and will be developed to provide Council staff with guidance on the different methods that can be used when performing consultation. It will complement the selection and implementation of consultation methods within engagement plans and will be used as an operational guide for the 'how to' when consulting. An example is ensuring appropriate methods for individual target groups are considered, including techniques appropriate for engaging young people.

### 3. WHAT DO WE MEAN BY 'COMMUNITY ENGAGEMENT' AND 'CONSULTATION'?

“Community engagement is achieved when the local community is and feels part of the overall governance” (VLGA 2006: 5). The International Association of Public Participation defines community engagement as: “*any process that involves the public in problem-solving or decision-making and uses the public input to make more informed decisions*”.

The terms ‘community engagement’ and ‘community consultation’ mean a variety of things to different people. For the purpose of this strategy, ‘**community engagement**’ is used as an inclusive term to describe the broad and ongoing range of interactions between Council and the whole of the local community. The interactions are two way in nature and are different to corporate communications which we regard as one-way provision of information on the services and activities of Council e.g. through public relations activities. We define community engagement as an outcome.

The term ‘**consultation**’ is used in this strategy to describe the actual practice and tools used to engage with the community and are part of the overall concept of community engagement. Consultation includes a variety of approaches and/or methods to achieve outcomes, such as information delivery, involvement and collaboration in decision-making and empowered action in informal groups or formal partnerships.

Engagement with the local community is a regular and important part of Council’s everyday services and involves the interaction of Council and stakeholders in a variety of settings and circumstances. It is expressed in the CSP and in the adopted corporate ideals that engagement should be considered at all levels of the organisation. Our ideal pertaining to engagement is, **engagement and communication**: *we value the contributions all members of the community and our staff make to Council’s policies, plans and programs, actively seeking contributions to our decision-making.*

Formal consultation processes are conducted for a variety of projects and Council activities and will take a number of forms depending on the desired outcome of the particular policy, project and/or activity and consideration of any relevant legislative requirements.

#### **Councillors’ role in the community engagement process**

The Councillors’ role is to be an advocate of the engagement process. When talking with the community, Councillors should encourage their participation in Council engagement initiatives.

Councillors will be informed of all consultation activities including the consultation period, the consultation methods, and how community participation will be used to inform the project, strategy or plan. It is the responsibility of the project sponsor to complete an engagement plan and provide a copy to Corporate Planning & Engagement. Corporate Planning & Engagement will inform the Councillors via an email through the Executive Office.

At times Councillors will be invited to take part in relevant engagement processes, this may be at crowd sourcing events such as Taste or the Aroma festival. At these events Councillors role is to encourage community participation in surveys or other consultation methods. Councillors’ attendance at these community engagement events will be coordinated by Corporate Planning & Engagement and the Executive Office.

Generally, Councillors will be involved in consultation at a strategic or significant project level, rather than in operational engagement activities (for example develop programs with target groups or execute capital works program). Queries relating to engagement can be directed to Executive Manager Corporate Planning & Engagement.

## Model of Community Engagement

Community engagement occurs in variety of levels for public influence. The Public Participation Spectrum developed by the International Association for Public Participation (IAP2) identifies the possible methods of consultation relative to the level of impact that the community would have on decision-making.

The types of engagement include inform, consult, involve, collaborate and empower. Figure 1 shows the type of engagement, the engagement purpose or promise and some examples of consultation methods that could be used to achieve the goals and promises.

<b>INFORM</b>	<b>CONSULT</b>	<b>INVOLVE</b>	<b>COLLABORATE</b>	<b>EMPOWER</b>
<b>Public Participation Goal</b>	<b>Public Participation Goal</b>	<b>Public Participation Goal</b>	<b>Public Participation Goal</b>	<b>Public Participation Goal</b>
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 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 place final decision-making in the hands of the public.
<b>Promise to the Public</b>	<b>Promise to the Public</b>	<b>Promise to the Public</b>	<b>Promise to the Public</b>	<b>Promise to the Public</b>
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 the 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.
<b>Example Techniques to Consider</b>	<b>Example Techniques to Consider</b>	<b>Example Techniques to Consider</b>	<b>Example Techniques to Consider</b>	<b>Example Techniques to Consider</b>
<ul style="list-style-type: none"> <li>• Fact sheets</li> <li>• Web Sites</li> <li>• Open houses</li> </ul>	<ul style="list-style-type: none"> <li>• Public comment</li> <li>• Focus groups</li> <li>• Surveys</li> <li>• Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Deliberate polling</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen Advisory Committees</li> <li>• Consensus building</li> <li>• Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen juries</li> <li>• Ballots</li> <li>• Delegated decisions</li> </ul>
<b>Example Techniques for Young People</b>	<b>Example Techniques for Young People</b>	<b>Example Techniques for Young People</b>	<b>Example Techniques for Young People</b>	<b>Example Techniques for Young People</b>
<ul style="list-style-type: none"> <li>• Social Media (non-interactive)</li> <li>• Posters</li> <li>• Creative Street advertising</li> </ul>	<ul style="list-style-type: none"> <li>• Social Media (interactive)</li> <li>• Surveys</li> <li>• VOX pops</li> <li>• Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Forums</li> <li>• Focus groups</li> </ul>	<ul style="list-style-type: none"> <li>• Specialist youth committee (for specific purpose/event)</li> </ul>	<ul style="list-style-type: none"> <li>• Voting/Polls</li> </ul>

**Table 1. IAP2 Public Participation Spectrum**  
(IAP2 Public Participation Spectrum, 2004)

Council will require different levels of engagement depending on the project or the issue, and its impact on the local community. Table 1 uses the types of engagement within the public participation spectrum and identifies the level of engagement based on its goal.

Where appropriate, the identified level of engagement, the appropriate method of consultation and the financial, timing and resource implications for each project will be noted in a report to Council.

Maitland City Council aims to identify genuine opportunities for the opinions, expertise and concerns of the community to play a part in our activities and projects. For this to occur, we must ensure that the consultation methods used are appropriate to the stated purpose or goal; deliver on what we said we would do and preserve the Council’s Principles of Effective Consultation and Community Engagement.

Level 1	<b>Inform</b>	Giving information to the local community.
Level 2	<b>Consult</b>	Seeking feedback from the local community.
Level 3	<b>Involve</b>	Working directly with the local community.
Level 4	<b>Collaborate</b>	Creating partnerships with the local community to produce recommendations and solutions.
Level 5	<b>Empower</b>	Putting the final decision making in the hands of the local community.

*Table 2: Levels of Community Engagement*

**How we will consult**

How Council will consult the local community will depend on the purpose, stage and desired outcomes of the engagement plan for the particular policy, plan strategy or project. Council will utilise a range of consultation methods to engage with the community. This also includes ensuring that effective internal consultation occurs. To assist in determining the specific methods, each department, where appropriate will develop a specific engagement plan that supports the principles within this strategy and the level of community engagement (see table 2). The engagement plan template which forms part of the engagement framework will assist departments in the development of these plans.

Effective internal consultation is important to the outcome of many projects. Coordinated service planning and consultation within Council will ensure quality information is shared between departments to help make informed decisions and make certain that consultation processes are coordinated, resourced and timely. An engagement database, coordinated by Corporate Planning and Engagement, will record engagement activities and will assist in the coordination of consultation efforts with the aim of reducing ‘consultation fatigue’.

Informed communication with Councillors is also important to achieve more effective consultation. Local Councillors are a vital link between the local community and Council. Council officers must ensure that Councillors are informed about the policies, plans, strategies and projects that Council are consulting on and the plan for engagement with the community and stakeholders.

**Consultation methods**

There are a number of consultation methods appropriate for each level of engagement. Below are a number of examples, a more extensive list can be found in the engagement plan template and future staff engagement toolkit.

## **Inform**

- Fact sheets
- Web sites
- Static displays
- Newspaper advert

## **Consult**

- Public comment
- Focus groups
- Surveys
- Public meeting

## **Involve**

- Workshops
- Facilitated focus group
- Facilitated workshop session
- Onsite meeting

## **Collaborate**

- Community Reference Panel
- Committees

## **Face to face**

Maitland City Council has a commitment to providing face to face consultations as relevant to the level of consultation for specific projects. These face to face opportunities maybe in the form of but not limited to:

- Engagement booth at local events
- Information session
- Public meeting
- Workshops
- Focus groups
- Onsite meetings

## **Maitland Your Say**

Over an 18 month period, Maitland City Council has enhanced its use of e-participation through an online platform, the Maitland Your Say engagement website [www.maitlandyoursay.com.au](http://www.maitlandyoursay.com.au) This site allows our local community opportunity to have online discussions in forums, participate in online surveys, as well as the ability to create a space for community reference panel members to discuss topics in a secure online environment in their own time.

With the continuous change and innovations of web 2.0 technologies, and the opportunity they create to 'network' or engage with segments of our local community, it is important that this type of consultation continually evolves and is enhanced alongside more traditional styles of consultation. The next step is for Council to build on its flexibility to respond to changing online engagement methods through its continued use of an online engagement platform utilised across the organisation.

Some of the common e-participation tools include:

- Online forum
- Online survey
- Online polls
- Webinars
- Social media (Facebook & Twitter)
- Podcasting

## **Facebook**

Along with the presence of online e-participation through the 'Maitland Your Say' site, Maitland City Council has developed a social media presence for community engagement. The 'Maitland 2021' Facebook page was created in 2010 aimed to engage with the community during the development of the 'Maitland 2021' community strategic plan. This Facebook page has evolved and is now being used not only to share the 'Maitland 2021' vision but to also engage with its members on corporate wide engagement initiatives. The page is administered by the Corporate Planning & Engagement Officer.

## **Annual community survey and focus groups**

Council's commitment to engaging the local community in planning and decision-making is supported by gaining an understanding of the community attitudes and community satisfaction with Council services. This is done by independent local government research experts who conduct and analyse a statistically valid community survey with a representative cross-section of Maitland residents.

This annual community survey allows Council to identify its overall performance and gives insights into areas in which Council can seek to improve performance. Areas that are identified as requiring a more in depth understanding are further explored through qualitative research in the form of focus groups.

The annual community survey and focus groups are managed by Corporate Planning and Engagement and are available for the public to view on both Maitland City Councils website and the Maitland Your Say website.

## **Who we will consult**

Maitland City Council is committed to encouraging participation of all members of the local community. Many residents and organisations have had varying experience and have different capabilities to participate in consultation processes. Community groups, local organisations, advisory groups and societies often represent many local residents, landowners, business owners and workers. Building partnerships allow for greater inclusion and can reach people that may not have otherwise participated.

These groups include, but are not limited to:

- Government agencies;
- Environmental groups;
- Social groups and service clubs;
- Businesses, Chambers of Commerce and other business/commercial network groups;
- Volunteer and Not For Profit organisations; and
- Community and sporting groups.

Using legitimate local groups and community organisations to reach individuals, particularly from disadvantaged backgrounds is an effective approach. This approach to community engagement is particularly valuable for more complex or technical consultations where individuals may not feel confident to express their views.

Council acknowledges that there is a need to specifically reach out to people who are less likely to participate in conventional methods of consultation or have been traditionally 'hard to reach'. The Council continues to work hard to develop initiatives to improve community engagement with these groups. A staff engagement toolkit is in development and will assist staff in selecting the consultation methods to engage with those less likely to participate in consultation.

Some of these groups include, but are not limited to:

- Children;
- Young people;
- People with a disability;
- People with carer's responsibilities;
- Older people;
- People from Aboriginal or Torres Strait Islander (ATSI) backgrounds;
- People from Culturally and Linguistically diverse (CALD) backgrounds;
- Commuters;
- People with limited access to transport;
- People without internet access; and
- Shift workers.

Most people do not associate with the administrative boundaries of local authorities, therefore, ongoing engagement and partnership with adjoining LGA's is vital. This enables cross boundary collaboration to resolve issues and plan in the context of the wider community.

It is expected that all consultation processes will ensure that specific consultation requirements as set out in relevant government legislation are adhered to. This may relate to how we consult with specific groups, the minimum length of time required for an exhibition and which individuals and/or groups we are required to engage with.

## **Coordinated consultation activities**

An engagement register and database has been developed to assist in the coordination and effectiveness of consultation activities across Council.

### ***Engagement register***

The engagement register is an internal tool that plays a role in the coordination of consultation initiatives across Council. Overseen by Corporate Planning and Engagement, its role is to provide a central location for registering engagement plans and identifying the consultation methods for each project, the topic of consultation and the timeframe anticipated. By registering engagement plans Council staff can coordinate activities that have the potential for collaboration during consultation; recognise replication in the aim to reduce consultation fatigue within our local community and reduce the costs associated with consultation.

### ***Engagement database***

The engagement database will establish a central pool of members within our local community who have indicated they want to be informed of, and participate in Council's community engagement activities. The data-base is established online through a register on the Maitland Your Say website. Interested residents can also register manually if they do not have internet access. The management of the data-base sits within Corporate Planning and Engagement, and can be used across the organisation to inform our local community on consultation activities.

## **Relationship with Council's Development Notification**

A Development Control Plan (DCP) has been place since 2000 which relates to consultation for Development Applications (DAs). The objectives of the Advertising/Notification of Development Applications DCP (as amended 13 November 2007) are to:

- Clearly define the types of development which will be advertised and/or notified in accordance with this policy;
- Adopt a format in which advertisement/notification will take place;
- Identify land which will be considered as "adjoining" for the purposes of this plan; and
- Explain the process of determining an application, which is the subject of a submission.

As clearly outlined in the DCP, in some instances, adjoining landowners will also receive individual written notice of development proposals.

This Community Engagement Strategy does not overrule the provisions of Council's Advertising/Notification of Development Applications DCP. In most circumstances, consultation specific to DAs will conform to the requirements of that plan. However, in situations when it is deemed necessary for wider consultation to occur on a development proposal, the process would need to demonstrate adherence to the principles of this strategy.



## Relevant legislation

- The Children and Young Persons (Care and Protection) Act 1998
- The Government Information (Public Access) Act 2009
- Environmental Planning & Assessment Act 1979

## References

This strategy has been based on research and the varied experience of staff. A number of community engagement strategies from Councils, both national and international were also used as a guide of best practice in the preparation of this strategy.

- Bang the Table 2008 **'Why Engage On-line'** <http://corporate.bangthetable.com/howtoguides> Access 30 March 2009.
- International Association for Public Participation (2004) **'IAP2 Public Participation Spectrum'** [www.iap2.org](http://www.iap2.org) Accessed 31 March 2009
- Victorian Department of Sustainability and Environment (2007) **'Effective Engagement'** <http://www.dse.vic.gov.au/DSE/wcmn203.nsf/childdocs/-0B996EB412EAB883CA2570360014F01A-6BC40C338B25036ECA257036001555F2?open>. Accessed 31 March 2009.
- Victorian Local Government Association (VLGA) 2006 **'Best Value Victoria Community Consultation Resource Guide'**

## Glossary and terms of abbreviations

<b>Capacity Building</b>	The ongoing development of awareness, knowledge, skills and capability by certain groups and individuals, normally the community, to achieve their purpose.
<b>Community Consultation</b>	The process of informed communication between Council and the local community on an issue prior to the Council making a decision or determining a direction on those issues. Consultation is a process, not an outcome and recognises that Council has the mandate to be the decision-maker.
<b>Community Engagement</b>	The broad and ongoing range of interactions between Council and the whole of the local community to build capacity and partnerships. Community engagement is an outcome and is characteristic of democratic governance.
<b>Communities of Interest</b>	A community of people who share a particular experience, common interest or characteristic. This could include but is not limited to: young people, gender and faith groups; indigenous people, resident groups, environmental groups, social groups and sporting groups.
<b>Communities of Place</b>	A community of people within a defined geographical area, such as East Maitland or Rutherford.
<b>Local Community</b>	The term 'local community' refers to all residents, interest groups, community organisations, business persons and those who have a vested interest in the future direction of the Maitland LGA.
<b>Partnership</b>	The process whereby parties work collectively towards an agreed objective or aim. This might include the community, government and non-government organisations.
<b>DA</b>	Development Application
<b>DCP</b>	Development Control Plan
<b>LGA</b>	Local Government Area