

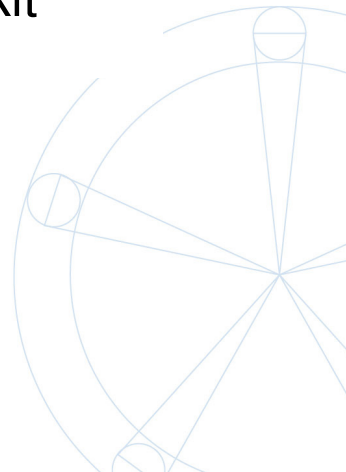


# Community Engagement Toolkit

## February 2011



Warringah Council



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## Toolkit Background

The purpose of the Community Engagement Toolkit is to provide Council staff with practical guidance on different tools and techniques that can be used to undertake different types of community engagement.

The Toolkit is part of a total Community Engagement Framework developed by Council to encourage effective engagement with the community and internally. The Community Engagement Framework includes the following key components:

- A **community engagement policy** to provide the broad framework and policy direction for engagement.
- A **community engagement matrix** to provide staff with direction on engagement planning and guidance on when and how they should engage with the community for different situations.
- This **engagement toolkit** to provide specific information and advice on 'how to' undertake different types of engagement with the community.

The overall purpose of the Community Engagement Framework is to encourage a commitment and consistency across Council in undertaking effective and appropriate engagement with the community and internally.

This Engagement Toolkit should be used in conjunction with the Policy and the Matrix.

The toolkit outlines the tasks that should be undertaken and provides suggested approaches, including more innovative approaches that encourage participation across the spectrum. It reinforces the five levels of community participation recommended in the Matrix based on the IAP2 spectrum for public participation, ie:

- Inform
- Consult
- Involve
- Collaborate
- Empower

The Toolkit provides information and advice on 'how to' undertake each of the engagement methods and tools listed in the Community Engagement Matrix (for each level of community participation).

Using this information, staff can determine their approach to a type of engagement. They can also determine how realistic it is to undertake the type of engagement relative to the availability of resources and skills.

The Toolkit also provides more specific guidelines and protocols to support 'good practice' in engagement activities. The Toolkit clearly states 'what should be done' to achieve effective engagements.

## Accessibility

Accessibility is to be an essential consideration of any engagement. Warringah Council's policy is to ensure that all people in the community have the opportunity to influence Council policy and decision making through involvement in engagement. There are a number of key requirements in achieving accessible engagement and these are listed below.

### Venue

Venues for public and community meetings must be accessible. This includes:

- Physically accessible meeting rooms, such as the provision of pathways and ramps to cater for people with a disability.
- The provision of amenities for people with a disability (eg wheelchair accessible toilets).
- Good lighting and pathways to provide safe access for all participants.
- Parking for people with disabilities

Physically accessible venues in Warringah include:

- Tramshed Community Centre
- Allambie Heights Community Centre (back room only)
- A number of service clubs and senior citizen clubs.

Note that a full list of venues can be obtained from the bookings officers.

### Language

Language barriers should be taken into consideration when preparing any written material. In particular, consideration should be given to:

- The need for interpretation of material in different languages to cater for people of cultural and linguistically diverse backgrounds.
- The need to include signs and printed material in other languages as part of displays.
- Language barriers should be taken into consideration when engaging with groups in person.
- 

In particular, consideration should be given to:

- Involving interpreters in meetings in order to communicate with particular groups.
- Considering cultural values and constraints.

### Visual Needs

An emphasis should be placed on making material and presentations as visually appealing and accessible as possible. This includes:

- Ensuring good lighting in and around venues (also addressing safety issues).
- Holding meetings in venues that have good acoustics, so that visually impaired people can clearly hear what is being said.
- Producing material with readable print, eg leaflets, forms, presentation slides.

### Hearing Needs

Consideration should be given to the specific needs of people who are hearing impaired. This could include providing hearing loops.



## Support Needs

Parents with young children should be given the opportunity to participate in engagement activities. This can be achieved by:

- Providing childcare for participants of meetings.
- Holding meetings with children invited. For example, a meeting could be held with parents during a playgroup session (recognising that the children will create some distraction).
- Using techniques and tools that can be accessed from home

The need for transport support should be taken into consideration, eg:

- Providing a transport shuttle for the aged and disabled
- Booking a community bus to take people on a site tour, also using this as an opportunity for people to interact.

When promoting a meeting or workshop, potential participants should be invited to advise the meeting organiser of any special needs that they may have, including the above.

## Why Promote?

Promotion is essential to achieve effective community engagement. People need to be aware of a meeting or activity in order to attend, and therefore consideration should be given to the best method of promotion.

A targeted meeting will not require broad promotion. Instead promotion is via telephone contact to one representative (who will then arrange the meeting) or written correspondence to the participants. Larger open meetings, workshops displays and exhibitions on the other hand will require a commitment of resources to broad promotion.

### Types of Promotion

There are various ways to promote a broad community engagement. Some are more effective than others as indicated by the list of different types of promotion below and on the following page.

Generally more than one type of promotion is required to increase the likelihood of raising awareness and interest within the community. The level of promotion should reflect the degree of impact of an issue. For example, where an issue or project is likely to have a high impact on the community, a greater number of promotion types should be undertaken to ensure as many people as possible are aware of the meeting, workshop, display or exhibition.

Promotional Activity	Level of Effectiveness
Notice in local newspaper, including Mayors Message.	Has broad distribution and potential to be read by a number of people. Not all people in the community will read the local paper or the message in the paper, and therefore it should not be relied on as the only method of promotion.
Paid Advert in local newspaper	Has a high distribution and can be read by a large number of people May be missed by some and can be costly depending on size of advert
Notice in newsletter, eg Council newsletter or the newsletter of a community organisation such as a school, church or advocacy group.	High likelihood of being read by the target group, eg parents, church members. Good as an additional method of promotion and where the engagement is targeting a particular area or group in the community.
Insert in local newspaper, newsletter, rate notice or other correspondence.	Potential to 'stand out' more through innovative design and colour. Risk that insert will not be read if seen as 'junk mail'.
Letter box drop of notice or correspondence.	Less personal and therefore may not be read by resident. Could be seen as 'junk mail'. Really needs to be clearly identified as a Warringah Council notice and preferably in a Warringah Council official envelope to be seen as important.
Posters in a public place, eg library, community centre, shopping centre.	Large colourful posters can draw attention to details of a meeting etc. Posters need to be located in a prominent position to be seen. There is a risk that posters will be competing with numerous other posters and not be seen.
A banner in a public place, eg shopping centre, road bridge.	A banner can be effective if located in a prominent position, eg near traffic lights or a shopping centre. The cost of a banner means that this method is only really relevant for major engagements. Banners could be made through public art as part of earlier engagements and placed in council facilities to minimise costs.
Bulk emails to known contacts	Costs effective method of informing people who have registered their email details Contact details change frequently and need maintaining
Personal contact to individuals and Community representatives	Direct personal contact to appropriate people has a high success rate Time consuming and costly Can be promoted at Council and community events



# Achieving Representative Engagement

## The meaning of Representative

In the context of community engagement, the term representative broadly means involving people who represent the characteristics of the target population group. For example:

- If an issue or project relates to the whole of Warringah, then the engagement should include people from all age groups and types of characteristic, eg lower income, employed, not employed, people with disabilities, people from culturally and linguistically diverse backgrounds and Indigenous communities.
- If the issue or project relates to one age group or type of person, such as youth or older adults, then the people consulted should reflect those characteristics.

In relation to surveys, representative engagement requires further consideration of the validity of the survey in relation to sample size and method of selection, and the level of response to the survey. This is discussed further on the following page.

An engagement program needs to be as representative as possible, but also reflecting the level of issue or the importance of a project. For example:

- An issue that relates to the whole of Warringah and is considered to be a priority should include statistically valid and highly representative engagement.
- An engagement program that relates to a small group of users of a facility or service may not need to be statistically valid, but should endeavour to involve as many people as possible.

## How Representative Are Types of Engagement?

Representative engagement will sometimes require undertaking both qualitative and quantitative types engagement, particularly where an issue is higher priority or relates to the whole of Warringah. A broad description is provided on the following page.

### Qualitative Engagement

Qualitative engagement refers to the 'quality' involvement of people through personal meetings and workshops, where the input will not be statistically valid but will provide a better understanding of the views and expectations of the community.

Qualitative engagement can not be statistically valid, as it is not measuring the quantity of a response. It is instead gaining a range of views and ideas. However, it can be representative by involving a range of people who reflect the characteristics of the broader community or the target group.

### Quantitative Engagement

Quantitative engagement refers to obtaining data to 'measure' the response of the community regarding an issue, need or view. This is generally undertaken through community and user surveys (by mail, telephone or interview). The representativeness and validity of a survey is briefly discussed below.



## Survey Representativeness

The topic of survey representativeness is a complex subject. There are many books and resources to assist in gaining a better understanding.

The book *Research Methods for Leisure and Tourism a Practical Guide* by A J Veal, 1997, adequately outlines how a survey can be more representative. This book is available through the Warringah Council Library Services. Chapter 12 is particularly relevant.

However, to provide a broad understanding of survey representativeness, key points are briefly outlined below.

To be representative, a survey must undertake a process of random sampling. Random sampling aims to minimise bias and is described as follows:

“In random sampling all members of the population have an equal chance of inclusion in the sample”.

The ‘population’ refers to “the total category of subjects which is the focus of attention in a particular research project”. For example the total population in Warringah, or the population in a Council ward, or a particular group such as all youth in Warringah, or a group of service users.

The level of validity of a response will depend on the size of the sample. It is the absolute size of the sample that is important, not its size relative to the population. The belief that the sample size should be based on a proportion of the population size (eg five or ten percent) is incorrect.

Information that will assist in determining the representativeness of a sample size is provided on the following page.

The sample response, ie the proportion of people who responded to the survey from the ‘population’ should not be too low. There is not set ‘acceptable figure’, but some researchers believe that 30% or less is becoming questionable and responses should aim for 50% or more to be of value.

## Information on Sample Size

The precision of a survey sample, ie the extent the findings from a sample precisely reflect the population, is based on the idea of probability and 'level of confidence'. This is quite complex and further reading is recommended rather than in this practical guide.

What people do need to know is the confidence intervals that relate to different sample sizes (as developed by statisticians). A confidence interval is the likely plus or minus variation of a response. The table of confidence levels for different sample sizes from 10 to 500, 000 is outlined in the table below.

There are also a number of online sample calculators that are easy to use eg <http://www.surveysystem.com/sscalc.htm>

Confidence intervals related to sample size:

Population Size	Confidence = 95%				Confidence = 99%			
	Margin of Error				Margin of Error			
	5.0%	3.5%	2.5%	1.0%	5.0%	3.5%	2.5%	1.0%
10	10	10	10	10	10	10	10	10
20	19	20	20	20	19	20	20	20
30	28	29	29	30	29	29	30	30
50	44	47	48	50	47	48	49	50
75	63	69	72	74	67	71	73	75
100	80	89	94	99	87	93	96	99
150	108	126	137	148	122	135	142	149
200	132	160	177	196	154	174	186	198
250	152	190	215	244	182	211	229	246
300	169	217	251	291	207	246	270	295
400	196	265	318	384	250	309	348	391
500	217	306	377	475	285	365	421	485
600	234	340	432	565	315	416	490	579
700	248	370	481	653	341	462	554	672
800	260	396	526	739	363	503	615	763
1,000	278	440	606	906	399	575	727	943
1,200	291	474	674	1067	427	636	827	1119
1,500	306	515	759	1297	460	712	959	1376
2,000	322	563	869	1655	498	808	1141	1785
2,500	333	597	952	1984	524	879	1288	2173
3,500	346	641	1068	2565	558	977	1510	2890
5,000	357	678	1176	3288	586	1066	1734	3842
7,500	365	710	1275	4211	610	1147	1960	5165
10,000	370	727	1332	4899	622	1193	2098	6239
25,000	378	760	1448	6939	646	1285	2399	9972
50,000	381	772	1491	8056	655	1318	2520	12455
75,000	382	776	1506	8514	658	1330	2563	13583
100,000	383	778	1513	8762	659	1336	2585	14227
250,000	384	782	1527	9248	662	1347	2626	15555
500,000	384	783	1532	9423	663	1350	2640	16055

Source - The Research Advisors(2006)

The sample size selected should reflect the required level of precision in the results and therefore the level of impact of a particular issue, and also the available budget.



## Resources

Resources that are available to be used within Council for engagements are listed below, with details of the responsible Council Unit.

### Contacts

- Information on contacts for engagements (ie details of community groups or individuals to make contact with) can be obtained through:
  - Council's Community Directory
  - Council's Community Engagement Coordinator
  - Community engagement register (being developed)

### Printing

- Basic printing (A4 and A3) black and white and colour through the Print Room.
- External printing should be organised via Marketing and Communications

### Distribution

- All postage mail should be distributed through the Mail Room.
- Details of mailing addresses (eg around a facility or broader area) using Council's Geographic Information System, can be obtained through Information Technology.

### Advice

- Marketing and Communications Unit for advice on promotion, information or media release material.
- Strategic Planning Unit for advice on holding workshops and community meetings.
- Community engagement and Research coordinator for advice on general community engagement approaches, survey design and research
- Members of the Community Engagement Community of Practice (to be established as part of the Engagement review) for general advice on engagement, including workshops and innovative approaches.

### Meeting and Workshop Checklist

If holding a workshop or a meeting, there are a number of administrative items that need to be arranged, including:

- Organising a venue
- Organising speakers where appropriate
- Forwarding invitations
- Organising catering
- Preparing materials, eg projector, screens, whiteboard etc.
- Preparing the venue

## Written / Email Correspondence

Personally addressed letter or email informing residents or organisations of a project, issue, service or action.

### The Purpose

- To formally respond to written correspondence from a resident or organisation.
- To formally advise a resident or organisation of a project, issue, service, action or other information.

### Content

Address the basic 'who, what, where, when, why' as appropriate. For example:

- **who** is the issue or matter affecting or **who** is involved
- **what** is the decision, issue or **what** does the recipient need to do
- **where** will meetings be held or **where** will information be available
- **when** is an activity taking place or **when** is a meeting being held
- **why** is council changing policy or **why** is council providing advice
- **how** can the recipient become involved further
- Provide staff contact details where appropriate (ie name and phone number). There should generally be an opportunity for a personal or written response from the resident or organisation.
- Include the appropriate sign off for the correspondence, eg Mayor, General Manager or Business Unit Manager.

### Helpful Hints

- Use 'plain English'.
- Check that your letter / email is easy to understand (if in doubt ask someone else to read it).
- Avoid using 'jargon'.
- Check that your letter / email has all the right facts, eg the correct dates and times of meetings.

### Distribution

- Include supporting information/ attachments where appropriate.
- Forward the signed letter by mail or email. Where a letter is faxed, an original should also be forwarded.
- Place a copy of the letter / email on Council records via TRIM.

### Protocols

- Written correspondence that refers to Council policy or makes a decision or commitment on behalf of Council must be endorsed by your Business Unit Manager and Director.
- All correspondence received by Council from the community or other stakeholders should be responded to 10 working days.

### Items to Consider

- Have you considered possible language barriers?
- Have you checked Council's protocols on who should sign the correspondence?
- Does your supervisor/ manager need to authorise the correspondence?

### The Costs

- Allow for material, printing and mailing costs.

## In Person Meeting

### The Purpose

Informal or semi formal discussion either one to one or in a small group.

- To enable discussion of an issue or project that relates to the person/ people concerned.
- To provide or obtain information at a more personal level.

### Organisation

For a meeting that is organised in advance:

- Arrange the meeting through telephone contact, clearly outlining the purpose of the meeting.
- Follow up with correspondence to confirm the meeting details and its purpose.

### Content

- Prepare for the meeting, outlining information that is sought or is to be presented, and the key questions to ask.

### Helpful Hints:

- Where meetings are 'on the spot'/ not pre arranged (eg a community member has arrived at council requesting to speak to someone), still take a minute or two to gather thoughts and prepare key points ready for the discussion.
- Take any supporting material such as reports or maps to the meeting to assist in discussions.

### Hold Meeting

- Give the meeting participant/s your business card for further contact and to formalise the meeting.
- Hold the meeting in a space that is relatively quiet and where there are unlikely to be interruptions.
- Take care not to make commitments at the meeting that require Council endorsement or are policy related.

### Feedback

- Document the meeting discussions and where appropriate provide the meeting participants with a copy of the notes.
- Formally advise other Council staff of any items discussed that could be an issue for Council or relate to another work area or project.
- Place a copy of the meeting notes on Council record via TRIM.

### Items to Consider

- Should another staff member be present if the issue is contentious or the participants could infer a council policy decision?
- Have you adopted an open and accountable approach, eg providing information and access to reports sought?

### The Costs

- Minimal costs.

## Brochure or Leaflet

A leaflet designed to provide information on a particular item.

### The Purpose

- To present more complex or detailed information in an easy to read format.
- To create or promote a desired image for an activity, event or service.

### Content

- Determine the main messages of the publication.
- Develop topic headings and key points.
- Provide all essential information eg 'who, what, where, when, why and how'. For example:
- **who** the information is relevant to
- **what** is happening, eg details of an activity or service
- **where** the activity or service will be held
- **when** the activity or service will take place
- **why** the activity or service will be beneficial
- **how** people can participate in the activity or service or obtain further information
- Include contact details where appropriate.

#### Helpful Hints:

- Be clear and concise (use 'plain English').
- Include all essential information, yet don't try to say too much.
- Understand and reflect the 'language' of the target market.
- Limit the amount of text for readability.

### Design

- It is recommended that Marketing Communications Unit are used to design the brochure / leaflet
- Complete Marketing & Communications Design Brief Online Form
- Prepare some thoughts in the 'lay out' and size of the brochure/ leaflet .
- Design heading styles and positioning.
- Include sketches, cartoons, graphs, charts and photographs for visual appeal.
- Obtain feedback on the design and content, including from Marketing Communications and Business Unit.

#### Helpful Hints:

- Utilise scanners and digital cameras where available and appropriate (for visuals).
- Ensure design style is consistent with budget availability, ie consider printing costs.
- Make sure the font is not too small, ie it should be readable.

### Distribution

- Before printing and distribution, obtain approval from the Business Unit Manager and in some cases Director depending on divisional rules.
- Determine the number of brochure/ leaflets required.
- Arrange printing of the brochure/ leaflet either through Council resources or externally for more 'up market' material, eg 'glossy' brochure.
- Arrange distribution/ postage.
- Register final copy on Council records - TRIM.
- Circulate a copy of the brochure/ leaflet to all Councillors and Senior Management for their information (with an attached memo).

#### Helpful Hints:

- Consider using ecological sustainable materials and printers, eg recycled paper.
- Consider opportunities to include leaflet/ brochure with rate notices or other newsletters.
- Consider inserting brochure/ leaflet in local paper.
- Endeavour to distribute through schools where material is relevant to young people or families.
- Letter box drops are often affordable, although ideally material would be placed in a Council envelope to avoid being seen as 'junk mail' (noting that this is higher cost).
- Recipients can be selected and mail can be personalised using Council's Geographical Information System (GIS) through the Information Technology Service Unit.

#### Protocols

- Final copies of Brochures and leaflets should be sent to Marketing Communications for reference and recorded on Council's record in TRIM.
- All brochures and leaflets must be endorsed by your Business Unit Manager and in many cases the Director.

#### Items to Consider

- Have you considered language barriers or people with sight impairments?
- Have you considered linking with other Council Business Units (for combined messages)?
- Have you checked that the leaflet/ brochure complies with Council's corporate image (eg logo position and design, lay out etc)?
- Has the brochure/ leaflet been authorised by Communications Unit?
- Does the brochure/ leaflet need to be endorsed by the Senior Management Group or Council?
- Have you allowed sufficient time for printing and distribution?
- 

#### The Costs

- Allow for printing and mailing costs.

## Letter Box Drop

The distribution of information to residents via their letter boxes.

### The Purpose

- To inform residents of an issue, project, action or other matter.

### Content

- Prepare the material (letter, leaflet, feedback form etc).
- Include details of who, what, where, when, why, how (refer Written Correspondence and Brochure or Leaflet).

#### Helpful Hints:

- The material should be clearly identified as an important message from Council (so that it is not seen as junk mail).
- Ideally in a council envelope, clearly identifying the project or issue is more likely to be read.

### Distribution

- Determine the appropriate spread of distribution (ie streets, randomly selected houses, suburbs etc).
- Arrange the distribution via Marketing Communications Unit

#### Helpful Hints:

- Letter box drops through Australia Post are generally effective and affordable although have long lead times
- Other service providers can be used – refer to Marketing Comms Unit for current suppliers and quotes
- Give at least two weeks notice for the distribution.
- Best not to do letter box drops during holiday periods.
- Consider including a 'reply paid' envelope if seeking a response.

### Protocols

- Councillors should be made aware of any material that is being distributed to the community.
- Any material distributed to the community should be clearly defined, including the logo and design consistent with the Council's image.

### Items to Consider

- Does your material clearly identify that it is from Council?
- Have you obtained the appropriate approvals?
- Have you considered language barriers or people with sight impairments?

### The Costs

- Allow for the cost to prepare material.
- Allow for letter box drop cost.
- Allow for 'reply paid' cost (if appropriate).

## Advert / Notices

Paid or free advertisements / notices of an event, project or meeting, in a local newspaper or a targeted publication such as a school newsletter.

### The Purpose

- To inform the community about an event, meeting, project or other matter.

### Organisation

For a paid notice in a local newspaper or other publication refer to Marketing Communications to arrange publication. In particular:

- Complete Marketing & Communications Design Brief Online Form
- Provide information on the size of the notice and the preferred page and column location.
- Provide information to assist design of the advert, including set out and font.
- Forward the advert to enable a written quotation.
- Confirm acceptance of the quotation and arrangements in writing.

For a notice in the Mayor's message, liaise with Council's Communications Unit. In particular:

- Discuss the available space and wording of the message.
- Prepare the information.
- Provide the information to the Communications Unit for modification and inclusion.

For a free notice, eg in a school newsletter, make personal contact with the organisation to seek inclusion in the newsletter or other material. In particular:

- Agree on the size of the notice.
- Design the notice, including set out and font.
- Forward the notice for inclusion, either by email, fax or in writing (as agreed).

### Content

Prepare the information, giving details of:

- **who** the information is relevant to
- **what** is happening, eg details of an activity or service
- **where** the activity or service will be held
- **when** the activity or service will take place
- **why** the activity or service will be beneficial
- **how** people can participate in the activity or service or obtain further information

#### Helpful Hints:

- Use 'plain English'.
- Keep the message simple and relatively short.
- Provide details that will enable participation, eg when, where.
- Include contact details so that people can contact you for more information.

### Items to Consider

- Have you submitted the advert in time for its distribution?
- Has the advert been endorsed by your Business Unit Manager or Director?
- Has your advert been endorsed by the Marketing Communications Unit or senior management?

### The Costs

- Allow for advertising cost for notices in local newspapers (additional to Mayor's message)
-

## Media Release

News story in the local paper or other media eg radio, metropolitan newspapers, magazine.

### The Purpose

- To advise the broad community of an activity, issue, action, service or project.
- To raise the profile of an issue and generate debate or interest.

### Content

- Write the story, including information on who, what, where, when, why and how as appropriate (as for 'written correspondence').

#### Helpful Hints:

- Write in a creative and interesting, although easy to read style. Aim to generate interest but 'keep it simple'.
- Check that you have included accurate facts and quotations and that they are consistent with Council policy.
- Liaise with Communications Unit to arrange a photo shoot or send quality photos to increase the 'human interest' appeal of the story.
- Include a contact name and telephone number.

### Feedback

- Enable feedback from the community by including contact details or a process for submissions/ input.

### Distribution

- Forward the media release following approval from your Business Unit Manager, Director (in some cases) to Marketing Communications Unit for placement.

#### Helpful Hints:

- Personal contact with the various media organisations may generate greater interest in the story or information.
- Sometimes it helps to also take out a paid advertisement.

### Protocols

- All media releases are to be endorsed by Marketing Communications Unit and your Business Unit Manager and in some cases Director.
- Any reference to Council policy or the views of a Councillor or senior management are to be endorsed by your Director or the General Manager.

### Items to Consider

- Has your media release been appropriately approved?
- Have you **also** used other methods of communication? Not all residents and stakeholders will read newspapers or listen to the radio, and there is no guarantee that your story will be 'taken up' by the media.
- Have you checked newspaper deadlines for media releases or advertisements?

### The Costs

- The greatest cost is time and staff resources in preparing the media release.
- There could be related advertising costs

## Information Displays

The display of information (visual and/or auditory) either on-site or at a prominent public location.

### The Purpose

- To inform the community of a proposal, action or service through the effective presentation of material, eg. Plans, concept designs, posters, videos, and products.

### Content

- Determine and collect all information that should be included in the display, eg plans, documents, photographs, videos, symbols/ logos and products.

#### Helpful Hints:

- Consider the market that you are targeting and the type of information that will be of relevance to them.
- Where possible, use visual and auditory methods to cater for people with hearing or sight impairments.
- Include items that will generate interest, such as a mascot or a video with topical information.

### Presentation

- Determine the best way to present the information, eg on a board, as a mobile display (bus/motor vehicle/trailer), within a building or marquis etc.
- Book presentation space if required, eg Display Area in Civic Centre.

#### Helpful Hints:

- Use large print on information boards, eg large headings and readable summaries.
- Make display colourful and interesting, eg include colour photos, maps, plans, sketches, logos etc.
- For broad community matters, locate display in a public place that generates high levels of pedestrian traffic, eg shopping centre, beach reserve.
- For on-site displays, locate the information at a central meeting point, eg building or car park.
- Include 'experiential' activities where appropriate, eg 'make a worm farm' for recycling or 'try an exercise' for physical activity.
- Students or community organisations could be involved in handing out materials (to reduce costs if necessary).

### Protocols

- Any displays or material should be clearly defined as belonging to Warringah Council, including the logo and design consistent with Council's image.

### Items to Consider

- Does any of the information in your display need to be endorsed by Council?
- Have you provided all relevant information to appropriately inform the community (particularly relating to a proposal)?
- Have you included contact details so that people can take further action if desired?

### The Costs

- The cost will depend on the approach used, ie an information board will cost less than a display with equipment, materials and related 'experiential' activities.
- Allow for the cost of preparing material (eg plans, maps, sketches etc, if not already prepared).

## Information Sessions / Briefings

In formal / formal gathering of the community to provide information regarding an issue or matter, generally involving larger numbers of people.

### The Purpose

- To inform the general public of a proposal, action or issue.

### Preparation

- Determine the venue and timing.
- Prepare materials, including displays, meeting agenda, summary information etc.
- Promote the meeting.

### Helpful Hints:

- A drop in meeting over a number of hours / days may be worthwhile, allowing community members to come when convenient
- Consider having information displays, maps etc for people to view
- Include notices in local newspapers, and also consider other methods, eg school newsletters, posters in community centres, libraries and shopping centres etc.

### Meeting Approach

- Set up the room to create a relaxed environment,
- Have displays / stands set up for people to view
- Staff should be on hand to answer queries and questions
- Provide small group or individual discussion on topic / issue

### Helpful Hints:

- Clarify meeting ground rules and conduct
- Encourage consideration of ideas and solutions rather than focussing on negative issues, ie very quickly identify the issues and then move on.
- Try not to take agitated criticism personally.

### Feedback

- Obtain contact details so that a summary of the meeting can be forwarded to each participant.
- Highlight how the participants can be further involved.

### Protocols

- Elected members should be made aware of all meetings and workshops that involve the broad community or relate to a project of ward or council significance. Advice is to be via a memo to all Councillors and the Executive Team.
- Councillor diaries should be checked when arranging a relevant meeting/ workshop. Meetings and workshops should not clash with Council meetings or key Council events.

### Items to Consider

- Is the chosen venue physically accessible and well located?
- Have you provided sufficient refreshments (especially near dinner time)?
- Is an information session the best approach, ie would a workshop approach be better to enable informed discussion and involvement?

### The Costs

- Allow for venue and refreshment costs.
- Allow for staff costs to deal with individual discussions
- Allow for material preparation costs, eg displays, information.



## Social Media

The use of new technologies and social media to inform the community of a specific topic, project, issue or event

### The Purpose

- To inform the community of a proposal, action or service through new social media technologies including:
- Face Book, Twitter, Blogs, Flickr, You Tube, etc

The use of Social Media tools is currently under review and must be approved by a Director

## Bulk Email / SMS– Community Contacts Register

Bulk email or SMS sent to community members and stakeholders informing them of a project, issue, service or action.

### The Purpose

- To inform community members of a project, issue, service or action or to invite community feedback or involvement.
- To provide feedback and updates on projects, services or issues

### Content

Address the basic 'who, what, where, when, why' as appropriate. For example:

- **who** is the issue or matter affecting or **who** is involved
- **what** is the decision, issue or **what** does the recipient need to do
- **where** will meetings be held or **where** will information be available
- **when** is an activity taking place or **when** is a meeting being held
- **why** is council changing policy or **why** is council providing advice
- **how** can the recipient become involved further
- Provide staff contact details where appropriate (ie name and phone number). There should generally be an opportunity for a personal or written response from the resident or organisation.
- Include the appropriate sign off for the correspondence, eg Mayor, General Manager or Business Unit Manager.

### Helpful Hints

- Use 'plain English'.
- Check that your email is easy to understand (if in doubt ask someone else to read it).
- Avoid using 'jargon'.
- Check that your email has all the right facts, eg the correct dates and times of meetings.
- Include links to key documents and web sites
- SMS text limited to 140 characters

### Distribution

- For bulk emails include supporting information/ links where appropriate – no attachments
- Contact Marketing Communications or the Community engagement coordinator to send the bulk email / SMS
- Place a copy of the email on Council records via TRIM.

### Protocols

- Any bulk emails or SMS messages to community groups must be approved by the Business Unit Manager prior to sending
- Bulk emails from the Community contacts register should be centrally coordinated to avoid conflicting and multiple messages from Council

### Items to Consider

- Have you considered possible language barriers?
- Have you checked Council's protocols on who should sign the correspondence?
- Does your supervisor/ manager need to authorise the correspondence?
- Do you also need to send a letter to those with no email

### The Costs

- Minimal costs via email
- Special rates for bulk SMS depending on quantity
- Some postage costs for mailouts

## Web Site

The use of the Council web site to inform and communicate activities, projects, events etc of Council.

### The Purpose

- To inform the community of a proposal, action or service through the effective use of the Council website.

### Content

- Determine and collect all information that should be included in the display, eg plans, documents, photographs, videos, symbols/ logos and products.

#### Helpful Hints:

- Consider the market that you are targeting and the type of information that will be of relevance to them.
- Where possible, use visual and auditory methods to cater for people with hearing or sight impairments.
- Include items that will generate interest, such as a mascot or a video with topical information.

### Presentation

- Determine the best way to present the information, eg on a board, as a mobile display (bus/motor vehicle/trailer), within a building or marquis etc.
- Book presentation space if required, eg Display Area in Civic Centre.

#### Helpful Hints:

- Use large print on information boards, eg large headings and readable summaries.
- Make display colourful and interesting, eg include colour photos, maps, plans, sketches, logos etc.
- For broad community matters, locate display in a public place that generates high levels of pedestrian traffic, eg shopping centre, beach reserve.
- For on-site displays, locate the information at a central meeting point, eg building or car park.
- Include 'experiential' activities where appropriate, eg 'make a worm farm' for recycling or 'try an exercise' for physical activity.
- Students or community organisations could be involved in handing out materials (to reduce costs if necessary).

### The Purpose

- Any displays or material should be clearly defined as belonging to Warringah Council, including the logo and design consistent with Council's image.

### Items to Consider

- Does any of the information in your display need to be endorsed by Council?
- Have you provided all relevant information to appropriately inform the community (particularly relating to a proposal)?
- Have you included contact details so that people can take further action if desired?

### The Costs

- The cost will depend on the approach used, ie an information board will cost less than a display with equipment, materials and related 'experiential' activities.
- Allow for the cost of preparing material (eg plans, maps, sketches etc, if not already prepared).

## Banners / Posters/ Signs

The display of information (visual and/or auditory) either on-site or at a prominent public location.

### The Purpose

- To inform the community of a proposal, action or service through the effective presentation of material, eg. Plans, concept designs, posters, videos, and products.

### Content

- Determine and collect all information that should be included in the display, eg plans, documents, photographs, videos, symbols/ logos and products.

#### Helpful Hints:

- Consider the market that you are targeting and the type of information that will be of relevance to them.
- Where possible, use visual and auditory methods to cater for people with hearing or sight impairments.
- Include items that will generate interest, such as a mascot or a video with topical information.

### Presentation

- Determine the best way to present the information, eg on a board, as a mobile display (bus/motor vehicle/trailer), within a building or marquis etc.
- Book presentation space if required, eg Display Area in Civic Centre.

#### Helpful Hints:

- Use large print on information boards, eg large headings and readable summaries.
- Make display colourful and interesting, eg include colour photos, maps, plans, sketches, logos etc.
- For broad community matters, locate display in a public place that generates high levels of pedestrian traffic, eg shopping centre, beach reserve.
- For on-site displays, locate the information at a central meeting point, eg building or car park.
- Include 'experiential' activities where appropriate, eg 'make a worm farm' for recycling or 'try an exercise' for physical activity.
- Students or community organisations could be involved in handing out materials (to reduce costs if necessary).

### The Purpose

- Any displays or material should be clearly defined as belonging to Warringah Council, including the logo and design consistent with Council's image.

### Items to Consider

- Does any of the information in your display need to be endorsed by Council?
- Have you provided all relevant information to appropriately inform the community (particularly relating to a proposal)?
- Have you included contact details so that people can take further action if desired?

### The Costs

- The cost will depend on the approach used, ie an information board will cost less than a display with equipment, materials and related 'experiential' activities.
- Allow for the cost of preparing material (eg plans, maps, sketches etc, if not already prepared).

## Suggestion Box

Provision of a place for customers to lodge ideas and feedback.

### The Purpose

- To enable programs and services to be improved, in response to community ideas and feedback.

### Set Up

- Purchase or design a box that is large enough to be seen and will hold responses.
- Clearly indicate the box is for 'suggestions'.
- Locate the suggestion box in a prominent location.
- Provide paper and pens for people to record their suggestions.

### Helpful Hints:

- A front counter or entrance location is likely to be most visible and attract people as they are leaving or entering the facility.
- Make the box colourful so that it 'stands out'.
- There should be somewhere nearby for people to sit while they are recording their comments.
- A sheet with some questions or spaces for comments could prompt more creative responses.
- The suggestions will generally be anonymous, but the option for recording contact details should be given for people who may want a follow up.

### Promotion

- Promote the existence and location of the suggestion box in any newsletters, other correspondence or notice board.
- Record the suggestions made each week on a notice board and/ or through newsletters and other correspondence.

### Items to Consider

- How will people know when you have taken their ideas on board, ie is there any way of giving recognition to people and/ or advising people of actions?
- Have you considered how you can pass the suggestions onto management, ie through a report?

### The Costs

- Allow for the cost of the suggestion box or material.
- Allow for the cost of related forms.

## Telephone / Written / Online Survey

A structured form that asks specific questions and gathers data/ information, eg a questionnaire used to assess needs, gain feedback or gauge community opinion.

### The Purpose

- To obtain information from a representative sample within the community.
- To enable a considered response to an issue or item (allowing time and providing adequate background information).

### Survey Design

Determine the broad objectives of the survey, eg

- **why** is the survey being undertaken
- **what** information is sought
- **who** should the survey target
- **how** will the information be used
- Develop the specific survey questions.

### Helpful Hints:

- Each question should have an objective/ purpose.
- Use 'plain English'.
- 'Closed' questions are easier to collate than 'open', ie tick box choice of answer.
- Also allow for individual answers, eg 'other', or 'other comments'.
- Consider the number of questions and length of the survey in relation to the survey method
- Request demographic information, eg age, gender and location (street, postcode) and for some surveys, ethnicity.
- Generally do not request financial information (often seen as too personal).
- Survey responses should be confidential, ie not linked to name details,
- State confidentiality if relevant.
- Offer the opportunity to register for ongoing involvement in topic / issue and reassure of confidentiality
- Include a short introduction/ background at the commencement of the survey.

### Pilot Survey

- Seek feedback on the draft survey from other Council staff, Community Engagement and Research Coordinator and people in the target group if possible.
- Modify the survey as appropriate.

### Distribution

Determine the best method of distribution, eg

- Mail out survey
- Telephone survey
- Online
- Interview (street, shopping centre, facility etc)
- Hand out survey (linked to service, facility or workshop)

For any survey, establish the survey data base. Some options include:

- Obtain name and address through facility or service user records.
- Contact IT to seek assistance with resident and ratepayer information from Tech One
- Link mail out to rates or newsletter.
- 

For a telephone survey

- Seek advice and assistance from an external market research company

#### For an online survey

- Contact Marketing Communications or the research coordinator for assistance in finalising the online survey using Council approved inline software.
- Determine who the online survey link will be sent to
- Determine how you will promote the online survey to gain meaningful responses

#### For a mail out survey

- Develop letter/s and reply paid envelopes.
- Determine how many responses are required.
- Print and distribute the survey form, letter/s, reply paid envelopes etc (as appropriate).

#### Helpful Hints:

- Aim to obtain at least 400 responses for a statistically representative survey.
- Seek advice from the Research Coordinator for sample sizes
- Remember community engagement and feedback is not the same as representative research
- Consider a folded back to back survey form (not too long, easy to follow and no risk of losing pages).
- Clearly address reply paid envelopes to Warringah Council and refer to a business unit.
- A telephone survey requires specialist communication skills and should generally be undertaken by a market research company.

#### Collation and Analysis

- Undertake cross tabulation of data, eg age and gender cross tabulated with questions such as type of activity participated in.
- Analyse and summarise the findings.
- This is much easier using online survey tools
- Entering manual responses into the online survey tool allows easy collation of both responses.

#### Helpful Hints:

- The services of a data collation/ market research company are likely to be required for a larger survey (100 or more).

#### Protocols

- Community surveys that relate to the whole of Warringah or a priority issue should be endorsed by a Director or Executive Management Group.
- Councillors should be provided with a copy of community surveys prior to distribution.

#### Items to Consider

- Have you considered possible language barriers?
- Have you adopted a personal approach, eg personalised letters or a friendly interview approach?
- Is there potential to link with other work areas in Council, to reduce the number of surveys undertaken and/ or to reduce costs?
- Have you undertaken or planned other methods of engagement, to complement the survey?
- Have you considered how the results will be communicated?

#### The Costs

- For mail out surveys, allow for printing and mailing costs.
- For telephone surveys, allow for market research costs or 'in house' staff and telephone costs.
- For interviews, allow for printing and interviewer costs.
- For 'hand out' surveys, allow for printing costs.
- For all surveys, allow for data collation costs, analysis costs and staff time costs.

## Hotline / Phone in

A time limited opportunity for the community to make contact and/ or provide feedback in a semi-structured context.

### The Purpose

- To obtain comment or feedback on a topic, eg an issue, proposal, action or project.
- To give people the opportunity to discuss particular needs, opinions or concerns.

### Set Up

- Determine the telephone contact arrangements, eg establish a designated telephone number, or allocate the task to a market research agency.
- Provide training if 'in house', eg how to respond to or generate comments.
- Determine the period of the hotline/ phone in.
- Develop a question prompt sheet and a system to record responses.

### Helpful Hints:

- For broader community phone ins, a telephone number that can be answered by more than one operator is required.
- Consider operating the hotline/ phone in after hours as well as during business hours (for people who work or have limited free time during the day).
- Generally do not undertake the hotline/ phone in during school holidays (particularly the Christmas break).

### Promotion

- Advertise the hotline/ phone in.

### Helpful Hints:

- For broad community phone ins, advertise thoroughly via local newspapers, posters, mail outs, email and community newsletters.
- Advertise details on what the topic is about, why people should be involved, who they are ringing, when to ring, what number to ring.

### Protocols

- All hotline/ phone-ins must be endorsed by your Director.

### Items to Consider

- Have you adequately explained the topic and the purpose of the phone-in in your promotions?
- Have you considered possible language barriers and the need for interpreters?
- Have you obtained the necessary approval and informed Senior Management and the Councillors?

### The Costs

- If outsourced, the cost of the research company should be factored in (quotes should be obtained).
- If 'in house' the cost of staffing the phone/s during and outside work times should be factored in.
- Allow for advertising costs

## Inviting Submissions

A letter or a media promotion seeking written presentation of views, on a proposal, concept or activity, at the public exhibition stage.

### The Purpose

- To formally advise people of a proposed direction and seek their views.
- To provide the opportunity for community to provide formal input in determining whether a proposal, concept or activity is appropriate.

### Organisation

- Determine the most appropriate approach to seeking written submissions. For example, forwarding a letter inviting a submission will be most appropriate for local issues or directions, ie the redesign of a local park. A media promotion inviting submissions will be more appropriate for a Warringah wide issue. Email notification should also be considered to registered community contacts.
- For items that are more contentious or significant, it may be advisable to forward a letter to targeted communities (that are most affected) and also undertake a media promotion seeking submissions from the broader community.
- For a letter inviting a submission, design the letter and arrange the printing and distribution.
- For an email inviting a submission, design the email and arrange the bulk distribution via the bulk email service refer to Marketing Communications
- For a media promotion inviting a submission, design the notice and arrange for its publication.
- Prior to forwarding the letter or notice, obtain approval from your Business Unit Manager and from Directors where required.

### Content

For a letter/ email inviting a submission, include all details of the proposal, concept or action, including:

- what is proposed and when it will be implemented
- how and where people can obtain more detailed information, eg reports
- how people can respond and who to
- what sort of information should be included in the submission, eg specific details of concerns, who is impacted and why, any issues regarding the process etc
- copies of any concept designs/ plans
- For a media promotion inviting submissions, provide all key information about the proposal, concept or action, including:
  - what is proposed and when it will be implemented
  - how and where people can obtain more detailed information, eg reports
  - how people can respond and who to
  - what sort of information should be included in the submission, eg specific details of concerns, who is impacted and why, any issues regarding the process etc

### Items to Consider

- Has your letter, email or notice been approved by your Business Unit Manager?
- Have you advised senior management and council that you are seeking submissions?
- Does your letter or notice need to be approved by senior management, ie is the item contentious?

### The Costs

- Allow for the cost of printing and mailing letters.
- Allow for the cost of advertising for the media promotion.

## Public Exhibition

The formal exhibition of a plan or document at key locations for a set period of time.

### The Purpose

- To enable broad community feedback on a proposal, draft plan or issue.

### Preparation

- Prepare the appropriate materials, including concept design, sketches and draft plans.
- Determine the locations for exhibition.
- Book space eg Warringah Mall, Shopping centres
- Arrange materials
- Prepare the display (refer to Information Displays).

### Helpful Hints:

- Produce large colour plans to attract attention (eg A1 size to present a building or park redesign).
- Select exhibition locations that are well used and/ or easily accessible by the community, eg libraries, shopping centres, community centres.
- Consider exhibiting designs, sketches and plans at or near the site involved (so that people can relate proposed changes to the site).
- Use plan/ design models where appropriate.

### Protocols

- For large high impact projects that affect the whole of Warringah, consider a broad selection of locations across Warringah.
- Ensure that contact details are taken for further follow up
- Provide other forms eg Customer Request Form, for logging other issues/ requests

### Promotion

- Advertise the exhibition through local newspapers and other methods, eg letter box drop, newsletters, radio, posters, schools.

### Helpful Hints:

- Advertising can be targeted to manage costs. For example, if a proposal relates to a local park, a main focus could be on advising people living within 500m of the park.
- All public exhibitions should include a notice in the local newspaper.

### Items to Consider

- Have you placed all relevant information on exhibition?
- Have you provided contact details to enable submissions? (Signed written submissions should be sought).
- Have you booked the exhibition space in advance (where necessary)?
- Have you met any legislative requirements?

### The Costs

- Allow for the cost of preparing materials for display.
- Allow for the cost of draft plans.
- Allow for hire / set up costs

## Focus Group Session

Semi-structured interview with a small group of invited representative participants.

### The Purpose

- To obtain the opinion of a representative group of people on a topic, to assist in planning for a target group or the wider community.

### Preparation

- Determine the number of focus group sessions to hold.
- Select and invite the participants.
- Select and book the venue.
- Send preliminary information to the participants.
- 

### Helpful Hints:

- The characteristics of the participants should represent the target group, eg young people who have been unemployed for 6 months, older adults who have been retired for at least 5 years or are over a certain age, or young parents who are not employed with children less than 5 years.
- Participants can be identified through community contacts, eg community centres, child care centres, playgroups, libraries, youth centres, or through random contact using resident listings.
- Contact prospective participants by phone and then send a formal letter of invitation.
- The number of people should be eight to ten (8-10) to enable quality involvement by all participants.
- There should be a mix of genders unless the target group is one gender.
- The questions will depend on the topic. However, in general they should be relatively simple and of relevance to the focus group.

### Session Approach

- Prepare questions and the session approach, including the materials required.
- Hold the focus group session.

### Helpful Hints:

- A more participatory approach could include presenting photographs, sketches or objects to generate thoughts or seek a response.
- Set the 'ground rules' at the beginning of the session, eg all thoughts/ comments are valid, debate is not appropriate although consensus is not expected etc.
- Provide refreshments to 'keep people going' and create a more relaxed atmosphere.
- A focus group session requires the ability to generate open comments and interpret values and ideas.
- The involvement of a specialist facilitator may be advisable.

### Data

- Determine how the data will be collated and used.

### Items to Consider

- Have you carefully chosen your venue? It should be accessible and also be small, warm and have a pleasant ambience (due to the smaller number of participants and the need for open and honest input).
- Have you chosen the appropriate time for the group, eg early afternoon for older adults, after school for young people etc? Ask prospective participants what is the best time.
- Have you provided support where needed, eg child care for young parents, transport for young people?

### The Costs

- Most focus group sessions involve a small payment to the participants (consider 'market rates' at the time). Alternately a service, activity or gift could be offered.
- Allow for venue and refreshment costs.
- Allow for other material costs, eg sketches, photos, other 'prompts'.
- Allow for the cost of an independent facilitator if required.

## Public Meeting

Formal gathering of the general public regarding an issue or matter, generally involving larger numbers of people.

### The Purpose

- To inform the general public of a proposal, action or issue and/ or enable comment.

### Preparation

- Determine the venue and timing.
- Prepare materials, including displays, meeting agenda, summary information etc.
- Promote the meeting.

#### Helpful Hints:

- An evening meeting (say after 7pm) allows people who work to attend. Monday and Friday nights are generally less appropriate.
- A weekend meeting is less likely to be attended, unless it is a site meeting and less formal.
- A public meeting can generate greater discussion if people have the opportunity to look at maps, plans, information etc before the meeting starts.
- Include notices in local newspapers, and also consider other methods, eg school newsletters, posters in community centres, libraries and shopping centres, radio announcements.

### Meeting Approach

- Set up the room to create a more relaxed environment, eg chairs angled rather than a straight line, presentation of display boards around the room.
- Invite participants to introduce themselves and indicate their interest in the meeting/ project/ issue (providing the number of participants is not too large). This gives the facilitator an understanding of personal agendas.
- Give a clear outline of the meeting approach and the time that will be allocated to various items.
- Give a 'background' presentation on the issue or proposal to inform people prior to discussion.
- Facilitate the discussion, endeavouring to ensure that individuals do not dominate.

#### Helpful Hints:

- Clarify meeting ground rules and conduct
- Be firm but polite with participants that are agitated or dominating. Allow the person to raise their concerns but guide the discussion to enable comments from others.
- If individuals are dominating the discussion, consider breaking into small groups to enable more focussed discussion and then ask each group to outline their main concerns or ideas.
- Encourage consideration of ideas and solutions rather than focussing on negative issues, ie very quickly identify the issues and then move on.
- Try not to take agitated criticism personally.
- Consider using an independent facilitator, particularly if Council could be seen to have a vested interest in an outcome.

### Feedback

- Obtain contact details so that a summary of the meeting can be forwarded to each participant.
- Highlight how the participants can be further involved and if necessary invite formal submissions.

### Protocols

- Elected members should be made aware of all meetings and workshops that involve the broad community or relate to a project of ward or council significance. Advice is to be via a memo to all Councillors and the Executive Team.
- Councillor diaries should be checked when arranging a relevant meeting/ workshop. Meetings and workshops should not clash with Council meetings or key Council events.
- A summary of meeting notes should be sent to participants and Councillors within 7 days (received within 10 days of the meeting), to maintain the interest and to show a professional approach.



### **Items to Consider**

- Is the chosen venue physically accessible and well located?
- Have you provided sufficient refreshments (especially near dinner time)?
- Is a public meeting the best approach, ie would a workshop approach be better to enable informed discussion?

### **The Costs**

- Allow for venue and refreshment costs.
- Allow for facilitator costs if required, although any facilitator should have a clear understanding of the issue (and a level of staff involvement will be required regardless).
- Allow for material preparation costs, eg displays, information.

## Feedback Form

The formal exhibition of a plan or document at key locations for a set period of time.

### The Purpose

- To enable broad community feedback on a proposal, draft plan or issue.

### Preparation

- Prepare the appropriate materials, including concept design, sketches and draft plans.
- Determine the locations for exhibition.
- Book space eg Warringah Mall, Shopping centres
- Arrange materials
- Prepare the display (refer to Information Displays).

### Helpful Hints:

- Produce large colour plans to attract attention (eg A1 size to present a building or park redesign).
- Select exhibition locations that are well used and/ or easily accessible by the community, eg libraries, shopping centres, community centres.
- Consider exhibiting designs, sketches and plans at or near the site involved (so that people can relate proposed changes to the site).
- Use plan/ design models where appropriate.

### Protocols

- For large high impact projects that affect the whole of Warringah, consider a broad selection of locations across Warringah.
- Ensure that contact details are taken for further follow up
- Provide other forms eg Customer Request Form, for logging other issues/ requests

### Promotion

- Advertise the exhibition through local newspapers and other methods, eg letter box drop, newsletters, radio, posters, schools.

### Helpful Hints:

- Advertising can be targeted to manage costs. For example, if a proposal relates to a local park, a main focus could be on advising people living within 500m of the park.
- All public exhibitions should include a notice in the local newspaper.

### Items to Consider

- Have you placed all relevant information on exhibition?
- Have you provided contact details to enable submissions? (Signed written submissions should be sought).
- Have you booked the exhibition space in advance (where necessary)?
- Have you met any legislative requirements?

### The Costs

- Allow for the cost of preparing materials for display.
- Allow for the cost of draft plans.
- Allow for hire / set up costs

## Online Discussion Forum

The formal exhibition of a plan or document at key locations for a set period of time.

### The Purpose

- To enable broad community feedback on a proposal, draft plan or issue.

### Preparation

- Prepare the appropriate materials, including concept design, sketches and draft plans.
- Determine the locations for exhibition.
- Book space eg Warringah Mall, Shopping centres
- Arrange materials
- Prepare the display (refer to Information Displays).

### Helpful Hints:

- Produce large colour plans to attract attention (eg A1 size to present a building or park redesign).
- Select exhibition locations that are well used and/ or easily accessible by the community, eg libraries, shopping centres, community centres.
- Consider exhibiting designs, sketches and plans at or near the site involved (so that people can relate proposed changes to the site).
- Use plan/ design models where appropriate.

### Protocols

- For large high impact projects that affect the whole of Warringah, consider a broad selection of locations across Warringah.
- Ensure that contact details are taken for further follow up
- Provide other forms eg Customer Request Form, for logging other issues/ requests

### Promotion

- Advertise the exhibition through local newspapers and other methods, eg letter box drop, newsletters, radio, posters, schools.

### Helpful Hints:

- Advertising can be targeted to manage costs. For example, if a proposal relates to a local park, a main focus could be on advising people living within 500m of the park.
- All public exhibitions should include a notice in the local newspaper.

### Items to Consider

- Have you placed all relevant information on exhibition?
- Have you provided contact details to enable submissions? (Signed written submissions should be sought).
- Have you booked the exhibition space in advance (where necessary)?
- Have you met any legislative requirements?

### The Costs

- Allow for the cost of preparing materials for display.
- Allow for the cost of draft plans.
- Allow for hire / set up costs

## Meeting with Users / Stakeholders

Face to face meeting with a selected group, which has a specific interest in an issue, activity, facility, service etc.

### The Purpose

- To inform and/ or obtain feedback on a proposed action, project, strategic direction or policy.
- To ensure the issues, needs and ideas of a user or stakeholder group are considered.
- To involve a user or stakeholder group in planning for a facility or service.

### Preparation

- Determine which groups or individuals should be consulted.
- Determine the appropriate timing and venue.
- Arrange the meeting (suggest make contact by telephone and then confirm in writing).
- Prepare for the meeting, eg:
- Determine the key points for discussion.
- Prepare notes, presentation slides, maps, photographs, displays etc.
- Determine materials required, eg chairs and tables, data projectors, kitchen appliances/ utensils, refreshments.
- Take notes and provide summary to participants
- Take contact details for follow up

### Helpful Hints:

- User groups could include sporting groups, parents of children, and participants of a program.
- Stakeholder groups could include Chambers of Commerce, community service providers and advocacy groups, other government bodies.
- 'Near the site' meetings can 'set the scene' for relevant ideas and discussion.
- Give at least two to three weeks notice for meetings.
- Clearly set the boundaries regarding the number of people invited from each group.
- Provide all meeting details in correspondence, ie date, time, venue, purpose of meeting.
- Follow up personal contact with formal correspondence and details.

### Meeting Approach

- The meeting approach and the level of formality will vary with the group involved and the issue or item being discussed. Some ideas are provided below.

### Helpful Hints:

- The preparation and distribution of an agenda before the meeting will enable people to think about their response and ideas.
- The context of the meeting should be clearly stated, ie key topics to discuss, why meeting is being held, other groups that will be consulted, desired outputs.
- Smaller user groups can often be less formal, ie around the table discussion.
- A more organised approach, with information, maps, sketches and notes for presentation will ensure a more informed discussion (especially for larger groups).
- For larger groups, record key points made on a white board or butchers paper, so that people can see what has been said.



### **Feedback**

- Highlight ways in which the meeting participants can be further involved in planning or directions if appropriate.
- Take contact details of all those who wish to be involved in the project / issue. Ensure that contact details are in the correct format for inclusion on the contact register
- Seek feedback on the meeting approach.
- Forward a summary of the meeting notes to the participants.

### **Items to Consider**

- Is your venue accessible and have you considered other special needs?
- Have you identified all user groups and stakeholders that could be affected by or have a key interest in an action, issue, policy etc?
- Is it possible or appropriate to combine meetings, ie two or three user groups of the same facility?

### **The Costs**

- Allow for cost of materials/ displays.
- Allow for venue and refreshment costs.

## Existing Community Group Meeting

Meeting with a community group that would not generally be involved in a planning process (ie they are not a key stakeholder or lobby group). This involves linking to an existing meeting or arranging a special meeting with a community group, eg school committees, school children, parents at playgroup, youth groups, senior citizens, people with disabilities, local craft group, business groups, service groups.

### The Purpose

- To gain an understanding of the needs, issues and ideas of various groups in the community.
- To obtain input in planning from the broad community and achieve representative engagement.
- To further create networks and links across the community.

### Preparation

- Make contact with a key representative of the group, eg principal of a school, coordinator of an activity, president of a club etc, to arrange the meeting.
- Prepare notes, displays, information as appropriate. It may be advisable to send some information in advance to prepare meeting participants.

#### Helpful Hints:

- Ensure there is some interest in the topic when arranging the meeting.
- Personal contact is best to arrange the meeting. This can be followed up by a formal letter of confirmation, with details.
- It is generally best to meet in the group's normal meeting place, even if holding a special session. People know where to go and feel comfortable.
- Do not overload people with information. Make any presentation interesting and visually appealing.

### Meeting Approach (Link to Existing Meeting)

- If joining an existing meeting, you generally need to be concise and quickly generate interest and discussion.

#### Helpful Hints:

- Do not join an existing meeting if they are unable to allow you at least 30 minutes (check the availability of time). Try to arrange a separate session if there is an issue with time.
- Endeavour to be placed on the agenda as the only or main speaker for the meeting.
- Give a brief outline of the topic and why seeking people's views, to create interest and awareness. However, spend most of the time listening.
- A more informal approach can often generate greater discussion, eg inviting people to talk about particular needs, issues or values.

### Meeting Approach (Arrange Special Session)

- If holding a special session, such as with school children or parents of schools, develop a more structured approach that aims to increase involvement.

#### Helpful Hints:

- Provide information at the beginning of the session to enable informed discussion, including displays and photos where appropriate.
- Consider using art as a form of expression, eg young children drawing or painting their ideas or values.
- Consider working in small groups (in a workshop style) to discuss and record ideas.
- Record discussion points on butchers paper or whiteboard, so that people can see what is said.



### **Feedback**

- Give contact and project process details to enable further involvement if desired.
- Take contact details of all those who wish to be involved in the project / issue. Ensure that contact details are in the correct format for inclusion on the contact register
- Forward any summaries or relevant outcomes of the meeting to the group contact person for distribution.
- Encourage any general feedback on the approach or project process.

### **Items to Consider**

- Would the group reflect the characteristics and views of others in the community?

### **The Costs**

- Allow for the cost of any materials, eg plans, maps etc.

## Workshop Session

Structured approach to involving meeting participants in working through an issue and/ or developing solutions.

### The Purpose

- To generate discussion and broader thinking regarding an issue or topic.
- To genuinely involve people in identifying and solving issues.

### Preparation

- Determine the general size, focus and desired outcome of the workshop. Consider whether you wish to use the workshop to involve the wider community or to obtain the ideas and input of a particular group.
- Determine the venue, time, length of session.
- Promote the workshop.
- Prepare notes, displays and other material.

### Helpful Hints:

- A workshop can involve a small number of people (say 10-12) or a larger number (30-40). Much larger than 40 could become unmanageable.
- The involvement of specific groups will require a more targeted approach to promotion, eg invitation by letter to stakeholders, residents in an area, representative bodies, users of a service etc.
- In promotions, inform people of the workshop approach and include some questions to generate pre-workshop thinking.

### Workshop Approach

- Set up the room to be conducive to small or larger group discussion.
- Provide relevant material at each table, eg maps, plans, summary reports, workshop guidelines.
- Set up displays and white boards, data projector and/ or butchers paper for recording group comments.
- Facilitate/ guide the discussions with specific questions or topics.
- Arrange a scribe and facilitator within each small group.

### Helpful Hints:

- The use of small tables with four to five chairs at each, all with a view of the front of the room can work well.
- Allow time for group members to introduce themselves and feel comfortable before commencing 'heavy discussion'.
- Switch from large to small group discussions to make the session more interesting, eg the whole group talking about general needs or issues and small groups working on solutions.
- Rather than each group presenting their findings (which takes considerable time) consider placing points (written on butchers paper by small groups) on a wall for viewing during a break. The whole group can then return to discuss the points made.
- Be flexible in the approach (recognising when people are ready to move on or need more time or whether an approach should be completely changed).
- At least one facilitator should be free to move around the room to talk to individual groups and deter any conflicts.

## Feedback

- Give participants the opportunity to be further involved in planning through further meetings or comment on an output.
- Take contact details of all those who wish to be involved in the project / issue. Ensure that contact details are in the correct format for inclusion on the contact register
- Seek feedback on the workshop approach through a feedback form.
- Forward a summary of the workshop findings.

### Helpful Hints:

- Ask participants to record their name and address on a participants sheet on arrival.

## Protocols

- Elected members should be made aware of all meetings and workshops that involve the broad community or relate to a project of ward or council significance. Advice is to be via a memo to all Councillors and the Executive Team.
- Councillor diaries should be checked when arranging a relevant meeting/ workshop. Meetings and workshops should not clash with Council meetings or key Council events.
- A summary of meeting notes should be sent to participants and Councillors within 7 days (received within 10 days of the meeting), to maintain the interest and to show a professional approach.

## Items to Consider

- Is your venue accessible and comfortable (including a central or easily accessible location)?
- Have you provided for refreshments to 'keep people going' and to recognise the value of their input?
- Do you need to obtain a skilled independent facilitator, particularly if there will be large numbers (ie do you have the skills and confidence)?
- Have you sought advice from other Council staff that are skilled in holding workshops?

## The Costs

- Allow for the venue and refreshment costs.
- Allow for facilitator costs if required.
- Allow for promotion (mailing and advertising) costs.

## Public Art Session

The integration of public art into the engagement process, ie using public art as a tool to encourage people to express their ideas, views and values.

### The Purpose

- To make an engagement process more interesting and creative.
- To enable the expression of people's values and ideas that may otherwise be difficult to verbalise.

### Preparation

- Determine the participants/ target group.
- Determine the medium to use, eg painting, drawing, mosaic, patchwork. Consider the characteristics and interest of the target group in doing so.
- Obtain materials, eg paints, canvass, tools.
- Obtain facilitator/ artist if required.
- Promote the activity to the target group.

### Helpful Hints:

- Consider linking to existing groups such as a youth group, senior citizens group or children in a school, so that people are comfortable to discuss ideas and values with each other.
- Talk to potential participants (in advance) about the art medium to use and the desired products.
- An artist can be used to encourage creativity and guide skills (not to determine the product or ideas).

### Activity Approach

- Hold the activity at a venue that is conducive to art creation, eg art workshop, outdoors.
- Set a broad framework for the presentation of ideas, eg how to incorporate ideas within art works.

### Helpful Hints:

- The approach should be informal to encourage creativity.
- There should be an opportunity for people to explain their ideas and values and how they have depicted these within the art work.
- Provide refreshments to 'keep people going'.

### Feedback

- Give people the opportunity to be further involved and comment on final proposals if desired.
- Use a public place to present the art work, and seek general community feedback on its meaning.

### Items to Consider

- Are people aware of the activity that they will participate in, so that they can dress accordingly?
- Is the venue suitable for the activity?
- Is the time commitment required by the participants reasonable and/ or agreed to?
- Have you checked that people are happy to donate their art work for display (possibly permanent display)?

### The Costs

- Allow for the cost of materials.
- Allow for the venue and refreshment costs.
- Allow for the cost of a facilitator/ artist if required

## Community Forum

The use of speakers to provide information and facilitate informed discussion on a topic.

### The Purpose

- To generate interest regarding a topic and enable community participation in discussion.

### Preparation

- Define the topic of the forum.
- Arrange speakers with experience or expertise on topical items. Contact potential speakers by telephone and then confirm arrangements in writing. Include all relevant details in the written correspondence, including the purpose of the forum, the speaker's role, the time allowed for the presentation etc.
- Develop a framework for questions and discussion, in engagement with the speakers.
- Arrange the venue and materials, eg displays.
- Promote the forum.

#### Helpful Hints:

- Ensure speakers are entertaining and able to present informally, ie without reading notes.
- Involve well known speakers (household names) if possible.
- Targeted promotion to interest groups (eg personal invitation), in addition to broad promotion, should result in greater participation.

### Forum Approach

- Determine the best approach, taking into consideration the type of speakers, the venue and the target audience.

#### Helpful Hints:

- A panel of speakers can work well, presenting different aspects of a topic and providing a focus for questions and further discussion.
- There should be opportunities for formal and informal discussion between the participants as well as with the speakers.
- Include refreshments and breaks to enable informal discussion.

### Feedback

- Give participants the opportunity to be further involved in further in meetings or comment on an output.
- Take contact details of all those who wish to be involved in the project / issue. Ensure that contact details are in the correct format for inclusion on the contact register
- Seek feedback on the forum through a feedback form.
- Forward a summary of any meeting notes taken.

### Items to Consider

- Is the venue accessible, particularly for people with disabilities?
- Is the topic relevant to the community and can it generate further interest or action?

### The Costs

- Most speakers will not request a fee, although there may be travel or accommodation costs that should be compensated.
- Allow for the cost of the venue and refreshments.

## Community Debate

Organised speakers and debating panels, used to discuss an issue.

### The Purpose

- To enable debate and encourage consideration of all points of view.

### Preparation

- Arrange debate teams or speakers.
- In engagement with the debate teams/ speakers determine the topic.
- Arrange venue and timing.
- Promote the debate.

### Helpful Hints:

- Schools could be involved as part of an education and development activity. This would also encourage parents to attend.
- Ensure the item is topical and relevant.

### Debate Approach

- Set up the venue to encourage amicable debate, eg teams seated near each other.
- Outline the debate process and rules at the commencement.
- Include question and discussion times to enable audience participation.

### Helpful Hints:

- A pre debate meeting involving the debate teams would be advisable to dispel any animosity.
- A strong debate facilitator will be required.
- The 'friendly nature' of the debate should be stated.
- Provide refreshments to encourage informal discussion.

### Feedback

- Give participants the opportunity to be further involved in further in meetings or comment on an output.
- Take contact details of all those who wish to be involved in the project / issue. Ensure that contact details are in the correct format for inclusion on the contact register
- Seek feedback on the debate through a feedback form.
- Forward a summary of any meeting notes taken.

### Items to Consider

- Does the debate contribute to exploring or addressing issues that exist within the community? (it should to be of value)
- Is the venue appropriate, eg accessible and supportive of active discussion?

### The Costs

- Allow for venue and refreshment costs.

## Site / Tour Meeting

Semi-structured meeting with the broad community or key groups at the place of issue.

### The Purpose

- To enable informed discussion of needs or proposals relating to the site.

### Preparation

- Prepare a meeting outline and determine the desired outcomes.
- Determine time and meeting place.
- Promote the meeting to interested parties, including the broad community if appropriate.
- Prepare display material and other information.

### Helpful Hints:

- Saturday afternoon after junior sport often works well when people are not working and families participate as an 'outing'.
- Alternatively, consider an early evening gathering during the daylight saving period.

### Meeting Approach

- Present the proposal and/ or issues at the commencement of the meeting (particularly for larger community group gatherings).
- Include a display for a community group gathering (use as a framework for the presentation).
- Facilitate discussion and the recording of ideas and comments.

### Helpful Hints:

- A small user or interest group meeting can be more informal, although should have a broad agenda to guide discussions.
- A larger community group gathering requires more structure and could include a walk around the site and opportunities for discussion and questions at various places on the site.
- Some refreshments after the meeting/ walk around the site are generally appreciated and provide an opportunity for community interaction (eg sausage sizzle).

### Feedback

- Give participants the opportunity to be further involved in further in meetings or comment on an output.
- Take contact details of all those who wish to be involved in the project / issue. Ensure that contact details are in the correct format for inclusion on the contact register
- Seek feedback on the meeting through a feedback form.
- Forward a summary of any meeting notes taken.

### Items to Consider

- Is the site accessible for people with a disability, older adults, young parents with prams etc?
- Do you have an alternative meeting space in case of wet weather?

### The Costs

- Allow for refreshments for community gatherings.
- Allow for display and information costs.
- Allow for the cost of promotion, eg advertisement/ letter box drop.

## Community Committees

Community Committees provide advice and other support to Council relation to issues, initiatives and community assets referred to in their Charters. They provide interested residents with meaningful opportunities to play an active role in contributing to Council decision making and helping shape Council plans and policies.

The Community Committees work alongside the Strategic Reference Groups, Joint Advisory Committees, regional bodies, community-based groups and other working groups to assist Council in its planning and decision-making processes.

### The Purpose

- Harness the views, enthusiasm and expertise of community members
- Assist Council in its understanding of, and approach to, specific or localised issues, initiatives or community assets
- Provide a structured approach to the ongoing involvement of community members in Council affairs and the democratic process
- Act in an advisory capacity to Council through its Strategic Reference Groups and other community consultation processes

### Committee Initiation

- The scope of each Community Committee is detailed in its Charter
- Community Committees report to relevant Strategic Reference Groups established by Council – they do not have the authority to instruct staff or to make decisions on Council's behalf.
- Develop a committee charter including – role, scope, terms of reference, membership, etc
- Determine the membership selection process and criteria.
- Prepare a report to Council for approval of the Committee establishment, its role and the Charter.
- Advertise for Expressions of Interest for the committee where appropriate.
- Selection of members will be done in conjunction with the policy in this regard

### Helpful Hints:

- Refer to the committee guidelines on the Internet or contact Governance for more information regarding Council's Committees
- Expressions of Interest need to be called for community representatives on a Community Committee.
- A Committee Charter is required for all committees
- Community Committees are established by resolution of Council.

### Committee Operation

- Community Committees are established by resolution of Council.
- Council may dissolve a Community Committee at any time. At the time of the general election of Councillors all Community Committee members will cease to hold office.
- Community Committees are formally reconstituted after each general election of Councillors.
- Following the appointment of members, each Committee will continue to operate until the next general election of Councillors (when the tenure of all members will cease), or until the Committee is otherwise dissolved by Council.
- Meet in accordance with Charter and Guidelines.
- Determine responsibilities and outcomes.
- Chair persons will be appointed annually (as per the guidelines)
- Meeting agendas and minutes will be prepared by the committee, they will be reviewed by the Strategic Reference groups and be posted on the web site
- Working parties may be formed as required

### Protocols

- Proposals for Community Committees must be reported to Council for endorsement.



### **Items to Consider**

- Is the committee representative for the issue, project or task (ie, does it include appropriate stakeholders and community representatives)?
- Has the life of the committee been determined and stated?

### **The Costs**

- Council will provide resources to Community Committees including meeting venues, stationery allocation and standard templates to facilitate smooth operation of Committee meetings.

## Joint Advisory Committee

A joint advisory committee established by Council to advise on specific issues, projects and policy that involve joint responsibility with stakeholders outside of the Warringah Area.

### The Purpose

- To involve community and stakeholder representatives in providing ongoing advice on complex or significant issues/ matters and input to decision making in a joint relationship with stakeholders outside of the Warringah area
- Examples include: Manly Lagoon Catchment Coordinating Committee, Narrabeen Lagoon Joint Estuary Floodplain Management Committee, Traffic Committee etc

### Committee Initiation

- Determine the role of the Committee.
- Develop Charter and Terms of reference for the committee
- Review Council's committee guidelines and determine if any amendments are required
- Determine the membership selection process and criteria.
- Prepare a report to Council for approval of the Committee establishment including the draft Charter and guidelines.
- Advertise for Expressions of Interest for the committee where appropriate.

#### Helpful Hints:

- Expressions of Interest need to be called for community representatives on a Council Committee
- Selection of key stakeholders representatives may be made nominated by the interested group or targeted by Council

### Committee Operation

- Meet in accordance with the Charter and guidelines
- Determine responsibilities and outcomes.
- Establish working parties to undertake specific projects and tasks accordingly.
- Report on outcomes and recommendations.

#### Helpful Hints:

- A Joint Advisory Committee should be chaired by a Councillor or as determined in the Charter

### Protocols

- Proposals for Joint Advisory Committees must be reported to Council for endorsement.

### Items to Consider

- Is the committee representative for the issue, project or task (ie, does it include appropriate stakeholders and community representatives)?
- Has the life of the committee been determined and stated?

### The Costs

- Allow for meeting costs, eg venue, refreshment, materials.

## Community Summit

A large scale representative community meeting (up to 500 participants) – Town Meeting – to educate and inform participants in order to make considered input into Council decision making

### The Purpose

- To provide a robust forum to debate and discuss strategic topics in order to gain informed and representative community input into Council decisions making.

### Preparation

- Define the topic of the Summit.
- Develop a draft framework for the event
  - Types of questions and outcomes required
  - How will the participants be informed to make meaningful input
  - How will they provide meaningful input eg voting, discussion,
  - What the format of the event will be and how long is required
- Arrange for specialists, speakers etc and required resources
- Develop a framework for questions and discussion, in engagement with the speakers.
- Arrange the venue and materials, eg displays.
- Organise resources to recruit attendees, facilitate table discussion
- Promote the summit
- Collect demographic details from interested participants to enable representative profiling of attendees.

### Helpful Hints:

- Targeted promotion to interest groups (eg personal invitation), in addition to broad promotion, should result in greater participation.
- Consider using external consultants to assist in developing the event program and format
- Ensure that a broad range of representative participants are recruited
- There should be opportunities for formal and informal discussion between the participants on facilitated tables.
- Refreshments need to be provided

### Feedback

- Give participants the opportunity to be further involved in further in meetings or comment on an output.
- Take contact details of all those who wish to be involved in the project / issue. Ensure that contact details are in the correct format for inclusion on the contact register
- Seek feedback on the summit through a feedback form.
- Forward a summary of any results from the summit.

### Items to Consider

- Is the venue accessible, particularly for people with disabilities?
- Is the topic relevant to the community and can it generate further interest or action?

### The Costs

- This is a costly approach to community engagement and hence applicable to critical topics and plans.

## Strategic Reference Groups

Strategic Reference Groups provide advice and other support to Council relation to Strategic planning and potential future initiatives as referred to in their Charters. They provide interested residents with meaningful opportunities to play an active role in contributing to Council decision making and helping shape Council strategic plans and policy.

The Strategic Reference Groups work alongside the Community Committees, Joint Advisory Committees, regional bodies, community-based groups and other working groups to assist Council in its ongoing planning and decision-making processes.

### The Purpose

- Harness the views, enthusiasm and expertise of community members
- Take a strategic approach to community input in Council decisions and assist Council in its understanding of, and approach to, specific or localised issues, initiatives or community assets
- Provide a structured approach to the ongoing involvement of community members in Council affairs and the democratic process
- Act in an advisory capacity to Council and other community engagement processes
- There are four Strategic Reference Groups

### Scope

- The scope of each Community Committee is detailed in its Charter including role, scope, terms of reference, membership, etc
- Strategic Reference Groups are established by Council and provide recommendations and input – they do not have the authority to instruct staff or to make decisions on Council's behalf.
- The formation and appointment of members is covered in Council policy
- The SRGs are appointed for a four year term

### Helpful Hints:

- Refer to the SRG guidelines on the Internet or contact Governance for more information

### SRG Operation

- Strategic Reference Groups are established by resolution of Council.
- At the time of the general election of Councillors all SRG members will cease to hold office.
- SRGs are formally reconstituted after each general election of Councillors.
- Following the appointment of members, each SRG will continue to operate until the next general election of Councillors (when the tenure of all members will cease), or until the SRG is otherwise dissolved by Council.
- Meet in accordance with Charter and Guidelines.
- Determine responsibilities and outcomes.
- Chaired by Councillors as adopted by Council
- Meeting agendas and minutes will be managed by Council staff
- Working parties may be formed as required

### The Costs

- Council will provide necessary resources to Strategic Reference Groups including meeting venues, minute taking and other services to facilitate smooth operation of meetings.



## Working Party / Taskforce/ Panel

A group of people selected to work with Council to complete a project/ task.

### The Purpose

- To involve the community and other stakeholders in planning for and/ or achieving a project or activity within a timeframe.
- To achieve project objectives and desired outcomes through the formalised input of community members and other staff.

### Group Initiation

- Determine the role and terms of reference of the group.
- Determine the timeframe and clear outcomes.
- Determine the membership of the group and invite participants accordingly.
- 

### Helpful Hints:

- Target people who have a proven interest in the project, issue, and task.
- Contain the group to 10-12 people, involving community and Council representatives.

### Operation of the Group

- Select a chairperson and nominate specific roles and tasks.
- Agree on the timeframes (meetings and term of the group).
- Set clear objectives and milestones.

### Items to Consider

- Has the establishment of the group been authorised by senior management?
- If the involvement of other staff is required, has approval been obtained from their Team Leader?

### The Costs

- Allow for meeting costs, eg venue, refreshment and materials.

## Joint Venture

A formal arrangement with community members, stakeholders or organisations to plan for and implement a project or service.

### The Purpose

- To achieve initiatives in partnership with the community or other stakeholders, eg bushland regeneration program.
- To involve the community in decision making and strategic directions through projects.
- To formalise a financial or resource contribution from the community or other stakeholder, eg SHOROC committees.

### Develop the Venture

- Identify opportunities for joint ventures based on needs and issues to be addressed.
- Determine the benefits to Council and the community.
- In engagement with potential 'partners' define the specific project and roles.
- Determine the formal arrangements, eg timeframes and agreed arrangements, recognition of contributions.

### Venture Operations

- Establish and formalise the framework for the venture (who will do or contribute what and when).
- Develop formal communication processes.
- Provide administrative support for projects and programs.

### Protocols

- Any proposal for a joint venture (financial or otherwise) must be reported to Council for endorsement before proceeding.

### Items to Consider

- Does the joint venture have Council's support?
- Does the joint venture benefit the broad community?
- Is the joint venture of financial or resource value to Council?

### The Costs

- Allow for administration and material costs.
- Allow for program resource costs.