ORD06

Attachment 1

Attachment 1 – Proposed and existing documents

Attachment	Document	Purpose	Current Status
2	**Draft Communications and Community Engagement Strategy**	To provide a framework for all communications and community engagement activities between Camden Council and its many audiences. Includes a Communications and Community Engagement Action Plan	DRAFT NEW DOCUMENT
3	**Draft Community Engagement Policy**	Identify Council's community engagement processes, Council's commitment to effective community engagement and provides a framework for a coordinated approach to community engagement across the organisation	DRAFT NEW DOCUMENT
4	**Draft Special Events Management Policy**	To provide event organisers with a framework for events organised in the Camden LGA held on public land	DRAFT NEW DOCUMENT
5	**Draft Civic and Ceremonial Functions and Representation Policy**	To provide protocol and procedures that surround civic and ceremonial functions and events hosted by Camden Council	DRAFT NEW DOCUMENT
6	**Draft Media Policy**	To provide a policy position on the expectations of Council's representatives when engaging with the media, management of Council's media processes and to clarify media spokespersons	DRAFT NEW DOCUMENT to replace the existing 'Dealing with the Media' Policy which has not been reviewed by Council in 21 years
7	**Existing Council Dealing with the Media Policy (Policy 5.22)**	An outdated policy which was developed in 1994 and not reviewed by Council since then. It was developed to provide a position on the principles of Council staff interacting with the media	ADOPTED 14 November 1994. Endorsement is sought for this document to be replaced with the new Media Policy listed in this table. Upon adoption of the new policy, a more contemporary and integrated approach to communications will be in place
8	**Communications and Community Engagement Toolkit**	Provides staff with the understanding and resources to empower them to communicate and engage in a consistent and effective manner. Provides guidelines for use of Council's communications methods	NEW DOCUMENT. Incorporates elements from the Community Consultation and Resource Kit and is developed to provide Council with a more contemporary, relevant and integrated approach to communications and community engagement
9	**Existing Community Consultation Policy and Resource Kit (Policy 4.30)**	An outdated policy which was developed in 2005 and not reviewed by Council since. The Policy outlines Council's commitment to provide efficient, effective and equitable community consultation. Includes a kit with tools and resources	ADOPTED 8 August 2005. Upon adoption of the new policy and notation of the Community Engagement Toolkit, a more contemporary and integrated approach to communications and community engagement will be in place

Camden Council

DRAFT Communications and Community Engagement Strategy

contents

Requests for information or feedback can be made via email to Council's Community Engagement Team: communications@camden.nsw.gov.au

Alternatively, comments can be made in writing to:
Community Engagement
Camden Council
PO Box 183, Camden NSW 2570

www.camden.nsw.gov.au
www.facebook.com/camdencouncil

Council's Communications and Community Engagement Strategy Framework and related documents have been developed using research and information from other local government authorities, the International Association for Public Participation (IAP2), Council's Community Consultation Policy and Resource Kit and the input from staff across the organisation.

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Communications and Community Engagement Strategy

1.0 Introduction

A strong and positive relationship with the community is integral to a local government authority effectively serving its community. Camden Council is strongly committed to effective and open communication and engagement with its many audiences and as significant growth occurs in the Camden Local Government Area (LGA) over the next 25 years, it is a priority for Camden Council to maintain best practice in communication and community engagement to ensure a consistent and positive corporate image and to build relationships with the community.

Camden Council's Communications and Community Engagement Strategy and its related policies and tools provide an integrated framework for communication and engagement activities between Camden Council and its many audiences. It will help to ensure that communication is accurate, consistent and reflects the values expressed in Council's Community Strategic Plan, Camden 2040. This Strategy is also linked to Council's Business Improvement Plan. Through effective and advanced communication and community engagement, Council aims to foster trust and respect from internal and external audiences and streamline organisational communication processes.

Through the various communication channels that fall within this Strategy, whether written, verbal or online, Camden Council staff will have access to the resources they need to communicate clearly and effectively within Council's corporate standards and policies.

In developing this framework, Council recognises that its audiences interact with Council staff each day, on many levels and through a variety of channels. This Strategy identifies the various channels of communication as – external and internal communication, media, events, community engagement and customer service as per the diagram below.

Some communication through the above channels is highly public and structured, such as formal Council Reports and media releases, while other communication is less formal, but no less important, such as face to face communication or the use of social media.

2.0 Scope of the Strategy

Camden Council's Communication and Community Engagement Strategy framework applies to representatives of Camden Council (whether full-time, part-time or casual), Councillors and all persons performing work at the direction of, or on behalf of Camden Council including volunteers, contractors, subcontractors, agents, consultants and temporary employees.

1

ORD06

Attachment 2

3.0   Strategy Objectives

- To identify external and internal communication objectives
- To define Council's key audiences and stakeholders
- To identify Council's key messages
- To identify Council's commitment to community engagement
- To link with individual strategies, policies and procedures in the areas of external and internal communication, media, events, community engagement and customer service.
- To be guided by findings from available research and the Camden 2040 Strategic Plan
- To link to communication activities outlined in Council's Business Improvement Plan
- To meet and exceed Council's community engagement requirements under the Integrated Planning and Reporting Legislation
- To provide strategic direction for Council's Communications and engagement activities

4.0   Communications Environment

Camden Council faces similar challenges to other local government authorities in meeting the increasing expectations of its residents and stakeholders. Those challenges are amplified by the fact that the population of the Camden LGA is planned to increase significantly over the next 25 years.

Camden's current and future growth is a key driver of Council's efforts to ensure that communication is consistent and effective across all audience groups including long-standing residents, new residents, future residents and stakeholders.

At the same time, rapidly evolving technology has transformed the way councils communicate and engage with their communities. These changes in technology bring exciting opportunities for the way Council communicates and positions its corporate image and identity. However, it also brings risks as new and cost-effective tools allow instant and interactive communication involving all levels within Council's structure and members of the public.

While formal communication methods will continue to play an important role in Council's interactions with the community, this Strategy and the associated policies and tools, will provide staff with clear guidance to effectively and positively communicate, regardless of their role.

Staff communicate and engage with the public daily and Council aims to ensure that its representatives have the understanding and access to the guidelines and tools to communicate effectively and consistently.

5.0   Community Engagement Principles

Community engagement helps to create a sense of belonging and community ownership and is a process to enable Council to inform the community, seek out, understand and consider the diverse interests and aspirations of the community, and involve the community on issues, plans and decisions that impact the local area.

When engaging with the community, Council is committed to:

- Keeping our community informed
- Listening to our community
- Proactively seeking and encouraging contributions from those who may be affected by or interested in a decision.
- Considering the needs and interests of people in the decision making process and ensuring engagement opportunities are inclusive and accessible
- Consulting broadly, enabling a large number of residents to provide input through a range of mechanisms

2

- Collaborating with stakeholders and other levels of government to achieve common goals
- Explaining decisions to the community and how their input was considered
- Evaluating engagement processes and outcomes
- Providing the resources and support to staff in undertaking community engagement processes
- Being open, honest and providing timely and balanced information so the community can contribute in a meaningful way
- Utilising cost-effective and high value consultation opportunities
- Where possible, linking engagement processes with existing events, groups and activities

Council recognises that there will be limits to what can and cannot be influenced by the community. It is important that the extent of the community's influence is identified at the start of the community engagement process, so that expectations are understood. There are circumstances where Council will contact the community to provide information on a particular matter, rather than seek opinion or feedback. Council staff may use just one or more levels of engagement when undertaking community engagement activities.

6.0   Audience and Stakeholders

The Camden LGA has a current population of approximately 63,000, and this is set to reach more than 250,000 by 2040 through the urban development of the South West Growth Centre, and other smaller land releases.

While the community of Camden is Council's primary audience, it has many different dimensions and these must be taken into account when planning and managing Council's communication and engagement activities. There is no 'one size fits all' approach. The rapid growth of the Camden LGA also creates diversity in the community's expectations of Council.

Council communicates and engages with many other key audiences, including:

- Non-residential ratepayers – they may have a particular interest in decisions affecting the value of their property
- Businesses – likely to be keenly interested in economic development and business growth opportunities
- Visitors – attracted to iconic locations and tourism attractions
- Staff – many of whom also live in the Camden LGA
- Future staff – opportunities to promote Council as an employer of choice, and the lifestyle attributes of the LGA
- Government agencies/MPs/peak bodies – important stakeholders in Council decision-making and service provision
- Suppliers – interested in any information that might impact their business with Council or offer new opportunities
- Media – a critical channel for Council's communication and dissemination of information

7.0   Key Messages

Because Council operates across such diverse service areas and communicates in so many different ways, it's important that consistent messages are used regardless of the communication method or subject matter. Just as Council has developed a style guide for the way it is represented visually, its key messages provide a framework for the language used when conveying any Council information.

The key messages are based on, or come directly from the Camden 2040 Strategic Plan, and link to its key themes. Many other messages can be drawn from the plan, and these can be applied in relevant situations. It's important to stress that not every message will be used in every form of communication, messages won't necessarily be used verbatim and additional messages may be identified over time. Key messages provide a guide for those communicating on behalf of Camden Council or engaging with its audiences. Whatever the channel and audience, the communicator will be able to endeavour to ensure that what they are seeking to communicate aligns with the essence of one, some, or all of Council's key messages.

3

Another important point is that these are not at all intended as meaningless statements that do not reflect the reality of a given situation. Messages must always be authentic, appropriate and relevant. In some cases, they might be used because Council is explaining why something hasn't happened, or why a particularly challenging decision has been made. Council's key messages (guided by research for the Camden 2040 Strategic Plan) are:

- We're working with the community towards a shared vision for Camden
- We listen to the community
- We're making sure Camden's growth gives residents the best of both worlds
- We want to ensure that as Camden grows, residents have access to the services and facilities they need
- We're committed to a healthy built and natural environment for Camden
- Council provides and maintains open spaces and play areas
- Council initiatives help reduce waste and promote recycling
- We support a growing local economy that creates jobs
- We understand the community's concerns about effective and sustainable transport, and we're working towards this at every level
- Council supports an enriched and connected community
- We deliver events, activities and facilities for the whole community
- We create opportunities to celebrate Camden's heritage and culture as well as foster community pride
- Council provides strong and inclusive leadership
- Council aims to be a modern, contemporary Council committed to best practice standards

An example of how key messages can be incorporated into Council communication include:

- In a speech or presentation on a relevant issue, with a phrase like 'this is just another example of Council's commitment to reducing waste in our Local Government Area'
- In a media release with a quote that reflects Council's commitment to delivering the community vision
- Through a social media post that relates to Council's commitment to economic development!
- Delivery of an event that focuses on creating community pride and spirit
- In a newsletter story that highlights Council's work in sustainability

8.0   Communication Objectives and Goals

This Strategy and the related policies and tools aim to achieve a range of communication objectives and goals, both internally and externally. The objectives are listed below and six key objectives have been listed in the Communications and Community Engagement Action Plan in 9.0 (page 5):

External Communication Objectives and Goals

- Ensure Camden Council has a proactive program of communication and community engagement activities through a range of diverse channels to build a positive image of Council
- Improve Council's social and online media presence and engagement
- Ensure that communication is targeted to Council's audiences
- Ensure consistent branding and an engaging visual corporate image for Council
- Strengthen partnerships with the community and foster trust and respect
- Improve Council's visual presence and consistency of branding
- Use social media to communicate consistently across a range of audiences
- Increase awareness of, and strengthen, Council's community engagement processes
- Improve Council's corporate image and branding through an updated style guide
- Build relationships with the media through consultation and efficient management of media relations

4

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Internal Communication Objectives and Goals

- Improve communication across the entire organisation by streamlining internal processes
- Provide Camden Council staff with the information and tools they need to be reputation ambassadors
- Foster teamwork and a connected workforce through best practice communication
- Raise awareness of the role of Council's Community Engagement team and the assistance that the team can provide to staff in communicating and engaging with Council's audiences
- Provide tools, training and resources for staff to communicate effectively and have an understanding of the methods of communications available to them
- Provide clear guidelines for effective management of media across the organisation

9.0   Communications and Community Engagement Action Plan

Key Objectives	Strategy	Priority
Ensure Camden Council has a proactive program of communication and community engagement activities through diverse channels to build on Council's positive image	Implement an effective and proactive program of regular, accurate and timely external communication using the following channels (but not limited to): corporate publications, advertising, website, fact sheets, social media, signage, noticeboards and media releases so that the community is well informed of issues, services and projects	High
	Build and maintain strong relationships with local media outlets by consulting on a regular basis and implementing Council's Media Policy	High
	Monthly meetings with Council Managers to indentify upcoming positive news stories, media opportunities, issues and community engagement activities and opportunities	High
	Attendance by Team Leader, Community Engagement at Council's Senior Management Team meetings to foster proactive management of media opportunities and issues, provide reporting on Council's communications and engagement environment and to identify organisational communication needs	High
	Develop proactive media strategies for major projects and issues in consultation with the project manager, so that Council remains at the forefront of communicating its initiatives and projects with its audiences	High
	Conduct community surveys to seek feedback on how Council communicates and the preferred methods of communciation of Council's audiences	High
	Review Council's media distribution list on a six-monthly basis to ensure accurate channels for distribution of information to the media	Medium
	Implement a Media Policy with clear internal guidelines of Council's media management processes	High
	Implement external communications procedures that outlines processes for communicating externally on behalf of Council	High
	Implement a 'Communications and Community Engagement Toolkit' booklet for staff with clear guidelines in using internal and external communication and community engagement processes and methods	High
	Review Council's media monitoring program and establish the most efficient process for Council media monitoring, review and reporting	High
	Develop an 'Events Kit' on the website as a guideline and tool for external events organisers to refer to when organising events on Council land	Medium

Improve Council's social and online media presence and engagement	Develop a Website Strategy including addition of e-services, staff training activities, content management and initiatives (linked to Council's Business Improvement Plan) to be developed in consultation with Information Technology Solutions	High
	Develop a Social Media Strategy with implementation of new social media platforms (such as YouTube, Twitter, Blogs and Apps) and guidelines and processes for managing social media within Council's communications environment	High
	Investigate a series of E-newsletter templates for use across the organisation (internally and externally) to provide consistent, timely and contemporary dissemination of information	Medium
	Completion of rollout of updated corporate material on website (including all forms, publications, fact sheets and other corporate material)	Medium
Ensure consistent branding and an engaging visual corporate image for Council	Introduce a new Style Guide and review Council's 'taglines' for use across the organisation. Roll-out new style in communications materials	High
	Style Guide and Communications and Community Engagement Toolkit 'roadshow' introducing the toolkit and new corporate style guide to all staff, providing information and training	High
	Standardise email formats across the organisation for consistency, to enhance visual appearance of email communication and to provide a more professional standard in email formats	Medium
	Improve consistency of Council branding in promotional material used at events, trade shows and public functions. Develop a central database of promotional material for sharing across the organisation. Communications and Community Engagement Toolkit to reinforce approval processes	Medium
Ensure that communication is targeted to all of Council's audiences	Develop communication strategies for all major projects and events, identifying key audiences in the process and the most effective methods to communicate with identified audiences	High
	Let's Connect publication distributed to all households in the Camden Local Government Area, Council facilities and available on the website. Social Media used to notify and promote availability of each edition	High
	Meet with the Community Services Team on a regular basis to understand demographics of the area for a targeted and inclusive approach to communication and community engagement as the population grows. Also work closely with this section in the delivery of community events and development of new communications and engagement strategies	Medium
	Work collaboratively with Community Services on the 'New Residents Kits' to be distributed to all new residents in the Camden LGA. This is linked to the Business Improvement Plan	Medium
Provide Camden Council staff with the information and tools they need to be reputation ambassadors	Media coverage sent to relevant Council officers so that they are informed of current issues and Council's communications environment relating to their area of operations	Medium
	Communications overview provided at staff induction and training, including training on the Communications and Community Engagement Toolkit	Medium
	Implement internal communications guidelines and promote communication methods such as emails, staff induction and training, intranet, staff newsletter, payslips and e-blasts	High
	Media training program for relevant staff	High
	Re-launch of 'Inside Word' staff newsletter on a quarterly basis to promote internal communication and awareness of the key priorities of the organisation	Medium
	Launch of a 'Communications and Community Engagement Support Program'. This program will provide training in communication, media, use of plain language, provide advice on the use of various forms of communication and assistance with the development of communications strategies	High
	Intranet strategy developed and re-launch of Council's intranet site	Medium

6

Increase awareness of and strengthen Council's community engagement processes	Launch of a 'Communications and Community Engagement Support Program'. Staff can draw support when undertaking community engagement. This will be coordinated by the Team Leader, Community Engagement. Promotes sharing of outcomes and experiences of community engagement activities across the organisation	High
	Develop a community engagement page on Council's website to create a greater awareness of Council's commitment to community engagement and outlines Council's processes	High
	Establish a section on the Intranet for staff with community engagement tools, procedures and guidelines and sample strategies for equitable, meaningful and accessible engagement and evaluation	Medium
	Create a training program for staff, promote training and development opportunities including 'best practice' examples	Medium
	Develop an internal steering committee to lead community engagement processes and develop strategies for maximising inclusive and accessible engagement	Medium
	Inform staff of Council's Community Engagement Policy and support its implementation	Medium
	Establish a database to capture key findings and record community engagement activities	Medium

10.0 Implementation

The Community Engagement Team will implement the Communications and Community Engagement Strategy, which will include working collaboratively with other sections of Council in its delivery, and provide training and resources for staff to effectively utilise the framework within this Strategy.

11.0 Monitoring and Evaluation

Monitoring and evaluation of the Strategy and its framework will take place on a regular basis through provision of qualitative and quantitative data and staff reporting. This will include media statistics (including social media), community and staff surveys, participation numbers in consultation processes, informal and formal customer feedback and staff reporting.

A regular update will be provided to the General Manager and implementation of the Communication and Community Engagement Action Plan will be presented to Council's Executive Leadership Group and Council's Senior Management Team twice annually as stated in Council's Business Improvement Plan.

The Strategy will be reported for review to Council at the commencement of each Council term.

12.0 Conclusion

This Strategy and its related policies and tools will provide Council representatives with the necessary procedures and guidelines to ensure that communication and community engagement across the organisation meets best practice standards and provides strategic direction to improve and enhance Council's corporate image and communication and engagement standards. The Strategy supports the communication needs of a larger, growing organisation and community through a contemporary and integrated approach to Council's communication and engagement.

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ORD06

Attachment 2

7

ORD06

Attachment 3

DRAFT NEW POLICY

COMMUNITY ENGAGEMENT POLICY

COMMUNITY ENGAGEMENT POLICY

DIVISION: CUSTOMER & CORPORATE SERVICES

BRANCH: COMMUNITY ENGAGEMENT

PART 1 – INTRODUCTION

1.   BACKGROUND

1.1   Camden Council is committed to effective engagement with its community. Council recognises that by engaging with the community, decision making is enhanced, services are more effectively delivered and that strategies and policies are likely to result in better outcomes for the community.

1.2   This policy is guided by Council's Communications and Community Engagement Strategy, which aims to provide clear direction and guidance for Council's communication and engagement processes.

2.   OBJECTIVES

2.1   The objectives of this policy are:
- to identify Camden Council's community engagement activities.
- to confirm Council's commitment to inclusive, extensive and well-evaluated community engagement across the entire organisation.
- to provide a framework for a coordinated approach to effective community engagement.
- to support Camden Council's 2040 Community Strategic Plan.
- to reinforce Council's commitment to regular continued engagement with the community to assess and reassess the community's priorities and concerns as outlined in the Strategic Plan - Camden 2040.

3.   SCOPE

3.1   This policy applies to Council representatives, including but not limited to, staff and representatives at forums, steering groups and advisory committees, in the process of engaging with the community and stakeholders within the Camden Local Government Area.

4.   DEFINITIONS

4.1   **Community** - refers to all stakeholders including: residents, businesses, individuals, interest groups, community organisations, ratepayers and others with an interest in the Camden Local Government Area and its future direction.

COMMUNITY ENGAGEMENT POLICY
Adopted by Council: Page 2 of 6

ORD06

Attachment 3

4.2   **Community engagement** - the process of actively sharing information and involving the community on issues, plans and decisions that impact the local area to build stronger relationships and enhance the community's capability to influence Council's decisions. This includes consultation with the community which is the process of informed dialogue between the Council and the community on an issue prior to the Council making a decision or determining a direction on that issue.

PART 2 – POLICY STATEMENT

5.   **COUNCIL'S COMMUNITY ENGAGEMENT**

5.1   Camden Council is committed to ensuring that the community is provided with information and the opportunity to participate in decision making activities about issues that affect them. Council's Community Engagement Policy is also based on principles of social justice including equity, access, participation and rights.

5.2   The following principles provide the framework for which Council will undertake community engagement:
- Council is committed to keeping our community informed and listening to them.
- Where appropriate, Council will proactively seek and encourage contributions from those who may be affected by or interested in a decision.
- Council will consult broadly enabling a large number of residents and target groups to provide input through a range of mechanisms promoting accessible and inclusive engagement.
- Council will conduct thorough identification of key stakeholders in the process of undertaking community engagement and provide as many opportunities as possible for engagement with identified key stakeholders.
- Council will collaborate with stakeholders and other levels of government to achieve common goals.
- Council will explain decisions to the community and how their input was considered.
- Council will evaluate engagement processes and outcomes.
- Council will provide the resources and support to staff in the community engagement process.
- Council will endeavour to use cost effective and high value consultation opportunities.
- Council will undertake to engage with the community at the earliest appropriate stage of the life of the project and consider timing of engagement activities to maximise participation wherever possible.
- Council will ensure consultation venues are suitable and accessible.

COMMUNITY ENGAGEMENT POLICY
Adopted by Council: Page 3 of 6

- Where possible and appropriate, Council will link engagement processes with existing events, groups and activities.
- Where information is technical in nature, Council will provide explanatory information wherever possible.
- Council will provide information to consultation participants that it accurate, unbiased and written clearly.

5.3   Through this policy, Council seeks the following outcomes:
- A whole-of-organisation commitment to Council's community engagement process.
- Community engagement processes are incorporated into work practices.
- Community members feel that they have an opportunity to express their views, are listened to and receive feedback on how their input was considered.
- Enhanced reputation of Camden Council as a transparent and open Council through following clear, accessible and orderly participatory processes.
- Improve community ownership of Council decisions.

6.   WHEN COUNCIL SHOULD ENGAGE

6.1   Council recognises that there are many different issues, situations and opportunities that will require engagement with the community. Council is committed to seeking out and facilitating involvement with the community where an issue or decision has the potential to have a high level of impact on the community.

6.2   Council recognises that differing issues will require varying levels of engagement and the use of different engagement methods. Council will undertake formal community engagement processes when it is:
- a legislative/statutory requirement;
- when Council resolves to consult the community;
- on issues with the potential to affect the well-being of community members;
- in identifying and understanding the needs and priorities of the community;
- in monitoring resident satisfaction levels of Council services and facilities;
- by agreement with a government agency or statutory body.

6.3   Council will endeavour to undertake community engagement beyond this scope. Council also recognises that it may not be possible to undertake community engagement in every circumstance.

6.4   Under the *Local Government Act 1993*, Council is required to publicly exhibit certain information for a set period of time. Notification in respect to Development Applications is governed by the *Environmental Planning and Assessment Act 1979*. Any statutory obligation must be adhered to.

COMMUNITY ENGAGEMENT POLICY
Adopted by Council: Page 4 of 6

7.   PREPARING A COMMUNITY ENGAGEMENT STRATEGY

7.1   Camden Council recognises that a community engagement strategy should be developed for formal community engagement processes undertaken by Council. A template for the development of a strategy, level of engagement required and engagement methods, is available from Council's Community Engagement Team.

7.2   The following should be considered when developing the strategy:
- Objectives, aims and parameters.
- Audiences and stakeholders researched and identified.
- Engagement timeframes.
- Level of engagement required (such as inform or consult).
- Methods of engagement (guidelines on engagement methods are available in the Communications and Community Engagement Toolkit).
- Roles and responsibilities.
- Explanation of how community engagement will be integrated into the decision making process.
- Methods of evaluating the engagement and providing feedback to participants.
- Method of reporting results and outcomes.

7.3   Further information on how to engage with the community is available in Council's Communications and Community Engagement Toolkit.

COMMUNITY ENGAGEMENT POLICY
Adopted by Council:

Page 5 of 6

RELEVANT LEGISLATION:	*Local Government Act 1993* *Environmental Planning & Assessment Act 1979.*
RELATED POLICIES AND PROCEDURES:	Media Policy External Communications Policy Communications and Community Engagement Strategy
RESPONSIBLE DIRECTOR:	Director Customer & Corporate Services
APPROVALS	ELG, Council
NEXT REVIEW DATE:	March 2016
RECORD KEEPING NOTES	
PRIVACY REQUIREMENTS:	Available to the public via Council's website.

ORD06

Attachment 4

DRAFT NEW POLICY

SPECIAL EVENTS MANAGEMENT POLICY

SPECIAL EVENTS MANAGEMENT POLICY

DIVISION: CUSTOMER & CORPORATE SERVICES

BRANCH: COMMUNITY ENGAGEMENT

PART 1 - INTRODUCTION

1. BACKGROUND

1.1 Events and festivals play an important role in connecting the community in celebration, promoting a sense of community pride and in attracting visitors to the region. It is important that Council sets a framework for the delivery of events across the Camden Local Government Area. This assists to ensure that events are appropriate and adhere to Council regulations, standards and guidelines.

1.2 This policy is guided by Council's Communications & Community Engagement Strategy, which aims to provide clear direction and guidance for Council's communication and engagement processes.

2. OBJECTIVES

2.1 This policy is to provide event organisers with a framework for organising events in the Camden Local Government Area that are held on public land. Council's Community Engagement Team will provide guidance and advice to event organisers in relation to this policy and relevant Council guidelines.

2.2 This policy:
- Provides a framework and commitment for Council to assist in the management of external events in the Camden Local Government Area.
- Ensures that events maintain and promote the unique character of the area.
- Clarifies the level of Council support for external events.
- Encourages event organisers to deliver events in an environmentally sustainable manner.

3. SCOPE

3.1 This policy applies to all large events and festivals held in public spaces within the Camden Local Government Area.

SPECIAL EVENT MANAGEMENT POLICY
Adopted by Council: Page 2 of 7

4. **DEFINITIONS**

4.1 **Event** - includes festivals, sporting carnivals and fun runs, art and cultural events, markets and fairs, music events, exhibitions, family fun days, parades, seminars, workshops and tradeshows.

4.2 **Minor Event** - is an event for which the number of participants and attendees exceeds 50 people but does not exceed 1,000 people.

4.3 **Major Event** - is an event for which the number of participants and attendees exceeds, or is expected to exceed 1,000 people.

4.4 **Public/Community Event** - is an event open to the general public. A public event may take the form of either a minor public event or a major public event.

4.5 **Special Event** - is an organised gathering on public open space within the Camden Local Government Area, or in an area outside Camden but directly affecting the Camden Local Government Area, and is likely to involve at least 250 people and/or involves elements which are covered under this policy.

4.6 **Recycle** - Converting waste into reusable material, use again and/or return material into a previous stage in a cyclic process. A 'recyclable' item has the capacity to be able to be recycled.

4.7 **Sustainable** - Capable of being maintained at a steady level without exhausting natural resources or causing severe ecological damage.

PART 2 - POLICY STATEMENT

5. **PUBLIC/COMMUNITY EVENTS**

5.1 Council has a duty of care to ensure community events are conducted safely and do not negatively impact public assets, regardless of the type of events or the organiser.

5.2 This policy encompasses events organised by public agencies, businesses, schools and special interest or community groups. All such events requiring Council approval are evaluated and dealt with in an equitable manner.

6. **OTHER EVENTS**

6.1 Events which fall outside the policy may still require Council approval. For this reason it is recommended that Council is approached as soon as possible to ascertain if a proposed event requires approval under this or another policy.

6.2   Council's website has a form for external organisers to complete. This is forwarded to Council for assessment. In some situations, a Development Application may be required. Appropriate timing for approval and processing is required.

7.   EVENT APPLICATIONS AND APPROVALS

7.1   Camden Council has an online event application form for external public events. All organisers planning to hold an event on public land in the Camden Local Government Area are required to complete this form to enable Camden Council to provide the relevant support and information.

7.2   It is important that the event organiser consults with Council on what approvals and consents are required for the event (such as Development Approval, approval of banners and temporary food stalls). Refer to Council's website for the online event form and for application forms such as the approvals for the abovementioned activities.

7.3   It is the responsibility of the event organisers to seek all approvals relating to the event.

8.   CONDITIONS APPLYING TO EVENTS

8.1   There are conditions that apply to all special events held on public land in the Camden Local Government Area.

8.2   Council may also elect to apply additional conditions to the approval of particular special events. On receipt of online event application forms, Council will provide conditions and guidelines for your event. It is the responsibility of the event organisers to ensure adherence to any conditions placed upon the event.

9.   TRAFFIC AND TRANSPORT MANAGEMENT FOR EXTERNAL EVENTS

9.1   Traffic, transport and parking are major considerations in staging events. The event organiser must demonstrate that they have carefully considered traffic and transport impacts and have put in place measures to reduce impacts on the non-event community, maximise public safety and adhere to relevant legislation and regulations.

9.2   To minimise the traffic and transport impact of a major special event, it is critical that the event organiser engages in a positive marketing campaign promoting the use of public transport to the event, whilst emphasising that on-street parking is restricted.

9.3   The organiser of a major special event should consult Council as to whether a Traffic Management Plan (TMP) and Traffic Control Plan (TCP) is required. A formal application must be made to Council at least three (3) months prior to

SPECIAL EVENT MANAGEMENT POLICY
Adopted by Council: Page 4 of 7

the event. Necessary approvals must be obtained from the Police and the Roads and Maritime Services.

9.4   Impacts on local residents and the community must be considered and a plan to inform the community must be developed (including advertising any road closures).

9.5   For guidelines on traffic and transport management for external events, including event classifications for traffic and transport management, contact Council's Community Engagement Team or visit Council's website.

10.   WASTE MANAGEMENT

10.1   A Waste Management Plan (WMP) is to be completed and submitted to Council for all events where waste will be generated. The WMP is to be submitted to Council for approval at the same time as the Event Application submission in order to determine waste management requirements and allow for amendments to the plan if required. Events that occur more than twice a year need only submit one WMP per year.

10.2   It is the responsibility of the event organiser to ensure the effective and correct management and disposal of all waste generated by the event is in accordance with the *Protection of the Environment Operations Act 1997* and the *Waste Avoidance and Resource Recovery Act 2001*, ensure that the actions outlined in the WMP are carried out during the event and meet all waste management costs associated with the event.

10.3   An appropriate number of general and recycling waste bins should be provided for the amount and type of waste being produced. Servicing of waste and recycling bins should be carried out regularly throughout the event to ensure that a build-up of materials and littering does not occur. Staff who are managing the servicing of waste and recycling bins are to be familiar with the event waste management system. All waste and recycling is to be transported to a licensed waste recycling and disposal facility.

10.4   All liquid wastes generated during the event must be collected, stored and removed from the site in accordance with the *Protection of the Environment Operations Act* for disposal at a licensed facility. Ensure waterwise practices and any water restrictions are observed.

11.   RISK MANAGEMENT AND WORK HEALTH AND SAFETY

11.1   It is the responsibility of the event organiser to ensure that a risk assessment and control plan is completed and submitted to Council and addresses all risks associated with the event, including the set-up and pack-down of events.

11.2   All regulations in accordance with the *Work Health and Safety Act 2011* must be complied with and is the responsibility of the event organiser.

11.3   A copy of a Public Liability Insurance certificate of currency with a minimum cover of $10 million must be submitted to Council.

12.   SUSTAINABLE EVENT MANAGEMENT

12.1   Council encourages all events to be delivered in an environmentally sustainable manner. Refer to Council's Sustainable Events Management Policy.

12.2   Council organised events must comply with Council's Sustainable Events Management Policy.

13.   COUNCIL SPONSORSHIP OF EVENTS

13.1   Camden Council offers financial and in-kind contribution to assist with events and activities in the Camden Local Government Area. Refer to Council's Community Financial Assistance Policy.

SPECIAL EVENT MANAGEMENT POLICY
Adopted by Council: Page 6 of 7

ORD06

Attachment 4

RELEVANT LEGISLATION:	*Protection of the Environment Act 1997* *Waste Avoidance and Resource Recovery Act 2001*
RELATED POLICIES AND PROCEDURES:	Communications and Community Engagement Strategy Sustainable Event Management Policy Community Financial Assistance Policy
RESPONSIBLE DIRECTOR:	Director Customer and Corporate Services
APPROVALS	ELG, Council
NEXT REVIEW DATE:	March 2016
RECORD KEEPING NOTES	
PRIVACY REQUIREMENTS:	Available to the public via Council's website.

SPECIAL EVENT MANAGEMENT POLICY
Adopted by Council: Page 7 of 7

DRAFT NEW POLICY

CIVIC AND CEREMONIAL FUNCTIONS AND REPRESENTATION POLICY

ORD06

Attachment 5

CIVIC AND CEREMONIAL FUNCTIONS AND REPRESENTATION POLICY

DIVISION: CUSTOMER AND CORPORATE SERVICES

BRANCH: COMMUNITY ENGAGEMENT

PART 1 - INTRODUCTION

1. BACKGROUND

1.1   This policy outlines the civic and ceremonial functions and events hosted by Camden Council and the protocols and procedures that surround them. The policy details the role of the Mayor and elected representatives at these functions and events as well as at external events held within the Camden Local Government Area where representation from Council is required.

1.2   This policy is guided by Council's Communications and Community Engagement Strategy, which aims to provide clear direction and guidance for Council's communication and engagement processes.

2. OBJECTIVES

2.1   Civic and ceremonial functions and events foster positive relationships between the community and Council, connect the community in celebration, recognise and celebrate individual and community achievements, and promote community pride and spirit.

2.2   This policy identifies considerations in the management of Council functions and receptions or when requesting the presence of the Mayor or a Councillor representative at an external function or event.

3. SCOPE

3.1   This policy applies to all events organised by Camden Council staff and its representatives.

4. DEFINITIONS

4.1   **Civic and ceremonial functions** - official events/functions that are held for celebratory, ritual, recognition or commemorative purposes

4.2   **Mayoral representation** - occasions when the Mayor represents, or is requested to represent, Council at events and functions.

CIVIC AND CEREMONIAL FUNCTIONS AND REPRESENTATION POLICY
Adopted by Council: Page 2 of 7

PART 2 - POLICY STYATEMENT

5.   CAMDEN COUNCIL CIVIC AND CEREMONIAL FUNCTIONS

5.1   Throughout the year, Council hosts a number of civic and ceremonial functions, as well as other functions and receptions as the need arises. These occasions seek to foster strong relationships between the community and Council, recognise and celebrate individual and community achievements and promote community pride and connection.

5.2   Council's General Manager has the delegated authority to determine the format of the functions and all other arrangements for functions, receptions and ceremonies in liaison with the Mayor or the Mayor's delegated representative.

5.3   Camden Council's Civic Reception program includes, but is not limited to, the following:
- **Citizenship** will be conducted approximately on a quarterly basis (or as required) in accordance with the Australian Citizenship Ceremonies Code.
- **Australia Day** celebrations and activities include a Citizenship Ceremony and the Australia Day Civic Awards. The Australia Day Awards recognise individuals and organisations in the Camden Local Government Area that have made outstanding contributions to the community and/or have had significant achievements.
- **Mayoral Citizenship Awards** are part of Council's Donations Policy and a Mayoral Citizenship Award certificate and prize is offered to one student from each primary and secondary school in the Camden Local Government Area at the school's end of year award ceremony.
- **Flag Raising Ceremonies** are held to acknowledge and show respect to either a country's national day or to a nationality on a significant day relevant to them.
- **Higher School Certificate (HSC) High Achievers Awards** are open to every secondary school in the Camden Local Government Area to nominate high achievers of the previous year's HSC.
- **Ministerial and other Official Government Delegations** Council may host visits to the Camden Local Government Area by State and Federal Government Ministers. The Mayor, in consultation with the General Manager, may decide to host a Ministerial visit. The Mayor in consultation with the General Manager will approve a program that fulfils the objective of the visit.
- **Official Openings and Launches** will be hosted by the Mayor to commemorate openings and launches of Council services, parks, facilities, exhibitions and other activities as determined by the Mayor in consultation with the General Manager. The invitation list shall be at the discretion of the Mayor and General Manager.

- **Civic Mayoral Receptions** may be hosted by the Mayor or a delegated representative including visiting dignitaries, local residents and organisations who are recipients of awards or prizes, exchange students and visitors from other local authorities from Australia and overseas or as approved by the Mayor in consultation with the General Manager. The invitation list shall be at the discretion of the Mayor and General Manager.
- **School Visits** may be facilitated or a Council representative may visit schools to contribute to the education of students and promote awareness and understanding of the role of Local Government. The Mayor may attend these visits at his/her discretion.

5.4   Organisers of the above events are required to consult Camden Council's Events Officer of their plans and seek advice in the planning process.

6. INVITATIONS

6.1   For Council functions and events, it is standard protocol to issue invitations to the Mayor, General Manager, Councillors, Directors and Federal and State Members of Parliament. The nature, purpose and size of the occasion will indicate the categories of persons who should be included on the guest list. The Mayor and General Manager will have final approval.

6.2   Invitations should, ideally, be sent at least three weeks before the event. Invitations generally include partners when the function/event is outside normal business hours, or involves guests accompanied by partners.

6.3   Council's invitation etiquette is available from Council's Events Officer.

7. CEREMONIAL REQUESTS TO THE MAYORAL OFFICE

7.1   From time to time, requests are received for the Mayor to preside, or represent the Council, at public ceremonial functions and events. The Mayor will review all requests in consultation with the General Manager.

7.2   To request the Mayor's attendance, the Camden Council Mayoral Request Form is to be completed. The Mayoral Request Form is available from Executive Development and Support Services. The form should be received at least one month before the event to allow for sufficient preparation.

8. MAYORAL REPRESENTATION

8.1   It is the role of the Mayor to carry out the civic and ceremonial functions of the Mayoral Office. The Mayor may choose to wear the Mayoral robe and chains when representing the Office of the Mayor. Acceptance of invitations is at the Mayor's discretion.

8.2   The Mayor can request that another Councillor undertake the civic and ceremonial functions of the Mayoral Office as his/her representative.

9.   SPEECHES

9.1   The Mayor should be given the opportunity to be the first speaker. An indication of the time available and the subject matter should be noted on the Mayoral Request Form, which includes a section dedicated to speech requirements.

9.2   If the Mayor is not expected to speak, the speaker(s) should acknowledge his/her presence. All speech requests must be submitted via the Camden Council Mayoral Request Form at least one month prior to the event to Council's Executive Development and Support Services. The event/function running order and a list of attending dignitaries will be required one week before the event. Speech writing, distribution and approvals are coordinated through Executive Development and Support Services.

10.   PRECEDENCE OF THE MAYOR

10.1   The Office of the Mayor is that of the First Citizen of Camden and representative of the people of the area. In recognition of that role, where applicable, the Mayor should be included in the official party and official seating.

10.2   The Mayor of the area in which the function is being held takes precedence over both Federal and State Members of Parliament. At such an event, the Mayor presents both Members to visitors to the area. However, the Mayor may take lower precedence where the function is not a formal event.

11.   ABORIGINAL CEREMONIES AND ACKNOWLEDGEMENTS

11.1   Local Government acknowledges Aboriginal and Torres Strait Islander people as the traditional owners of their lands by including Aboriginal people in official Council ceremonies using local customary protocols such as 'Welcome to Country' and by encouraging the flying of the Aboriginal and Torres Strait Islander flags.

11.2   The traditional custodians of the land of the Camden Local Government Area are the Dharawal People.

11.3   Where possible, **Welcome to Country** should be included at official events attended by members of the public, representatives of governments and/or the media, including (but not limited to): commemorations and major festivals, major launches of Government policies and programs, conferences held or sponsored by government agencies, international events held in Australia of which a government agency is an organiser or sponsor, Citizenship ceremonies and major and international sporting events. The Welcome to

Country should be undertaken by an Elder of the relevant Aboriginal community or a locally recognised Aboriginal community spokesperson.

11.4   **Acknowledgement of Country** is where other people acknowledge, and show respect for, the Traditional Custodians of the land on which the event is taking place. This acknowledgement is a sign of respect and should be conducted at the beginning of a meeting, event or ceremony. Acknowledgement of Country may also take place when traditional Elders are not available to provide an official Welcome to Country. For appropriate wording to use, seek advice from Council's Events Officer.

11.5   The **Smoking Ceremony** is to be conducted by Aboriginal people with specialised cultural knowledge. The ceremony aims to cleanse the space in which the ceremony takes place. Given the significant nature of the ceremony, smoking ceremonies are usually only performed at major events.

RELEVANT LEGISLATION: *Australian Citizenship Act 2007* (Cth)
                               Australian Citizenship Regulations 2007 (Cth)
                               Section 226, *Local Government Act 1993*
                               Section 231, *Local Government Act 1993*

RELATED POLICIES AND
PROCEDURES: Communications & Community Engagement Strategy
                               Media Policy
                               Sustainable Events Policy

RESPONSIBLE DIRECTOR: Director Customer & Corporate Services

APPROVALS: ELG, Council

NEXT REVIEW DATE: March 2016

RECORD KEEPING NOTES

PRIVACY REQUIREMENTS: Available to the public via Council's website.

CIVIC AND CEREMONIAL FUNCTIONS AND REPRESENTATION POLICY
Adopted by Council: Page 7 of 7

ORD06

Attachment 6

New draft Policy
(to replace existing 5.22 Dealing with the Media Policy,
adopted 14/11/1994)

MEDIA POLICY

MEDIA POLICY

DIVISION: CUSTOMER & CORPORATE SERVICES

BRANCH: COMMUNITY ENGAGEMENT

PART 1 - INTRODUCTION

1.   BACKGROUND

1.1   Camden Council is committed to effective and efficient communication processes and recognises the importance of the role of the media in communicating with the community and stakeholders.

1.2   Council is committed to building positive relationships with the media and providing accurate, consistent, relevant and timely information to the media.

1.3   The purpose of this policy is to provide a policy position on the expectations of Council's representatives when engaging with the media in both an official and personal capacity, management of Council's media processes and to clarify Council media spokespersons.

1.4   This policy is guided by Council's Communications and Community Engagement Strategy, which aims to provide clear direction and guidance for Council's communication and engagement processes.

2.   OBJECTIVES

2.1   Ensure that information provided to media outlets is accurate, consistent, relevant and timely.

2.2   Build on Council's partnership with the community through positive media messages and dissemination of information.

2.3   Promote positive relationships between Council and the media through regular consultation.

2.4   Promote and maintain a positive image of Council and minimise risks to reputation.

2.5   Ensure media issues are addressed promptly.

2.6   Clarify Council's media management processes.

2.7   Clearly identify spokespersons for Council.

2.8   Ensure appropriate authorisation of, and responsibility for, information provided to the media.

3.   **SCOPE**

3.1   This policy applies to all representatives of Camden Council (whether full-time, part-time or casual) and all persons performing work at the direction of, or on behalf of Camden Council including volunteers, contractors, subcontractors, agents, consultants and temporary staff.

3.2   It also applies to all of Camden Council's workplaces and other places where Camden Council is being represented.

4.   **DEFINITIONS**

4.1   **Media Statement** - A written statement issued by Camden Council that states Council's official position on Council business, policies or matters of public interest.

4.2   **Media Comment** - A verbal statement issued by Camden Council that communicates Council's official position on Council business, policies or matters of public interest (can be written as a quote from a spokesperson).

4.3   **Council Spokesperson** - The Mayor and General Manager are the official spokespersons for Camden Council and have the authority to delegate to another spokesperson. The Mayor is given the first opportunity to speak on any Council matter and may delegate to another spokesperson.

4.4   **Media** - Includes all media outlets including, but not limited to, local, national and international newspapers, magazines, newsletters, brochures, radio and television broadcasters, internet publishers and social media.

PART 2 - POLICY STATEMENT

5.   **PRINCIPLES OF COMMUNICATING WITH THE MEDIA**

5.1   Council will:
- Encourage open and transparent communication with the media and aims to ensure that all media communication is accurate, timely and consistent.
- Communicate with the media to enhance its reputation and inform the public of issues, initiatives, decisions, plans, projects, events, services and facilities.
- Ensure Council's media comments and statements are accurate, reliable, and in the best interests of Council, by using only spokespersons delegated in this policy to communicate with the media on behalf of Council.

MEDIA POLICY
Adopted by Council: Page 3 of 7

6.   COUNCIL SPOKESPERSON ROLES AND RESPONSIBILITIES

6.1   **Mayor** - Council's official spokesperson on all policy matters and matters of public interest.

6.2   **Councillors** - have a right to express their own opinions on issues, whether or not that opinion reflects Council's official position, however they must carefully identify the role in which they are making comment. When Councillors are publicly expressing their opinion, they must ensure they make it clear that they are speaking for themselves, unless delegated by the Mayor. When speaking on behalf of Council, if delegated by the Mayor, Councillors must express and support Council's policy position on the particular issue/s.

6.3   **General Manager** - Council's official spokesperson on policy, operational and administration matters when delegated by the Mayor.

6.4   **Directors** - when delegated, can speak to the media on areas under their jurisdiction.

6.5   **Team Leader Community Engagement** - responsible for coordinating and distributing responses, and providing information to the media on behalf of Council. In the absence of the Team Leader Community Engagement, delegation falls to the Public Relations Officer or a delegated Council Officer.

6.6   **Council Staff** - are not to provide comment to the media unless delegated by the General Manager and are required to direct any media enquiries to the Team Leader Community Engagement.

6.7   **Council Volunteers** - have a right to express their own opinions on issues, whether or not that opinion reflects Council's official position, however they must carefully identify that this is their own personal comment/opinion. Volunteers must not represent the official position of Council unless delegated by the Mayor or General Manager.

7.   MEDIA MANAGEMENT

Media Enquiry Management

7.1   All media enquiries must be referred to the Team Leader Community Engagement in the first instance. In the absence of the Team Leader Community Engagement, media enquiries should be referred to the Public Relations Officer or a delegated Council Officer.

7.2   **Staff must not communicate with the media unless approval is obtained from the General Manager.** Staff should advise that they are not authorised to speak with the media and forward their enquiry to the Team Leader, Community Engagement.

MEDIA POLICY
Adopted by Council: Page 4 of 7

7.3   Following approval by the General Manager, staff are only to provide the media with factual information on Council business or policy matters. Any responses should be forwarded to the Team Leader Community Engagement for approval and distribution.

7.4   Requests to film or photograph Council staff, properties or events for broadcast or print purposes must be referred to the Team Leader Community Engagement for prior approval.

Media Liaison

7.5   All media enquiries are to be dealt with promptly and should be directed to the Team Leader Community Engagement in the first instance to ensure accurate, consistent and relevant information is provided.

7.6   Delegated Council spokespersons will interact with the media under the following principles:
- Relations with the media are to be conducted in a respectful, cooperative, courteous and trusting manner.
- Demonstrate honesty, good faith, openness and integrity in all interactions.
- Demonstrate sensitivity, responsibility and appreciation for the publics' right to information, subject to respect for the right to privacy of individuals and any relevant legislation.
- Provision of factual and objective information - misleading or incorrect information will not knowingly be provided and will be corrected as soon as possible if this does occur.
- Staff will not provide information of a political nature or express personal opinions about Council matters.
- Staff will seek to assist the media in meeting reasonable deadlines by providing prompt information and other appropriate forms of assistance as required.
- Designated staff must be mindful of Council's duty of care and Council's overriding duty to act in the public interest.
- When quoting any Council spokesperson, approval of the quote from the person being quoted must be sought.

7.7   Council expects that the media will interact with Council under the following principles:
- Relations with the Council are to be conducted in a respectful, cooperative, courteous, honest and fair manner.
- Reasonable timeframes for responses are to be provided, including the consideration of weekends and public holidays in the timeframes provided.

MEDIA POLICY
Adopted by Council: Page 5 of 7

Access to Information

7.8   All Council documents on public record are available to the media.

7.9   Requests for access to Council information that is not in the public arena are governed by the provisions of the *Privacy and Personal Information Protection Act 1998* ('the PPIP Act'), the *Government Information (Public Access) Act 2009* ('the GIPA Act'), the *Copyright Act 1968* (Cth), other related legislation and Council policies. Media personnel may be required to complete an application for access to information pursuant to the provisions of the GIPA Act.

7.9   Council will at all times endeavour to respond to media enquiries, however there may be occasions that Council feels it is inappropriate to do so.

Confidentiality

7.10   Council may be restricted to providing information to the media and public at times due to confidentiality agreements. If this occurs, Council will, to the best of its ability and within the confinements of the confidentiality agreement, provide as much information as possible.

Emergency Information

7.11   Emergency communication will be carried out in accordance with Council's Crisis Management Plan. The Mayor and General Manager must be advised immediately of any emergency or crisis that may affect the Local Government Area.

Media Releases/Responses

7.12   Council staff may prepare media releases/responses. However they must be forwarded to the Team Leader Community Engagement for editing, relevant approvals and distribution.

ORD06

Attachment 6

RELEVANT LEGISLATION: *Privacy and Personal Information Protection Act 1998*
                               Government Information (Public Access) Act 2009
                               Copyright Act 1968 (Cth)

RELATED POLICIES AND
PROCEDURES: Communications & Community Engagement Strategy
                               Community Engagement Policy
                               Crisis Management Plan

RESPONSIBLE DIRECTOR: Director Customer & Corporate Services

APPROVALS   ELG, Council

NEXT REVIEW DATE: March 2016

RECORD KEEPING NOTES

PRIVACY REQUIREMENTS: Publicly available via Council's website.

MEDIA POLICY
Adopted by Council: Page 7 of 7

5. GOVERNANCE

POLICY NO: (To be reviewed March, 2001)   **5.22**

POLICY TITLE: **DEALING WITH MEDIA**

FILE NO: 2877/1

ADOPTED: 14 November 1994

MINUTE NO: 502/94

PREVIOUS POLICY
ADOPTED:
MINUTE:

POLICY STATEMENT

The Staff of the Council of Camden will interact with the Media under the following principles:

1. Relations with the Media will be conducted in a positive atmosphere of respect, co-operation, courtesy and trust.

2. Staff will be honest, truthful and demonstrate good faith in all dealings with the media.

3. Staff will deal with the Media in a professional manner and will demonstrate sensitivity, responsibility and appreciation for the Public's right to information, subject to respect for the right to privacy of individuals and relevant legislation.

4. Staff will not act in a defensive manner, but will demonstrate openness and integrity at all items.

5. Staff will provide factual and objective information to the Media and will not knowingly provide information which is misleading or inaccurate. Where such does occur, the information will be corrected as quickly as possible.

DEALING WITH MEDIA   Page 1

ORD06

Attachment 7

6. Staff will deal with all Media in a non-discriminatory fashion, granting equal access to information and resources to all members of the Media.

7. Staff will be non-political and will not provide information of a political nature or express personal opinions regarding Council matters.

8. Staff will respect the needs of the Media and will not censor information or be judgemental regarding the nature of information required by the Media, subject to respect for the right to privacy of individuals and relevant legislation.

9. Staff will appreciate the constraints under which the Media operates and will seek to assist the Media in meeting deadlines, etc. by the provision of prompt information and by assisting the Media in its activities.

10. In complying with all of the above, Staff will at all times be mindful of their duty of care in regard to the Public Good and their overriding duty to act in the Public Interest.

ORD06

Attachment 8

ORD06

Attachment 8

contents

Requests for information or feedback can be made via email to Council's
Community Engagement Team communications@camden.nsw.gov.au

Alternatively, comments can be made in writing to:

Community Engagement
Camden Council
PO Box 183, Camden NSW 2570

www.camden.nsw.gov.au
www.facebook.com/camdencouncil

Council's Communications and Community Engagement Strategy
Framework and related documents have been developed using research
and information from other local government authorities, the International
Association for Public Participation (IAP2), Council's Community
Consultation Policy and Resource Kit and the input from staff across
the organisation.

Welcome to Camden Council's Communications and Community Engagement Toolkit

Why do we need a Communications and Community Engagement Toolkit?

Camden Council is committed to ensuring that communication with its many audiences is consistent, accurate, timely and meets best practice standards. Council wants to ensure that the community (including residents, stakeholders, businesses, community organisations and those having an interest in the Camden Local Government Area) is informed, consulted, involved and its capability to influence Council decisions is enhanced.

Council has guidelines and methods for communicating both internally and externally and, through the Communications and Community Engagement framework, has the processes to enable efficient, effective and equitable communication and engagement with its community.

Through this Toolkit, Council aims to provide staff with the understanding and resources to be empowered to communicate and engage in a consistent and effective manner and represent Council as a modern and contemporary council.

What is Camden Council's communication and engagement environment?

Council is committed to proactively communicating and engaging on issues and projects in a way that is clear, inclusive and effective. Through its communication and community engagement framework, Council aims to build trusting and respectful relationships, enabling two-way conversation and keeping the community informed.

Council aims to ensure that the Camden community feels a strong sense of belonging, enrichment and connection.

Camden Council aims to be a transparent and sustainable Council whose employees are professional and diligent. Council uses a variety of methods to communicate its services, initiatives, events and projects. This Toolkit outlines Council's primary methods of communication and provides explanations and guidance in using these methods.

Council has developed a number of key messages for use in Council's communications, which are based on, or come from Camden 2040. Not every message will be used in every form of communication and additional messages may be identified over time. These messages provide a guide for consistency in Council's communications. Council's key messages can be found in Council's Communications and Community Engagement Strategy which underpins this document.

What is Community Engagement?

Community engagement is defined by Camden Council as the the process of actively sharing information and involving the community on issues, plans and decisions that impact the local area to build stronger relationships and enhance the community's capability to influence Council's decisions.

Council's Principles of Community Engagement are identified in Council's Community Engagement Policy.

Council recognises the best practice principles developed by the International Association for Public Participation (IAP2) in engaging with the community. This Toolkit provides information on communication methods which can be used by Council when engaging with the community.

ORD06

Attachment 8

How should I use this Toolkit?

Council communicates with its audiences daily on many different levels. This Toolkit outlines Council's primary methods of communication and provides explanations and guidance in using these methods. When engaging with the community, the tools and guidelines will assist in understanding what the various methods are used for, how to use them, who to contact and considerations such as timing and approvals. Council's Community Engagement Team can provide further assistance and advice in using the Toolkit. If you have suggestions for additions to this Toolkit, contact the Community Engagement Team.

What other resources are available?

Camden Council's Communications and Community Engagement Strategy provides the framework for Council's communications and community engagement activities. Under this framework, the following documents are available to clarify Council's policies and procedures for communication and community engagement:

- Communications and Community Engagement Strategy.
- Community Engagement Policy.
- Media Policy.
- Special Events Policy.
- Civic and Ceremonial Functions and Representation Policy.
- Internal and External Communications guidelines (to be developed in April 2015).
- Camden Council's Style Guide.

Council recognises the best practice principles developed by the International Association for Public Participation (IAP2) in engaging with the community. Their website is a handy tool **www.iap2.org.au**

As part of the implementation of Council's Communications and Community Engagement Strategy, training and support will be provided to staff.

How does the Communications and Community Engagement Framework and Toolkit differ from Council's Community Consultation Resource Kit?

Community engagement encompasses Council's public participation processes.

The Australian Centre for Excellence for Local Government (ACELG) said "Community 'consultation' is increasingly being redefined as 'engagement' with Councils going well beyond seeking views on specific decisions to having an ongoing dialogue with their constituents about service delivery and the key issues facing the area."

Council recognises that consultation is a form of engagement, along with to inform, involve, collaborate and empower.

There are statutory obligations under the Local Government Act 1993 that require councils to notify of, publicly exhibit and provide consultation on certain information that may impact the community. These statutory obligations are not outlined in this Toolkit and should be adhered to by staff at all times. Your Manager will be able to provide guidance and resources on these obligations.

This Toolkit is designed to offer staff options and resources (including methods) to communicate and engage effectively and consistently.

How do I start the process of engaging and communicating?

Council's Community Engagement Team can help you determine if formal community engagement processes or communication strategies are required (templates for developing these can be provided to you). Seek approval from your Manager or Delegated Officer and refer to Council's Community Engagement Policy.

The following points will assist in determining what, how, when and why you are communicating and engaging:

- Define your objectives, aims and parameters (consider any privacy or commercial in-confidence issues).
- Define what you need to communicate - what are your key messages? Council has identified key messages in Council's Communications and Community Engagement Strategy.
- Determine roles and responsibilities, who from Council or other levels of government do you need to work with?
- Define your audience, who will be affected from any decisions relating to the engagement? Have you addressed equal, fair and meaningful opportunities for all groups you are to engage with? Are you maximising participation? Have you thoroughly identified your key stakeholders?
- Determine and confirm the venue (ensure it is accessible) and how you will invite participation. Do you need to advertise or promote the activity? The Community Engagement Team can help with this.
- Were there any previous related activities conducted and any information already available that will assist you?
- Define your timeframe (including timing of any participation activities), budget and risks.
- Do you need to develop a survey? Refer to the Toolkit for instructions.
- Develop clear and unbiased information for participants (in the lead up to and during the process).
- Define your timeframe (including timing of any participation activities), budget and risks.
- Get excited and maximise your results and participation!
- Have all opportunities for participation been considered?
- Remember to acknowledge all participants.
- Evaluate, give feedback, report and share your results.

How do I report and give feedback?

Council recognises that community members, government agencies and individuals give generously of their time and expertise to assist Council in its decision-making. Their continued involvement should be encouraged. It is important to acknowledge the input of participants, provide feedback and regularly update them on progress throughout the engagement process. Determine what participants require feedback and how this will be given. Participants should be thanked in writing.

Prepare a report acknowledging participant's contributions, a record of the engagement process, include demonstrated evidence that participants have been heard and understood and how their feedback was considered. Outline how decisions were made and follow up on any questions or concerns raised. Remember that personalised feedback helps us strengthen our relationships with the community.

ORD06

Attachment 8

How do I evaluate the process?

This is very important as Council and the community benefit from continual assessment and improvement of our processes. Surveying of participants is recommended to assist with evaluation and reporting. See the survey tool for further information.

Consider the following points below in the evaluation process:

- Did the approach work?
- Did we promote the engagement process as widely as possible?
- How did participants find out about the process?
- What could have been done better?
- Did the information provided meet the needs of participants?
- Were there any concerns expressed about the process?
- Did we get the information we want?
- Do we need to engage any further resources for future engagement?
- What staff skills can we build on?
- Was the venue appropriate?
- If the community did not get the results they had hoped for, were they satisfied their views were listened to and considered?
- What were our strengths and weaknesses?
- Share your results, improvements and achievements with others. If you want to provide examples to other staff of your process, contact the Team Leader, Community Engagement.

How can I maximise participation?

Use this toolkit for ideas and methods of how to promote your engagement process. Seek assistance and promotional opportunities for other staff to promote your engagement and from community organisations that work with specific target groups. Seek approval for information to be placed in relevant venues and business (such as bike shops if engaging on a cycling strategy). Effective promotion and communication is a key to maximising participation. You may wish to develop an invitation or a letter, contact the Community Engagement Team for any design work. Refer to the Community Directory for community organisation information and contacts. This is available on Council's website. The Team Leader, Community Engagement can assist with a strategy for communicating and promoting your engagement activities.

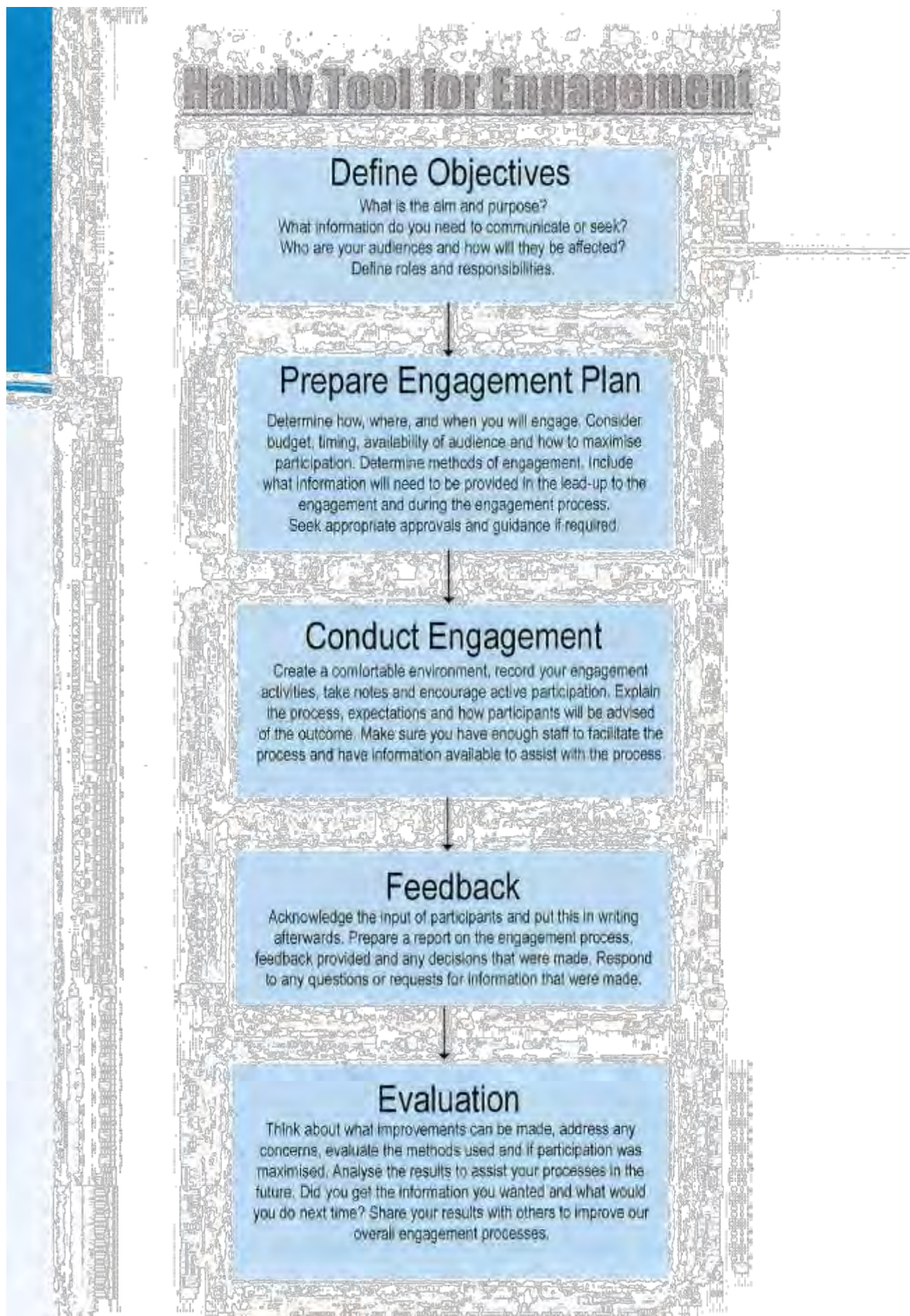## What support is there from the Community Engagement Team?

The Community Engagement Team are there to provide support and advice on the types and methods of engagement. The Team can provide templates for preparing a community engagement plan and can assist you in the process.

Contact your Community Engagement Team:
Team Leader, Community Engagement (Community engagement advice and guidance) 4645 5154
Communications Officer (Community engagement advice and guidance) 4645 5011
Public Relations Officer (Advertising and promotional material advice, guidance and assistance) 4645 5115

Handy Tool for Engagement

Define Objectives

What is the aim and purpose?
What information do you need to communicate or seek?
Who are your audiences and how will they be affected?
Define roles and responsibilities.

Prepare Engagement Plan

Determine how, where, and when you will engage. Consider
budget, timing, availability of audience and how to maximise
participation. Determine methods of engagement. Include
what information will need to be provided in the lead-up to the
engagement and during the engagement process.
Seek appropriate approvals and guidance if required.

Conduct Engagement

Create a comfortable environment, record your engagement
activities, take notes and encourage active participation. Explain
the process, expectations and how participants will be advised
of the outcome. Make sure you have enough staff to facilitate the
process and have information available to assist with the process.

Feedback

Acknowledge the input of participants and put this in writing
afterwards. Prepare a report on the engagement process,
feedback provided and any decisions that were made. Respond
to any questions or requests for information that were made.

Evaluation

Think about what improvements can be made, address any
concerns, evaluate the methods used and if participation was
maximised. Analyse the results to assist your processes in the
future. Did you get the information you wanted and what would
you do next time? Share your results with others to improve our
overall engagement processes.

ORD06

Attachment 8

Communication Methods

Fact Sheets

Description

A text based document providing useful information and/or facts about a particular issue.

How to use this tool/process

1. Email approved text and image/s to the Public Relations Officer to develop the fact sheet in accordance with Council's Style Guide and/or event material.

2. A draft fact sheet will be created by the Public Relations Officer and a proof returned to you.

3. Quotes for printing are sourced by Public Relations Officer and forwarded to the Officer for determination. Please ensure you have approvals prior to accepting the preferred quote.

4. Once the fact sheet is approved by the Officer, Director, and the Community Engagement Team, it is sent for printing by the Public Relations Officer.

Type of content to be included

Any type of information important to residents and stakeholders including, but not limited to:

- Noxious Weeds
- Community Facilities
- Growth in the Local Government Area

Text should be written in easy to understand plain language and should be concise, avoid abbreviations and jargon where possible and explain any acronyms. Keep it simple, consistent and include your key messages. Provide a source of further information for readers.

Fact sheets are primarily text based, providing a great tool to disseminate information.

Timeframes

Ten (10) working days from time of receipt to return of proof.

Contact

Public Relations Officer

Type of Communication/Engagement Method

Communication: Primarily external but can be used for internal communications.

Engagement: Informing the community.

Brochures

Description

A folded promotional type document highlighting Council information, services and facilities.

How to use this tool/process

1. Email approved text and image/s to the Public Relations Officer to develop in accordance with Council's Style Guide and/or event material.

2. A draft brochure will be created and a proof returned to you.

3. Quotes for printing are sourced by Public Relations Officer and forwarded to the Officer for determination. Please ensure you have approvals prior to accepting the preferred quote.

4. Once the brochure is approved by the Officer, Director and Community Engagement Team, it is sent for printing by the Public Relations Officer.

Type of content to be included

Any type of information important to residents and stakeholders including, but not limited to:

- Waste Services
- Parking
- Rates
- Family Day Care
- Companion Animals

Text should be written in easy to understand plain language and should be concise, avoid abbreviations and jargon where possible and explain any acronyms. Keep it simple, consistent and include your key messages. Provide a source of further information for readers.

Brochures lend themselves to include short amounts of information along with images. Please supply quality, high resolution images. Brochures are a great tool to promote Council's information and/or services.

Timeframes

Ten (10) working days from time of receipt to return of proof.

Contact

Public Relations Officer

Type of Communication/Engagement Method

Communication: Primarily external but can be used for internal communications.

Engagement: Informing the community.

ORD06

Attachment 8

Flyers and posters

Description

Promotional documents with Council information. Visually based, they can vary in size, depending on the messages and needs.

How to use this tool/process

1. Email approved text and image/s to the Public Relations Officer to develop in accordance with Council's Style Guide and/or event material. Please include the size of the document required or discuss options with the Public Relations Officer.

2. A draft flyer will be created and emailed back to you for proofing.

3. Quotes for printing are sourced by Public Relations Officer and forwarded to the Officer for determination. Please ensure you have approvals prior to accepting the preferred quote.

4. Once the brochure is approved by the Officer, Director, and Community Engagement Team, it is sent for printing by the Public Relations Officer.

Type of content to be included

Flyers and posters primarily should be used for upcoming Council events, initiatives or special projects.

Timeframes

Ten (10) working days from time of receipt to return of proof.

Contact

Public Relations Officer

Type of Communication/Engagement Method

Communication: Primarily external but can be used for internal communications.

Engagement: Informing the community.

Letters

Description

A letter is a printed form of communication sent by post/email/fax containing information.

How to use this tool/process

As letters are used on a regular basis throughout the organisation, there is no formal process in place. Council's style guidelines should be consulted and the letter should comply with the guidelines and the correct letterhead used. Letters of a formal nature/controversial/political etc should be approved by Managers. Letters should be filed in Trim as per Council's procedure.

Type of content to be included

Letters can be used for the following purposes:

- Information
- Response to enquiries
- Notifications
- Acknowledgement
- Reference
- Announcement
- Invitation to a forum, meeting, event or activity

Tips on writing content

- Be concise - less text is more.
- Keep the paragraphs and sentences brief.
- Use plain language, avoid jargon and identify acronyms.
- Ensure language is consistent throughout.
- Ask someone to proof read your letter to ensure accuracy.

Timeframes

Depending on content, letters can be turned around in a day.

Contact

Manager or Team Leader if approval is required.

Comment

All Mayoral correspondence should coordinated through Executive Development and Support Services.

ORD06

Attachment 8

Type of Communication/Engagement Method

Communication: Primarily external but can be used for internal communications.

Engagement: Informing the community.

13

Emails

Description

Emails are an electronic form of communication sent via the internet.

How to use this tool/process

Emails are the most commonly used communication method within Council and the broader community. As they are used on a regular basis, there is no formal process in place. However, emails of a controversial/political/formal nature etc should be approved by Managers.

Emails should be filed in Trim as per Council procedure. Email usage must comply with Council's Internet and Email Access Policy.

Type of content to be included

Emails can be used for the following purposes:

- Information
- Response to enquiries
- Notifications
- Acknowledgement
- Reference
- Announcement

Tips on writing content

- Be concise - less text is more.
- Keep the paragraphs and sentences brief.
- Use plain language, avoid jargon and identify acronyms.
- Simplify complex ideas.
- Ensure language is consistent throughout.

Timeframes

Depending on content, emails can be turned around in a day.

Contact

Manager or Team Leader if approval is required.

Type of Communication/Engagement Method

Communication: Primarily external but can be used for internal communications

Engagement: Informing the community.

ORD06

Attachment 8

ORD06

Attachment 8

Let's Connect

Description

A quarterly newsletter distributed to all households in the Camden Local Government Area each January, April, July and October.

How to use this tool/process

1. Staff will be alerted by an all staff email three weeks prior to the material deadline.

2. Staff are to email text and images approved by their Director to the Communications Officer no later than the deadline.

Type of content to be included

Let's Connect includes five (5) sections:

- Community
- Environment
- What's Happening
- Calendar of Events
- Your Library

Staff are encouraged to include any Council related information of interest to the community in Let's Connect. This is a great tool for Council to disseminate information, promote its achievements and connect with the community. This document is delivered to each household and is also available on Council's website.

Occasionally, and when space permits, community based information from organisations outside Council is included. This is kept to a minimum to ensure the publication remains Council focused.

Timeframes

Deadlines for material can be obtained from the Communications Officer. An email seeking contributions is forwarded to relevant Council Officers.

Contact

Communications Officer

Type of Communication/Engagement Method

Communication: External communications.

Engagement: Informing the community.

15

Annual Report

Description

A comprehensive, statutory report on Council's activities throughout the financial year.

How to use this tool/process

1. The Corporate Planning department will contact relevant sections of Council to request the information required to fulfil Council's statutory requirements in relation to this document.
2. Once approved, information is forwarded to the Public Relations Officer to prepare the document and upload to Council's website.

Type of content to be included

The Annual Report is made up of five (5) sections:

- End of Term Report
- Delivery Program
- State of Camden Report
- Statutory Report
- Financial Statements

Timeframes

The Annual Report must be uploaded to Council's website and by a link sent to the Division of Local Government by 30 November each year. Information is required to the Public Relations Officer no less than six (6) weeks prior to 30 November. An email will be forwarded to relevant officers who are required to submit information.

Contact

Strategic Planning or the Public Relations Officer.

Type of Communication/Engagement Method

Communication: External Communications

Engagement: Informing the community.

ORD06

Attachment 8

Newspaper Advertising

Description

Text and/or images that appear in local and/or metropolitan newspaper. They can range in size and orientation. Some advertisements can be included within Council's weekly full-page advertisement, others may need to be booked as a separate advertisement.

How to use this tool/process

1. Complete and forward the Advertising Requisition form to the Public Relations Officer (available from the Community Engagement Team) no later than close of business Wednesday for inclusion in the following week's edition.

2. Individual advertisements must include a job number.

3. Details for artwork must be sent to the Public Relations Officer no later than the Wednesday prior to the placement of the advertisement (for local publications). Please enquire for Sydney metropolitan publications.

4. A proof will be returned to the requesting Officer for approval by their Director.

Type of content to be included

This channel can be used for the promotion of:

- Council events
- Initiatives
- Projects
- Statutory information
- Matters on exhibition

Timeframes

Advertising Requisition forms are to be emailed to the Public Relations Officer no later than close of business Wednesday for the following week. May be subject to availability of space.

Contact

Public Relations Officer

Type of Communication/Engagement Method

Communication: External communications.

Engagement: Informing the community.

17

Radio Advertising

Description

Options of 15, 30 or 60 second pre-recorded commercials on local or metropolitan radio stations. Information of listenership for a range of media outlets can be provided by the Public Relations Officer.

How to use this tool/process

1. Contact the Public Relations Officer no less than three (3) weeks prior to the intended air date to discuss station options, prices and scheduling.

2. Booking will be confirmed between the Public Relations Officer and the selected radio station once approved by the requesting Officer. Please ensure you have approval for the preferred quote.

3. Dot points outlining details of the event, initiative or project must be submitted to the Public Relations Officer to forward to the selected media outlet's creative team.

4. A draft script will be forwarded for approval by the Officer and Director.

Type of content to be included

This channel can be used for the promotion of:

- Council events
- Initiatives
- Projects
- Events

Timeframes

A request to the Public Relations Officer must be made no less than three (3) weeks prior to the intended air date to ensure deadlines with the media outlet are met.

Contact

Public Relations Officer.

Type of Communication/Engagement Method

Communication: External communication.

Engagement: Informing the community.

ORD06

Attachment 8

Bus Advertising

Description

Advertising on the inside or outside of public transport buses within the Camden Local Government Area. Can be an effective form of communication and used for the delivery of key messages. Should be succinct with minimal text used.

How to use this tool/process

1. Contact the Public Relations Officer no less than twelve (12) weeks prior to the intended display date to discuss prices and bus availability.
2. Booking will be confirmed between the Public Relations Officer and supplier. Please ensure you have approval for the preferred quote.
3. Details for artwork must be sent to the Public Relations Officer to develop in accordance with Council's Style Guide and/or event material.
4. A draft will be forwarded for approval by the Officer and Director.
5. Finalised artwork will be sent to supplier for printing and installation.

Type of content to be included

This channel can be used for the promotion of:

- Council events
- Initiatives
- Projects

Timeframes

Contact with the Public Relations Officer must be made no less than twelve (12) weeks prior to the intended display date to ensure deadlines with the supplier are met.

Contact

Public Relations Officer

Type of Communication/Engagement Method

Communication: External communication.
Engagement: Informing the community.

Bus Shelter Advertising

Description

Posters located at bus stops throughout the Camden Local Government Area.

How to use this tool/process

1. The Bus Shelter Booking Request Form (found on Council's website) must be submitted through Council's Mailbox at least eight (8) weeks prior to the intended date of display.
2. Details for artwork must be sent to the Public Relations Officer to develop in accordance with Council's Style Guide and/or event material. Please ensure you have approval for the preferred quote.
3. A draft will be sent back for approval by the Officer and Director.
4. Finalised artwork will be sent to preferred contractor for printing.
5. The Officer is to coordinate installation directly through Council's Assets section.

Type of content to be included

This channel can be used for the promotion of:

- Council events
- Initiatives
- Projects

Timeframes

The Booking Request Form and details for artwork must be sent to the Public Relations Officer eight (8) weeks prior to their intended date of display.

Four (4) weeks should be allowed for printing of material.

Contact

Public Relations Officer

Comments

Display periods will be set for a minimum of twelve (12) weeks.

Type of Communication/Engagement Method

Communication: External communication.
Engagement: Informing the community.

ORD06

Attachment 8

Roadside Banner Advertising

Description

Soft plastic, canvas or polycanvas banners placed on approved public sites within the Camden Local Government Area.

How to use this tool/process

1. Details for artwork must be sent to the Team Leader, Community Engagement to develop in accordance with Council's Style Guide and/or event material.

2. A draft will be forwarded for approval by the Officer and Director.

3. Finalised artwork will be sent to the preferred contractor for printing. The Team Leader, Community Engagement will seek quotes for printing. Please ensure you have approval for the preferred quote.

4. Application Form 545 (Advertising) must be submitted to Council's Rangers at least fourteen (14) working days prior to the intended date of display. It should be noted that spaces are limited and often booked well in advance.

5. Once approval is received from the Rangers, the applicant is to coordinate installation directly with Council's Assets section. You will need to ensure that the banner is removed at the conclusion of the display period.

Type of content to be included

This channel can be used for the promotion of:

- Council events
- Initiatives
- Projects

Timeframes

The Application Form for Roadside Banner Advertising must be submitted to Council's Mailbox at least fourteen (14) business days prior to the intended date of display.

Banners can take up to fourteen (14) business days to be printed and delivered.

Contact

Bookings: Rangers

Design and Approval of Banner: Team Leader, Community Engagement

Comments

See Council's Signs & Banner Policy for further information and specifications.

Type of Communication/Engagement Method

Communication: External communication

Engagement: Informing the community.

21

Light Pole Banners

Description

Fabric Polyester Tricotal banners that are attached to 25 light poles along Argyle Street, Camden

How to use this tool/process

1. The Light Pole Banner Booking Request Form must be submitted through Council's Mailbox at least eight (8) weeks prior to the intended date of display

2. Once approval is received from Council, details for artwork must be sent to the Public Relations Officer to develop the artwork in accordance with Council's Style Guide and/or event material and seek necessary approvals

3. A draft will be forwarded for approval by the Officer and Director

4. Finalised artwork will be sent to the preselected external contractor for printing and installation

5. It is the Officer's responsibility to arrange installation and de-installation of banners with the external contractor

Type of content to be included

- Community events and festivals
- Welcome to Camden
- Major initiatives

Timeframes

The Light Pole Banner Booking Request Form must be submitted to Council no later than eight (8) weeks prior to display

Contact

Public Relations Officer

Comments

See Light Pole Banner Application procedure available from Council's Events Officer. A booking must be made prior to commencing artwork.

Type of Communication/Engagement Method

Communication: External communication

Engagement: Informing the community

ORD06

Attachment 8

Signage

Description

Signage is an important and effective form of communication. It is important that we communicate to our residents and visitors in the Local Government Area on any works taking place, any exciting new projects and safety messages. Signage can include wayfinding, notification, interpretation and area identification.

How to use this tool/process

1. Send approved text to the Public Relations Officer and information regarding the locations of the sign and surface it needs to be adhered to.
2. The Public Relations Officer will advise on the type of sign required and develop artwork accordingly.
3. Artwork will need to be approved by the relevant Director and the Community Engagement Team.
4. The Public Relations Officer will order the sign once approved.
5. It is up to the requesting Officer to arrange for installation of the sign and de-installation if required.

Type of content to be included

- Building works and upgrades (note that Council has new mesh banner signage for construction fences).
- Out of order equipment.
- Park and equipment updates.
- Emergency messages and warnings.

Timeframes

At least two (2) weeks. Urgent signage will take priority and may be able to be turned around within a few days.

Contact

Public Relations Officer

Type of Communication/Engagement Method

Communication: External communication.

Engagement: Informing the community.

23

Council's Logo and Style Guide (for design of material)

Description

Camden Council's Style Guide sets a framework in using the Council's logo and graphic elements in various design materials. The logo is a visual expression of the Camden Council area. The Platypus image is a unique and modern symbol representing the serious efforts made by Camden Council towards environmental sustainability. The imagery reproduces well in varied usage and the typestyle is clean and contemporary. Adhering to the guidelines of Council's Style Guide (available from the Community Engagement section) ensures that a strong, consistent and professional visual presence is maintained and helps create a unified identity for Council.

How to use this tool/process

1. To access a copy of Council's Style Guide, contact the Public Relations Officer.

2. For any design work, contact the Public Relations Officer to request artwork. Provide as much detail as possible and high resolution images.

3. You can use one of the following taglines on your document. Choose the most appropriate tagline or consult the Public Relations Officer. Their use will require approval from the Public Relations Officer.

Type of content to be included

- Flyers, posters, fact sheets and brochures.
- Corporate stationery.
- Signage and promotional material.

Timeframes

At least three (3) weeks for the Public Relations Officer to design artwork.

Contact

Public Relations Officer

Approved taglines for use

ORD06

Attachment 8

Media Releases

Description

Media relations are managed by the Team Leader, Community Engagement. There is a formal Council Media Policy which should be referred to. All media enquiries should be directed to the Team Leader, Community Engagement. A media release, also known as press release, is an official statement from Council issued to a range of media outlets providing information and Council's position on a particular matter. It can be in response to a media enquiry or issue or to proactively promote Council's achievements, services and facilities.

How to use this tool/Process

1. If you have an issue or matter for which you would like a media release prepared, please contact the Team Leader, Community Engagement to discuss.

2. Prepare a brief, including dot points, on the matter and any information that will be of assistance to formulate the release.

3. A draft release, including a quote from the Mayor, or delegated spokesperson, will be provided to the relevant Director, General Manager and Mayor for approval via the Executive Development and Support Services Coordinator.

4. Once approved, the release will be distributed to the media by the Team Leader, Community Engagement.

5. Any media coverage following the media release will be forwarded to you by the Team Leader, Community Engagement.

Type of content to be included

Anything Council related including, but not limited to:

* Events.
* Initiatives.
* Announcements.

Timeframes

At least five (5) working days prior to desired date.

Contact

Team Leader, Community Engagement

Type of Communication/Engagement Method

Communication: External communication.

Engagement: Informing the community.

25

Social Media

Description

Social Media is a collection of online tools and spaces that allow people to share opinions, insights, experiences, perspectives and content with each other. It is an important communication tool that can disseminate information immediately.

How to use this tool/process

1. Approved content and/or image/s should be sent to the Public Relations Officer.
2. Content will be scheduled by the Public Relations Officer as no more than two (2) posts will be uploaded per day.

Type of content to be included

Anything Council related including, but not limited to:

* Events
* Initiatives
* Announcements
* Emergency messages and warning (given high priority)

Current platforms used by Council:

* Facebook sites
* Instagram (Tourism)

Timeframes

At least two (2) working days prior to desired upload date.

Contact

Public Relations Officer

Comment

As part of the Communication and Community Engagement Strategy, a Social Media Strategy will be developed to extend the range and number of social media platforms available to Council.

Type of Communication/Engagement Method

Communication: External communication

Engagement: Informing and Consulting

Camden Council Website

Description

The Camden Council website provides a range of information on activities, news, initiatives, events, policies and statutory requirements of Camden Council.

How to use this tool/process

1. Staff are to email text and images, as approved by their Director, to their department's website representative (Community Engagement can inform you of your representative).

2. The information will be uploaded within three (3) working days. Contact the Public Relations Officer if any urgent information is required to be uploaded.

3. The updated webpage will be automatically emailed through to the Public Relations Officer or the Team Leader Community Engagement for approval. Once approved, the content will appear on Council's website and an email of approval will be forwarded to the Officer.

Type of content to be included

All Council:

- Activities and events.
- News and Initiatives.
- Policies and statutory requirements.

How to write content for the website

- Be concise - less text is more.
- Separate documents/attachments into separate topics.
- Use short lists and bullet points to organise information.
- Keep the paragraphs and sentences brief.
- Use plain language, avoid jargon and identify acronyms.
- Simplify complex ideas.
- Ensure language is consistent throughout.
- Provide contacts to allow the reader to obtain more information.
- Ensure content is regularly reviewed and updated. Council's website has a page review system for page editors which will be monitored.

Timeframes

Three (3) working days from time of receipt of information.

Contact

Your department's website representative or the Public Relations Officer.

27

Type of Communication/Engagement Method

Communication: External communication.

Engagement: Informing and Consulting.

ORD06

Attachment 8

Camden 2040 Website

Description

The Camden 2040 website provides information on Council's Camden 2040 Community Strategic Plan and associated reports. These documents are a strategic response to the large scale urban and population growth that the Camden Local Government Area will experience over the next 25 years.

How to use this tool/process

1. This website is for the communication of Camden 2040 documents only and is maintained by the Strategic Planning section.

2. To include any relevant information, an email must be submitted to the Strategic Planning section.

Type of content to be included

Documents and news related to Camden 2040.

How to write content for the website

- Be concise - less text is more.
- Separate documents/attachments into separate topics.
- Use short lists and bullet points to organise information.
- Keep the paragraphs and sentences brief.
- Use plain language, avoid jargon and identify acronyms.
- Simplify complex ideas.
- Ensure language is consistent throughout.
- Provide contacts to allow the reader to obtain more information.
- Ensure content is regularly reviewed and updated. Council's website has a page review system for page editors which will be monitored.

Timeframes

As approved by Strategic Planning and/or legislative requirements.

Contact

Strategic Planning Department or the Public Relations Officer.

Type of Communication/Engagement Method

Communication: External communication.

Engagement: Informing and consulting.

29

Library Services Website

Description

The Camden Libraries website provides a range of information on news, events, e-resources and services available at Camden and Narellan Libraries.

How to use this tool/process

1. This website is for the communication of Camden and Narellan Library news, events and activities only and is maintained by the Library Services Team.

2. To include any relevant information, an email must be submitted to the Manager, Library Services.

Type of content to be included

Library content including

- Activities
- News
- Events
- E-resources
- Services
- How to

How to write content for the website

- Be concise - less text is more.
- Separate documents/attachments into separate topics.
- Use short lists and bullet points to organise information.
- Keep the paragraphs and sentences brief.
- Use plain language; avoid jargon and identify acronyms.
- Simplify complex ideas.
- Ensure language is consistent throughout.
- Provide contacts to allow the reader to obtain more information.
- Ensure content is regularly reviewed and updated. Council's website has a page review system for page editors which will be monitored.

Timeframes

At the discretion of the Manager, Library Services.

ORD06

Attachment 8

Contact

Manager, Library Services or the Public Relations Officer.

Type of Communication/Engagement Method

Communication: External communication.

Engagement: Informing and consulting.

31

Camden Kids Website

Description

The Camden Kids website provides information on children and family related services, events and programs provided by Camden Council and external service groups, to meet the needs of parents and carers in the Camden Local Government Area. Can also extend to email alerts.

How to use this tool/process

1. This website is maintained by Community Project Officer - Children and Families.

2. Staff are to email approved text and images to the Community Project Officer – Children and Families.

3. The information will be uploaded within three (3) working days.

Type of content to be included

Children and family related information including:

- Activities
- News
- Initiatives
- Events

How to write content for the website

- Be concise - less text is more.
- Separate documents/attachments into separate topics.
- Use short lists and bullet points to organise information.
- Keep the paragraphs and sentences brief.
- Use plain language, avoid jargon and identify acronyms.
- Simplify complex ideas.
- Ensure language is consistent throughout.
- Provide contacts to allow the reader to obtain more information.
- Ensure content is regularly reviewed and updated. Council's website has a page review system for page editors which will be monitored.

Timeframes

As the discretion of Community Project Officer - Children and Families

Contact

Community Project Officer – Children and Families.

ORD06

Attachment 8

Type of Communication/Engagement Method

Communication: External communication.

Engagement: Informing and consulting.

33

Camden Civic Centre Website

Description

The Camden Civic Centre website provides information on community, civic and cultural celebrations in Camden as well as information on private function packages.

How to use this tool/process

1. This website is for the communication of Camden Civic Centre news, events and activities only and is maintained by the Camden Civic Centre Function Coordinator.

2. To include any relevant information, an email must be submitted to the Camden Civic Centre Function Coordinator.

Type of content to be included

Camden Civic Centre information including:

- Activities
- News
- Functions
- Events

How to write content for the website

- Be concise - less text is more.
- Separate documents/attachments into separate topics.
- Use short lists and bullet points to organise information.
- Keep the paragraphs and sentences brief.
- Use plain language, avoid jargon and identify acronyms.
- Simplify complex ideas.
- Ensure language is consistent throughout.
- Provide contacts to allow the reader to obtain more information.
- Ensure content is regularly reviewed and updated. Council's website has a page review system for page editors which will be monitored.

Timeframes

At the discretion of the Camden Civic Centre Function Coordinator.

ORD06

Attachment 8

Contact

Camden Civic Centre Function Coordinator

Type of Communication/Engagement Method

Communication: External communication.

Engagement: Informing and consulting.

35

Community Surveys

Description

Community surveys provide valuable and insightful information from our community, about our community. They are a great way to collect information about the behaviours, needs and opinions of community members. Surveys can be used to identify attitudes and reactions, measure client satisfaction and to gauge opinions about specific issues.

How to use this tool/process

1. Decide on the purpose of the survey and the key information that you are seeking and decide on what type of survey you will conduct (see below).

2. Decide what instrument or method you will use to collect your survey data (will your survey be verbal, written or online?) The Community Engagement Team can assist you in developing your survey and selecting the most appropriate form.

3. Decide who you will survey (sample) and how you will access the sample (community events, phone, mail etc).

4. Develop and distribute your survey.

5. Analyse and compile your survey results.

Types of surveys

- Case study surveys - collects information from a section of a group or community, without trying to choose them for overall representation of the larger population. You may need to conduct several of these before you get a sense of how the larger community would respond to your survey. Case study surveys only provide specific information about the community studied.

- Sampled surveys - ask a sample portion of a group to answer your questions. If done well, the results for the sample will reflect the results you would have achieved by surveying the entire group.

- Census surveys - give your survey questionnaire to every member of the population you want to learn about. This will give you the most accurate information about the group, but it may not be practical for large groups.

Types of survey questions

- Open-ended - this type of question allows participants to respond in any way they choose. Open-ended questions provide primarily qualitative data, and are frequently used in exploratory research.

- Closed-ended - closed-ended questions require participants to choose from a limited number of responses predetermined by the researcher. There are five basic types of closed-ended questions: Multiple-choice, Categorical, Likert-scale (responding to a series of statements), Numerical and Ordinal. Closed-ended questions provide primarily quantitative data, and are frequently used in confirmatory research.

Timeframes

Allow at least two (2) weeks for development of the survey.

ORD06

Attachment 8

Contact

Team Leader, Community Engagement.

Type of Communication/Engagement Method

Communication: External and internal communications.

Engagement: Consulting.

37

Matters on Exhibition

Description

Camden Council regularly advertises Matters on Exhibition, Tenders and Expressions of Interest through Council's website and Council advertisements in the local newspaper when appropriate.

Tenders and Expressions of Interest are also published in the 'Local Government Tenders' section of the Sydney Morning Herald.

Information on Matters on Exhibition, Tenders and Expressions of Interest are to be available for viewing at Council's Customer Service Centre's, 37 John Street, Camden and 19 Queen Street, Narellan as well as Camden and Narellan Libraries (unless otherwise specified).

How to use this tool/Process

1. For Matters on Exhibition, Tenders and Expressions of Interest, seek approval from your Director to advertise them and at all times follow guidelines and statuatory obligations.

2. Complete the Advertising Requisition Form (available on Council's intranet) and send to the Public Relations Officer who will arrange the advertisements.

3. Contact your Website Administrator to arrange website listing.

4. Develop material for exhibition and deliver to Council's Customer Service Centres.

5. When submissions close, discuss with your Manager if those who have made submissions should be invited to attend a Council meeting or other forum.

Type of content to be included

- Development Applications
- Tenders
- Expressions of Interest
- Policies

Tips on writing content

- Be concise – less text is more.
- Keep the paragraphs and sentences brief.
- Use plain language, avoid jargon and identify acronyms.
- Simplify complex ideas.
- Ensure language is consistent throughout.

Timeframes

Advertising requisition form is required one (1) week prior to date of advertising. For Sydney Metropolitan newspaper deadlines, contact the Public Relations Officer. Make sure the exhibition period is determined and meets any statuatory obligations.

ORD06

Attachment 8

Contact
Public Relations Officer.

Type of Communication/Engagement Method

Communication: External communication.
Engagement: Informing and Consulting.

39

Information Stands
(and Pop-up Information Sessions)

Description

Information stands provide information on a range of Council matters, services and facilities. They are generally used at Council run community events and at some externally organised events.

How to use this tool/process

1. Consider space restrictions, decide on key messages and material to be promoted and how it will be displayed.

2. Hire any material required (such as display boards), fete stalls. The Community Engagement team can provide information and advice on this.

3. Develop material. Details for material must be sent to the Public Relations Officer to develop in accordance with Council's Style Guide and/or event material. A draft will be forwarded for approval by the Officer and Director.

4. Ensure staff are familiar with the information on display and are well briefed on the information to be provided.

5. Ensure sufficient staff are available on the day to answer questions.

Type of content to be included

This channel can be used for the promotion of and engagement.

- Upcoming Council events
- Initiatives
- Projects
- Policy and strategy development

Timeframes

Minimum ten (10) weeks to coordinate equipment, promotional material and staffing.

Contact

Team Leader, Community Engagement

Type of Communication/Engagement Method

Communication: External and internal communication.

Engagement: Informing and consulting

ORD06

Attachment 8

ORD06

Attachment 8

Community Meetings

Description

Community meetings are used to focus on a specific problem or purpose and can involve a large or small number of people. Meetings are often used to engage an audience in information sharing and discussion.

How to use this tool/process

1. Establish the purpose of the meeting (what are the key issues).
2. Schedule a convenient time, date and place (ensure the venue is accessible).
3. Invite participants and any staff or Councillors who should attend.
4. Arrange any catering or equipment required.
5. Develop an agenda and distribute prior to meeting and arrange any equipment or catering.
6. Ensure there is adequate staff to facilitate the meeting and take minutes.
7. Follow up with any further information for participant.
8. Consider surveying participants – can be a hard copy survey or an on-line survey.

Timeframes

Depending on the size of the meeting, meetings can be arranged in a week. Larger meetings may require approximately three (3) weeks.

Contact

Team Leader, Community Engagement

Type of Communication/Engagement Method

Communication: External and communication

Engagement: Consulting

Open House Sessions/Expos

Description

Open house sessions provide a forum for informing the community, understanding the community's concerns and issues, as well as opportunities for discussion, follow up or feedback. This is a relatively informal method of engagement and is designed to allow people to drop in and obtain information at their convenience. Usually, the open house session includes display information and presentation material, complimented by printed handout materials and the presence of staff to meet with, and answer questions, on a one-on-one basis.

How to use this tool/Process

1. Define objective/purpose.
2. Schedule a convenient time, date and place (ensure the venue is accessible).
3. Hire any material required (such as display boards).
4. Develop material. Details for material must be sent to the Public Relations Officer to develop in accordance with Council's Style Guide and/or event material. A draft will be forwarded for approval by the Officer and Director.
5. Advertise/promote the activity.
6. Ensure staff are familiar with the information on display.
7. Ensure staff at the venue where the session is taking place are aware of the operating hours and which staff are coordinating the sessions.
8. Ensure sufficient staff are available on the day to answer questions and are available at the times advertised.

Type of content to be included

This channel can be used for the communication of Council plans, policies or specific community issues.

Timeframes

Minimum six (6) weeks

Contact

Team Leader, Community Engagement

Type of Communication/Engagement Method

Communication: External and internal communication.

Engagement: Informing.

ORD06

Attachment 8

Focus Groups

Description

Focus Groups consist of a group of people (usually randomly selected) to participate in a discussion about a particular item. Focus Groups can also be used to obtain input on a range of matters on people's perceptions, opinions, beliefs and attitudes towards an issue or topic. Generally, these groups are smaller than community meetings and forums. Participants are usually residents or stakeholders with a particular interest or involvement in the subject being discussed.

How to use this tool/Process

1. Define objective/purpose of the focus group and key messages.
2. Define roles (facilitator to guide the session, note taker, speakers etc).
3. Invite participants (usually 5 – 20 people at a time).
4. Decide on a convenient time, date and place (between 2 and 4 hours is best, allow for breaks).
5. Develop material including a focus group guide for participants to follow. Details for material must be sent to the Public Relations Officer to develop in accordance with Council's Style Guide and/or event material. A draft will be forwarded for approval by the Officer and Director.
6. Consider surveying participants for further feedback.
7. Create a comfortable environment and take notes.
8. The facilitator is to outline the processes and discuss the broader issues with the group to ensure general understanding of the objectives. The facilitator should remain neutral and ensure that everyone has the opportunity for input.

Timeframes

Minimum six (6) weeks

Contact

Team Leader, Community Engagement

Type of Communication/Engagement Method

Communication: External communication.

Engagement: Consulting.

Advisory Groups

Description

These groups consist of Council and community representatives and are established to provide input and overview for a particular project or issue or an ongoing basis on specific issues.

There are a number of Council Advisory Committees already established such as Paws in the Park, Australia Day, Camden Festival and the Cycling Committee.

How to use this tool/Process

1. These groups are suited in helping to guide projects and issues or long term and targeted strategies.
2. Groups may be time limited or can be ongoing.
3. Members will have some sort of interest in the issue or process being discussed.
4. It is important that key stakeholders are involved.
5. Set timeframes for when the group will meet (such as bi-monthly or annually) and confirm venue.
6. Develop guidelines and circulate to any new members upon appointment to the group.
7. Set agendas and record minutes of meetings.
8. Report on recommendations made by the group.

Timeframes

As outlined in the timeframes established by the Council Officer responsible for the group. Any meetings outside the regular timeframe should be communicated with the group well in advance if possible.

Contact

Team Leader, Community Engagement

Type of Communication/Engagement Method

Communication: External communication.

Engagement: Consulting.

ORD06

Attachment 8

Internal Communication Only

Back to the Floor

Description

Back to the Floor is as the name implies and involves Directors and Managers visiting their staff work areas or work sites to spend face-to-face time with their staff. It provides the opportunity for staff to ask questions, fosters open discussion and allows the sharing of ideas and concerns with Directors and Managers in a less formal situation.

How to use this tool/process

It is important for Directors and Managers to remain in touch with their staff. Back to the Floor visits allow Directors and Managers to gain a first-hand understanding of the work environment and pressures facing staff. It gives invaluable insight into the day to day realities for staff and encourages staff recognition through being valued at an operational level. It also builds stronger relationships across the organisation.

Type of content to be included

At the discretion of the Director/Manager

Timeframes

Back to the Floor visits can be unscheduled or scheduled and can be at the discretion of the Director/Manager.

45

Desktop Alerts

Description

Desktop Alerts are electronic messages that are centrally controlled and sent to computers over a local network to a large number of recipients. Desktop alerts are extremely effective for key messages and dissemination of immediate information to staff. Desktop alert messages pop up on staff computer screens, bypassing email altogether.

Desktop alerts are coordinated through Information Technology Solutions and the Public Relations Officer.

How to use this tool/process

This tool can be used to inform and distribute key messages to staff without the need to open emails. It is a quick way to share consistent information such as policy updates, organisational and operational updates, WH&S reminders and updates, event information and emergency information.

To use this tool, speak with your Manager and refer a request to Information Technology Solutions.

Type of content to be included

The use of desktop alerts can be used to convey both formal and informal messages.

Some examples are:

- Policy and procedure information and updates.
- Crisis and emergency information.
- Event reminders.
- Organisational and operational updates.
- WH&S information and updates.

Timeframes

Can be turned around in a day for urgent messages, but generally allow up to three (3) days.

ORD06

Attachment 8

ORD06

Attachment 8

Internal Emails

Description

Emails (Electronic Mail) are messages and correspondence (including attachments) distributed by electronic means from an author to one or more recipients. Email messages must be kept as Council records if they provide evidence of Council's business and activities, are needed for use by others, or impact on the work of others. Email usage must comply with Council's Internet and Email Access Policy.

Emails take a variety of forms within Council, both formal and informal, and have a range of uses. Internally, emails can be used for disseminating internal and external correspondence, distributing memos, circulating information, as well as supporting business processes within Council. All emails are to be consistent with Council's Style Guide.

How to use this tool/process

Email is a fast and effective method of communication. In determining when email is the appropriate choice for communicating, users should be guided by consideration of the nature of the message, the needs of the receiver and the value of using an alternative method.

The following is to be considered when drafting emails:

- What is the purpose of the email?
- Who is the audience and why?
- What are the key messages that need to be contained in the email?
- Is there enough information for someone reading about the subject matter for the first time?
- Is the content of interest and relevant to the audience?
- What should the audience do when they read the email?
- Is the timing of the email important and why?
- Is it simple and easy to read and understand?
- Links and attachments are not too lengthy in content or large in size.

Staff are reminded that printed copies of All Staff emails are to be distributed amongst employees without computer access. Any contentious emails may need prior approval by your Director.

47

ORD06

Type of content to be included

Type	Purpose
Broadcast Emails (All Staff)	The main broadcast email channel designed for a range of information for all staff including: • Operational information • Employee/HR matters • Organisational matters
Emergency Emails (All Staff)	Used for messages containing critical or emergency notifications for all staff including: • Risk Management • WH&S matters
General Manager (All Staff)	Messages from the General Manager including: • Strategic and leadership matters • Organisational and operational matters • Updates on key projects • General Manager's Newsletter

Attachment 8

ORD06

Attachment 8

General Manager Briefings

Description

General Manager's briefings are important for communicating strategic messages, organisational news and reporting on issues, milestones and achievements.

How to use this tool/process

It is critical that staff understand the overall goals and strategic direction of the organisation. General Manager briefings communicate how staff and their departments can contribute to Council in meeting Council's priorities and objectives and remain informed of organisational issues and milestones.

The content and timing of the General Manager's briefings will be at the discretion of the General Manager. If there are any issues that you consider should be included, contact Council's Executive Development and Support Services.

Type of content to be included

Some examples of the types of content for inclusion:

- Organisation and operational information.
- Current project information and updates.
- Council wide implications such as organisational restructure, accountability reports etc.

Timeframes

General Manager briefings will be held at the discretion of the General Manager.

Contact

Council's Executive Development and Support Services.

49

General Manager's E-newsletter

Description

The General Manager's E-newsletter is the internal communication tool used to update staff on organisational and operational matters and is produced weekly and distributed to all staff.

The General Manager's Newsletter is co-ordinated and produced through Council's Executive Development and Support Services.

How to use this tool/process

This tool can be used to deliver information, both formal and informal, for all employees. If you have any information on achievements, milestones or reporting on major projects or issues, you can forward this to Executive Development and Support Services to discuss possible inclusion in the E-newsletter.

Type of content to be included

The content of the General Manager's E-newsletter will be at the discretion of the General Manager.

Some examples of types of content are listed below:

- Regular message from the General Manager
- Organisational and operational information
- Current project information and updates
- Did You Know? facts
- Focus on staff
- Events, Awards and Achievements
- Council meeting updates.

Timeframes

Produced as determined by the General Manager and Council's Executive Development and Support Services.

Contact

Executive Development and Support Services Coordinator

ORD06

Attachment 8

Inside Word

Description

Inside Word is an internal communications newsletter. Staff are encouraged to actively contribute and provide information on social, organisational and operational matters.

Inside Word is co-ordinated and produced by Council's Communications Officer and will be produced quarterly.

How to use this tool/process

This tool can be used to post information, both formal and informal, for all employees and is available on the intranet.

Content for the newsletter should be sent to the Communications Officer. For deadlines, contact the Communications Officer.

Printed copies of Inside Word are to be provided for distribution amongst employees without computer access.

Type of content to be included

The content of Inside Word will be at the discretion of the Communications Officer.

Some examples of types of content are listed below:

- General announcements.
- Operational and organisational matters.
- Profiles on departments or individual employees.
- New policies and procedures.
- New/departing staff.
- Staff achievements and awards, training, graduation.
- Social events.
- Marriage and birth announcements.
- Special projects.

Timeframes

This communication tool is produced bi-monthly and distributed to all staff.

Contact

Communications Officer

Intranet

Description

The intranet is an internal communication tool and is for the exclusive use of employees. It is protected from unauthorised access with security systems such as firewalls.

Council's intranet provides services such as operational and organisational news, forms and templates, search and retrieval functions, access to policy information and manuals, message board services, web access and internal directories for employees.

The intranet is for the use of all staff of Camden Council and its content is co-ordinated through Council's Technology Solutions section.

How to use this tool/process

This tool can be used to post information, both formal and informal, for all employees.

Intranet content must align with at least one of the criteria below:

- Deliver a key message to staff.
- Make key information available to staff – for eg. policy documents.
- Be less resource intensive – for eg. printing of manuals.
- Support internal communications and collaboration.

For training on, or uploading information on the intranet, please contact Information Technology Solutions.

Type of content to be included

The intranet can be used for a variety of purposes across the organisation. Some examples of the types of content are listed below, but are not limited to these:

- Newsletters.
- Project information.
- Organisational phone directory and staff emergency information.
- Policies, procedures, manuals, forms and templates.
- Organisational and operational information.
- Council website access, including Council Libraries and Civic Centre.
- Organisational structure.
- Bulletin Board.
- Positions vacant.
- Staff Committees.
- Staff Training.
- Council Minutes and Meeting Dates.
- Booking of meeting rooms.
- Councillor information.

Contact

Information Technology Solutions

ORD06

Attachment 8

Noticeboards

Description

A noticeboard is a simple internal communication tool used to post information in a way that is accessible to staff members. A noticeboard is a source for posting routine news and upcoming events.

Information on noticeboards generally fall into one of two categories:

- Long term information of interest to all staff (WH&S, Employee Assistance Program, fire exits, policies, etc)
- Short term information (Council and community events, social activities, programs).

How to use this tool/process

This tool can be used to post information, both formal and informal, for all employees. It can also be used to convey information that has been given face-to-face or by other means.

There is no clear 'owner' of each departmental noticeboard and anyone is free to post material at their own discretion. Ideally a staff member should be delegated to manage the content on the noticeboard to ensure that all content remains relevant and appropriate.

Unless the information posted complies with legislation, regulations etc, each document should have a 'take down' date so that we can ensure that information on noticeboards is timely and accurate.

If you require assistance in producing a flyer or poster for the noticeboard, please contact the Public Relations Officer.

Type of content to be included

Some examples of types of content are listed below:

- General announcements.
- Operational and organisational matters.
- New policies and procedures.
- Social events.
- WH&S Regulations and information.
- Employee Assistance Program information
- Community events/fundraisers.
- Fire Exits & Emergency procedures.

Contact

Public Relations Officer for further information.

53

Payslip

Description

Payslips are sent weekly either electronically or in paper format to all staff employed by Camden Council.

How to use this tool/process

This tool will only be used as a means of communication for brief key messages to be distributed to all staff.

Messages can either be printed on the actual payslip or as an attachment.

All messages to be included on Payslips must be approved by either the Director or Manager before being sent to the Pay Office.

Type of content to be included

Some examples of types of content are listed below:

- Social news.
- Organisational and operational matters.
- General Manager messages.
- Environmental messages.
- Road Safety messages.

Timeframes

The Pay Office requires notification at least three (3) days prior to the pay week. Messages will be sent as an attachment for all electronic payslips.

Contact

Payroll Officer.

Staff Induction

Description

Staff induction is compulsory for all staff and is an important process for the organisation and its employees. It includes orientation and training of new staff members and explains how they are interconnected to everyone else within the organisation.

Staff Induction is an opportunity to instil important messages in new staff and set the tone for a positive and supported experience at Council. It is compulsory training for all Council staff.

How to use this tool/process

This tool is used to welcome and prepare new staff members to Council and is co-ordinated by Council's Learning and Development Officer. All new staff members will participate in the induction program. Many staff, including Directors and Managers, are involved in the induction process and presenting at the staff induction on the roles of their sections.

Type of content to be included

- Introduction of Directors/Managers
- Roles and responsibilities
- Performance standards
- Expectations of new employees
- Organisational chart and culture
- WH&S procedures
- Policy and procedures
- Customer Service
- Information Technology

Timeframe

Approximately every two (2) months.

Contact

Learning and Development Officer.

Team and Divisional Meetings

Description

Regular team and divisional meetings are essential for effective internal communication. They provide an opportunity to keep staff informed of Council issues and organisational priorities. These meetings are a great way to relay information, foster discussion, feedback, questions and ideas.

Cascading information allows important messages about Council's priorities and achievements to be quickly disseminated throughout the organisation and can help build understanding and involvement.

There are to be standing items for all team and divisional meetings including the opportunity for two way dialogue at all levels. All meetings should allow for the possibility for employee feedback and be open and inclusive. All staff are to be given a clear understanding of the organisational goals, visions and expectations and provided with, but not limited to, key messages, information on projects, performance, staff matters etc.

How to use this tool/process

The regularity of team and divisional meetings is to be at the discretion of the Manager/Director. It is suggested that team meetings be held on a weekly basis however they can be held on an ad-hoc basis as part of a specific corporate or development project.

Type of content to be included

The content of team and divisional meetings is to be at the discretion of the Manager/Director. All meetings are to have a consistent message to ensure all levels receive the same key information.

As a staff member you can expect to be:

* Provided with relevant information and kept informed of relevant developments.

* Consulted on issues relevant to your area and the wider organisation.

* Given the opportunity to raise questions or issues of concern relevant to your work.

As a Manager you can expect to be:

* Allowed to communicate issues relating to your own area to your staff.

* Briefed on any sensitive or significant issues in advance of your staff so that you are in a position to answer questions and provide information.

* Consulted on proposed developments which will affect your area to ensure that proposals are workable on the ground.

* Kept informed of general developments by your Director/General Manager.

ORD06

Attachment 8

As a Manager you have the responsibility to:

- Advise your staff about relevant issues, how they apply to your work area, whether proposals are workable or how they could be improved.

- Treat questions from your staff seriously and respectfully and respond, whether immediately or after further investigation, and provide explanation for your answer.

- Raise any significant problems or issues of concern within your area with your Director.

- Be as informed as you can about the issues relevant to your area and your staff.

- Encourage feedback and open and inclusive discussion.

- Empower your staff by providing them with information to enable them to do their jobs as effectively as possible.

- Encourage networking by your staff with staff in other areas/divisions of Council.

As a Director, in addition to the expectations and responsibilities as above (Managers), you also have a responsibility to:

- Support the Manager in carrying out the responsibilities listed above, ensuring that they have all the necessary and relevant information required.

- Hold regular meetings with your direct Managers to discuss developments, plans and performance within your department as well as the wider organisation.

- Ensure that Managers are consulted on all relevant proposed developments to ensure that they are 'workable'.

- Ensure that Managers are holding regular team meetings with staff and actively seek and address any feedback, issues or concerns raised.

- Ensure meetings are open and inclusive and that the delivery of key messages is consistent.

- Enable your Manager's to communicate on most issues directly with the staff reporting to them.

Timeframe

It is advisable for meetings to take place weekly or at most, fortnightly. They should be held on a regular basis.

Contact

Your Team Leader or Manager.

57

Text Messages

Description

A text message is an effective form of instant communication sent electronically via mobile phones.

How to use this tool/process

This tool will only be used as a means of communication relating to crisis management and supplements Council's Business Continuity Management Plan.

Some examples of emergency information that could be sent to employees relate to fire, bomb threat, flood, poisonous gas leaks, biological, chemical, medical and personal threat.

Only a select group of staff have the authority to issue crisis management text messages.

Crisis management text messages are to be primarily used to convey information to Wardens, the Crisis Management Team, Councillors and specialist support staff, however in the instance that all staff need to be contacted, approval from the General Manager would be sought.

Type of content to be included

Crisis management text messages should be the pre-cursor to more complete information. These messages should be clear and concise with only the most relevant, timely information included. Follow up information should explain when normal operations will resume, how services will be affected, etc.

Some examples of types of content are listed below:

- Incident and emergency procedures and information.
- Workplace and business coordination.
- Evacuation information and procedures.
- Resumption of business information.
- Cancellation of an event.

Timeframe

Can be turned around within hours, depending on urgency of messages.

Contact

Manager for approval.

Community Consultation Policy & Resource Kit

Camden Council Community Consultation Policy and Resource Kit

ORD06

Attachment 9

Suggested citation:
Camden Council 2005
Community Consultation Policy and Resource Kit - Draft

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Further copies of this document can be
downloaded from the
Camden Council website:
www.camden.nsw.gov.au

August 2005

Camden Council Community Consultation Policy and Resource Kit
2

Contents

Camden Council Community Consultation Policy and Resource Kit

3

Part A:
Introduction

ORD06

Attachment 9

Contents

Camden Council Community Consultation Policy and Resource Kit
6

1. What is the Community Consultation Policy and Resource Kit?

The purpose of the Community Consultation Policy & Resource Kit is to ensure mechanisms are in place that contribute to *efficient, effective* and *equitable* dialogue between the community and its Council.

The Community Consultation Policy & Resource Kit consists of a policy and three supporting documents:

Community Consultation Policy

This policy outlines Council's commitment to endeavour to provide efficient, effective and equitable community consultation.

Supporting Documents
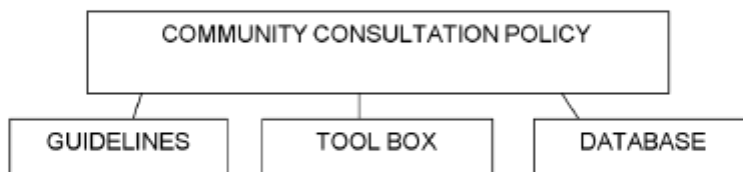
Community Consultation Guidelines

The guidelines are a resource for Council officers to assist in conducting effective consultation.

Community Consultation Toolbox

The 'toolbox' is a set of information sheets with practical examples of both traditional and innovative consultation methods.

Community Consultation Database

The database is a central place in which electronic information gathered through community consultation across the organisation is stored. This approach allows easy reference for staff seeking information on a particular issue and avoid duplication and 'over-consultation'.

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                  ┌─────────────────────────────────────┐
                  │   COMMUNITY CONSULTATION POLICY      │
                  └─────────────────────────────────────┘
               ┌──────────────┐  ┌──────────────┐  ┌──────────────┐
               │  GUIDELINES  │  │   TOOL BOX   │  │   DATABASE   │
               └──────────────┘  └──────────────┘  └──────────────┘
```

The information contained within the Community Consultation Framework has largely been adapted from the ' Victorian Local Government Association (VLGA) 'Consultation and Engagement Resource'. (www.vlgaconsultation.org.au/)

This web resource has been developed to provide local governments with the tools and support to consult effectively with their communities.

Camden Council Community Consultation Policy and Resource Kit

7

2. Why develop a Community Consultation Policy and Resource Kit?

The Local Government Act states that Councils are required to inform the community of particular issues that potentially affect their way of life.

Councils are frequently involved in delivering services and projects where community consultation is fundamental to ensure public input to planning processes and informed decision making. This function is in addition to its role as a consent body and can include such things as planning for community services, traffic management and environmental issues.

Note: Notification with respect to Development Applications is governed by the Environmental Planning and Assessment Act. Councils Development Control Plan (DCP) 116 – Notification, Advertisement and Mediation, adopted 9 July 2001.

Many community groups, government agencies and individuals give very generously of their time, energy and expertise to assist Council in its decision-making, and their continuing involvement should be encouraged and acknowledged.

Councils can engage the community in setting the strategic direction by:

- Building social capital by encouraging broader ownership and understanding of community issues and their implications;
- Facilitating social justice by ensuring the broad views of the community are taken into account;
- Fostering democratic governance by encompassing community debate in the decision making process; and
- Supporting active citizenship by encouraging community participation in decision-making.

While Council is required to seek and consider community opinion when making decisions, Community Consultation it is primarily undertaken to inform the decisions made by Council.

It is important to understand that there will be limits to what can and cannot be influenced by the community. This is why it is important that the extent of the community's influence must always be clearly defined at the beginning of the process so that expectations are not unfairly raised.

Council has a responsibility to the community to clearly outline how decisions have been made and to be accountable for the consequences of the decisions made on behalf of the community.

There are also occasions where Council will contact the community to provide information on a particular matter, rather than seek opinion or feedback.

The Community Consultation Policy & Resource Kit is designed to assist Council officers to undertake the best possible consultation processes to inform the decisions made by Council.

Camden Council Community Consultation Policy and Resource Kit
8

3. How does the Community Consultation Policy and Resource Kit work?

When undertaking any sort of community consultation Council officers would complete the following:
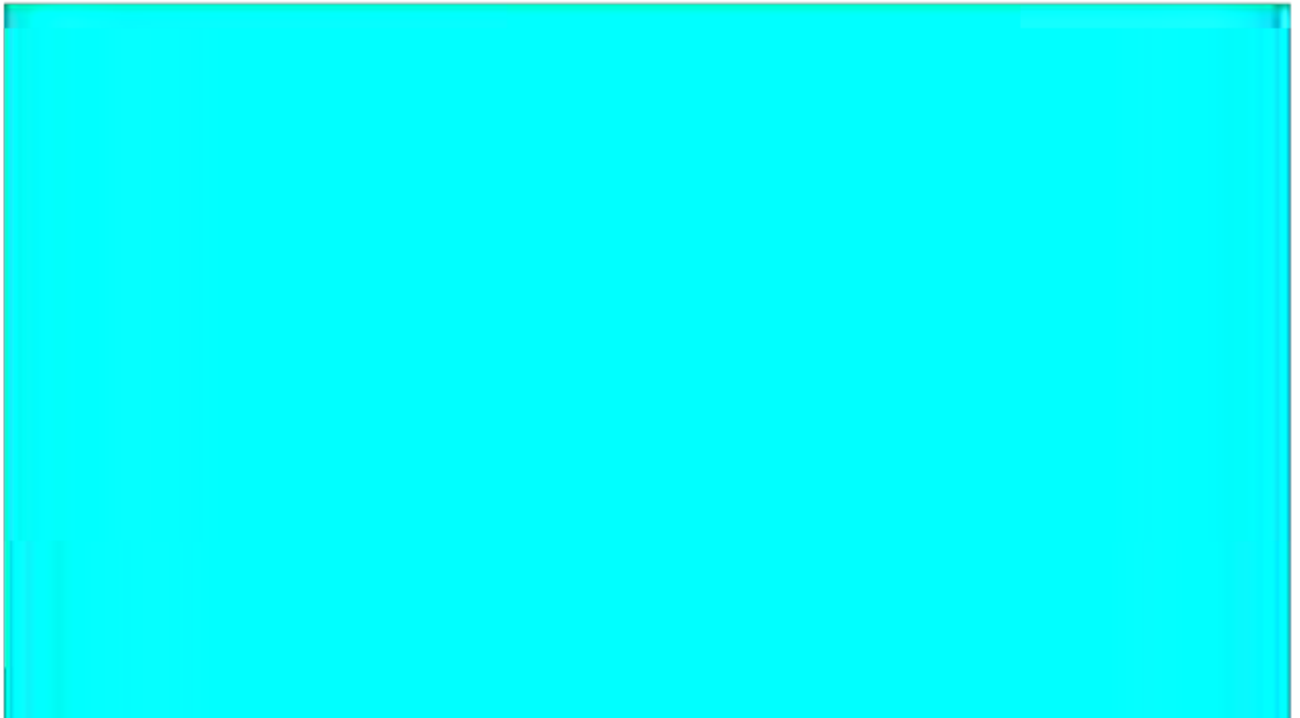
1. Review Council's Community Consultation Policy and Guidelines

2. Follow the *'Eight Step Guide to Planning Effective Consultation'* to develop your approach.

3. Refer to the toolbox for ideas on ways to conduct the consultation.

4. Ensure compliance with any statutory requirements for community consultation.

5. Contact one of the 'Community Consultation Team' members located across the organisation for assistance.

6. Complete an evaluation of the process and place the evaluation, findings and methods undertaken onto the community consultation database.

The Community Consultation Policy & Resource Kit is designed to assist Council staff in developing community consultation processes. It is intended to give guidance without being prescriptive in its approach. Every consultation process undertaken is as unique as the community or subject matter featured and therefore the lead officer will need to decide on the most appropriate approach to ensure an efficient, effective and equitable process.

ORD06

Attachment 9

Part B:

Community Consultation Policy

POLICY NO:

POLICY TITLE: COMMUNITY   CONSULTATION
                                          POLICY

FILE NO: 4770

ADOPTED: _____

MINUTE NO: _____

PREVIOUS POLICY

Purpose:

The purpose of the Community Consultation Policy (and accompanying resource kit) is to ensure mechanisms are in place that contribute to efficient, effective and equitable dialogue between the community and its Council.

The Community Consultation Policy also outlines Council's commitment to conducting quality consultation and its willingness to actively engage the community in contributing to and informing decision making.

Many community groups, government agencies and individuals give very generously of their time, energy and expertise to work in partnership with Camden Council in decision-making.   The importance and strengthening of these community partnerships should be acknowledged and encouraged.

This policy sets out a series of principles that will guide the development and implementation of community consultation undertaken by Camden Council and applies to both internal and external consultation.

Definition of Terms:

Consultation

The process of informed dialogue between the council and the community on an issue prior to the council making a decision or determining a direction on that issue.

Community

The term 'community' refers to all residents, interest groups, community organisations, business persons and those who have a vested interest in the future direction of the local government area/region.

Partnership

The process whereby parties work collectively towards an agreed objective or aim. This might include community, government and non-government organisations.

Camden Council Community Consultation Policy and Resource Kit
11

For definition of terms used within this document see Appendix 1 'Glossary of Terms'.

Background:

The Community Consultation Policy and Resource Kit has been developed to act as a resource to support the design, implementation and evaluation of community consultation conducted by Council within the Camden Local Government Area.

Community Consultation is primarily undertaken to inform the decisions made by Camden Council, ensuring that Camden Council seeks and considers community opinion in the process.

It is important to understand that there will be limits to what can and cannot be influenced by the community. Camden Council will undertake to clearly define the extent of the community's influence at the beginning of the process so that expectations are not unfairly raised.

Camden Council will also contact the community periodically to provide information on a particular matter, rather than seek opinion or feedback.

Regulations:

The Local Government Act 1993 requires Councils to publicly exhibit certain information that may impact on the community. Activities may include:

- Financial Reports;
- Annual Reporting (S 428);
- Annual Budget and Management Plan (Sect 362);
- Draft Local Policies (S 164);
- Leases over community land (S 47); and
- Ward Boundary changes (S 210A).

Council must publicly exhibit information on the above activities for a set period of time (usually 21 – 28 days).

In addition to acting as a consent authority, Councils are also involved in a number of other projects where community consultation is necessary to allow public input to strategic planning processes and ensure informed decision making. These can include such things as policy making, planning for community services, traffic management and environmental issues.

Notification with respect to Development Applications is governed by the Environmental Planning and Assessment Act. Camden Council's Development Control Plan (DCP) 116 – Notification, Advertisement and Mediation, adopted 9 July 2001.

There is a need to distinguish between the role of Camden Council in relation to *notification* and *consultation*. Notification is a statutory requirement which is conducted as part of the Development Assessment Process. This notification

involves provision of information only, it does not advocate a position in relation to the merits of the development.

Consultation involves the gathering of input to assist the process of designing or developing a new project. This is typically conducted by proponents of the development.

Principles:

The Consultation Policy is based around a set of seven principles of effective consultation.

They are:

- Focus and commitment;
- Inclusiveness, accessibility and diversity;
- Provision of information;
- Timing;
- Responsiveness and feedback;
- Evaluation; and
- Resourcing.

Focus and commitment

- Camden Council will ensure that a 'Statement of Intent' is developed for all open consultation processes. The Statement of Intent scopes the planned consultation and outlines Camden Council's commitment to the process. The Statement of Intent includes information on the purpose, topic, timeframes and resource requirements of the consultation process and will be available to the public. Planning the consultation in this way ensures that the proposed approach is relevant to the issue it seeks to address.

Inclusiveness, accessibility and diversity

- Camden Council will undertake thorough identification of key stakeholders with regard to the issue/s under question.

- Camden Council will identify any stakeholder groups that are difficult to access or have barriers to participation (such as people with a disability or those who speak a language other than English) and will provide all reasonable opportunities for participation (eg.translated information, large print or audio).

- Camden Council undertakes to ensure that all consultation venues are suitable and accessible.

- Camden Council will provide all relevant background information at least 2 weeks prior to any consultation.

- Access to information gathered during consultation processes is available to the public upon application under relevant legislation (eg. Local Government Act section 12 or Freedom of Information Act.) Personal details contained within the documents may be obscured for privacy reasons.

Provision of Information

- Camden Council will provide information to consultation participants that is accurate and unbiased, and that will provide opportunities for them to form sound opinions and decisions.

- Camden Council undertakes to provide information that is concise, written clearly and in plain English.

- Camden Council undertakes to provide all reasonable opportunities for access to information in other formats (eg: large print) and community languages.

- Where information is technical in nature, supporting explanatory information will be provided.

- Camden Council will ensure that relevant information is available to the public at least 2 weeks prior to a consultation date.

Timing

- Camden Council undertakes to call for community consultation at the earliest appropriate stage in the life of the project.

- Camden Council will ensure that the timing of consultations enables community comment and opinion to play a part in the decision making process.

Responsiveness and feedback

- Camden Council will clearly outline the decision-making process and communicate this with consultation participants at the beginning of the process.

- Camden Council will ensure that regular updates and feedback on how decisions were made is provided in a timely manner.

Evaluation

- All consultation conducted by Camden Council will include an evaluation component – outlined in the 'Statement of Intent'.

- The outcomes of all consultations will be used to better inform future Council decisions.

- A summary of all evaluations will be available to the public on request.

Resourcing

- Camden Council will ensure that any proposed project has adequate resourcing to undertake community consultation.

Policy Review:

This Policy is to be reviewed after an implementation period of twelve (12) months to ensure that objectives are being met.

Camden Council Community Consultation Policy and Resource Kit
14

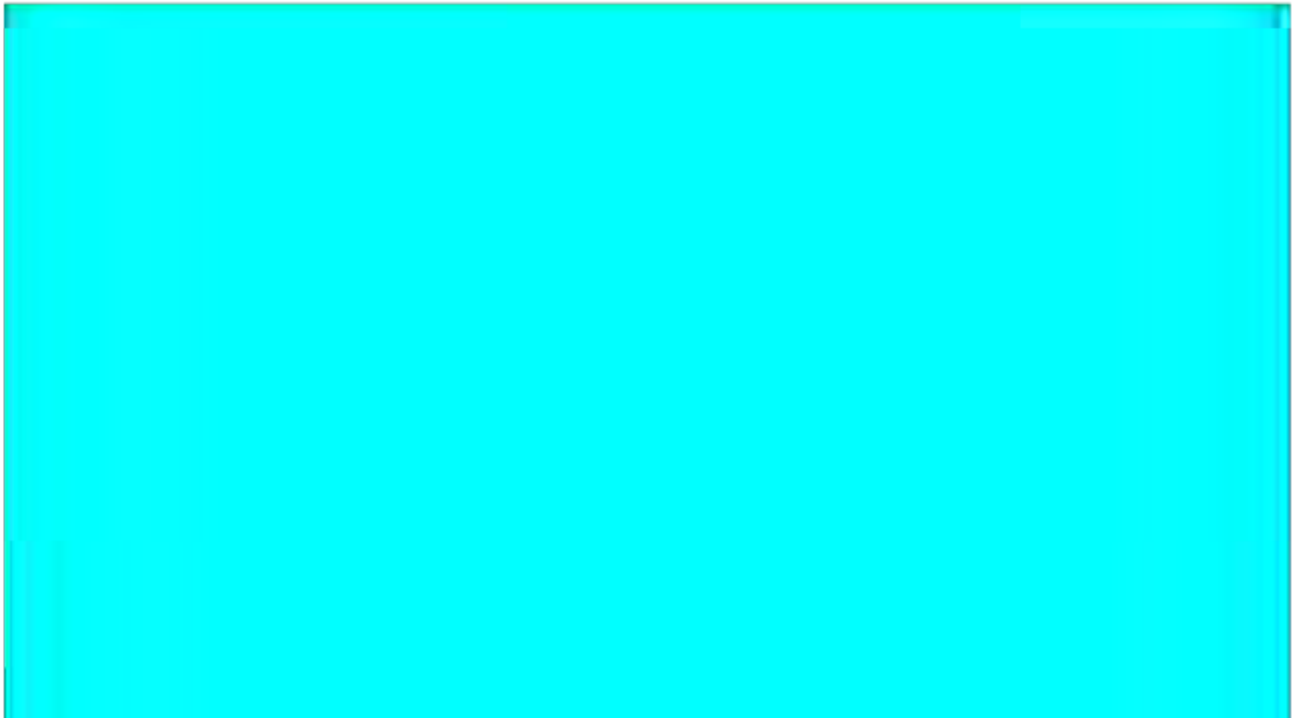*Footnote*
Victorian Local Government Association, Consultation and Engagement Resource Website 2004 www.vglaconsultation.org.au

Camden Council **Community Consultation Policy and Resource Kit**
15

ORD06

Attachment 9

Part C:

Community Consultation Guidelines

Contents

Camden Council Community Consultation Policy and Resource Kit
17

1. What are the Community Consultation Guidelines?

The Community Consultation Guidelines have been developed as a resource to support Council officers or staff in preparing and conducting community consultations.

Note: These Community Consultation Guidelines do not apply to notifications and advertising pursuant to the Environmental Planning & Assessment (EP&A) Act. Detailed guidelines for development applications can be found in Council's Development Control Plan DCP 116 Notifications, Advertisements & Mediation. Please contact Council on 4654-7777 to obtain a copy.

For more information on the EP&A Act follow the link to the NSW Government Legislation home page. http://www.legislation.nsw.gov.au
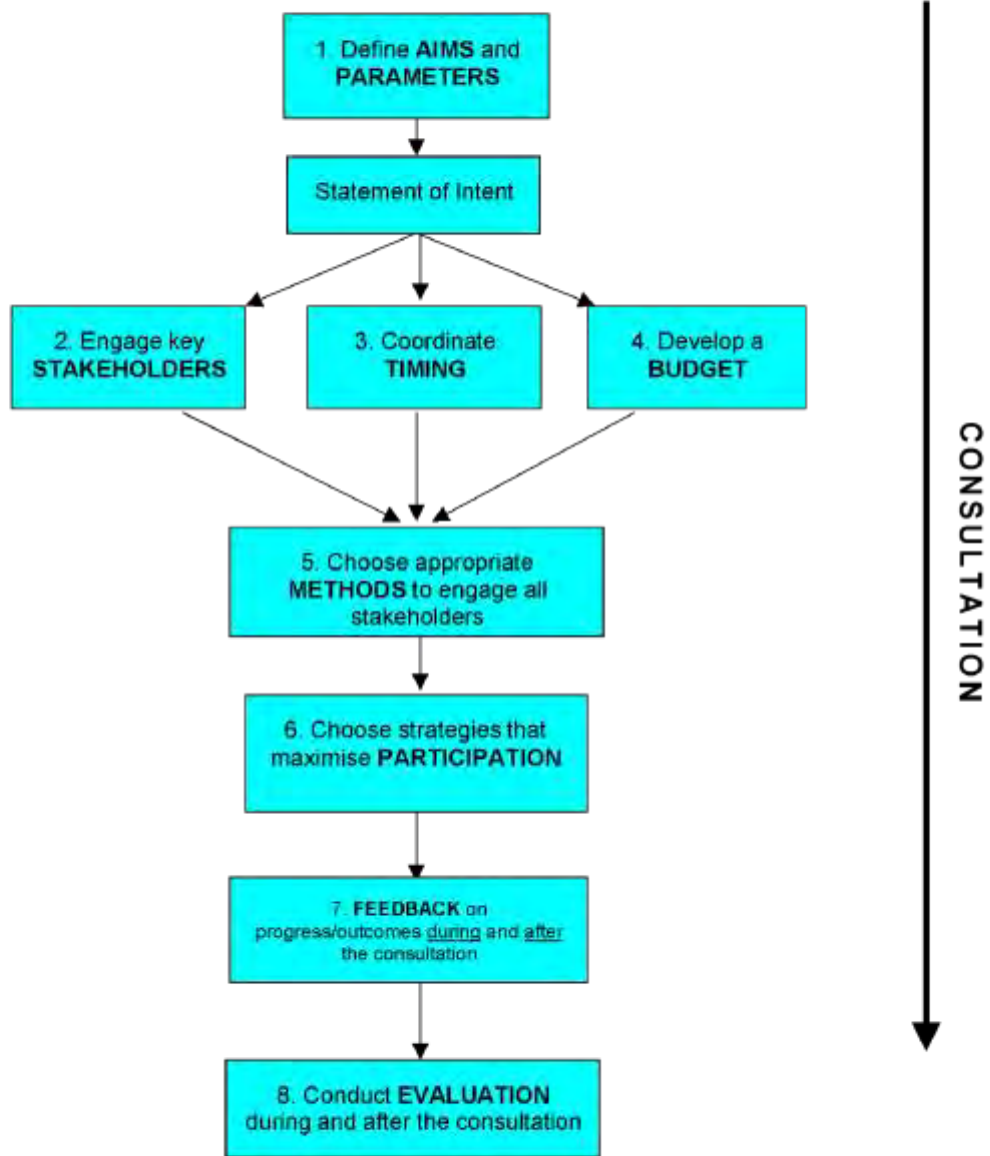
2. The Principles of Community Consultation

As outlined in the Community Consultation Policy (page 13), Council will develop all consultations using the following seven principles of good consultation:

- Focus and commitment
- Inclusiveness, accessibility and diversity
- Provision of information
- Timing
- Responsiveness and feedback
- Evaluation
- Resourcing

ORD06

Attachment 9

ORD06

Attachment 9

3. The Consultation Process

The 8 Step Guide to Planning an Effective Consultation

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                    ┌──────────────────────────┐
                    │  1. Define AIMS and       │
                    │     PARAMETERS            │
                    └──────────────────────────┘
                                │
                    ┌──────────────────────────┐
                    │  Statement of Intent      │
                    └──────────────────────────┘
              ┌───────────────┼───────────────┐
┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐
│ 2. Engage key     │  │ 3. Coordinate    │  │ 4. Develop a      │
│    STAKEHOLDERS   │  │    TIMING        │  │    BUDGET         │
└──────────────────┘  └──────────────────┘  └──────────────────┘
              └───────────────┐   ┌───────────┘
                    ┌──────────────────────────┐
                    │  5. Choose appropriate    │
                    │  METHODS to engage all    │
                    │  stakeholders             │
                    └──────────────────────────┘
                                │
                    ┌──────────────────────────┐
                    │  6. Choose strategies that│
                    │  maximise PARTICIPATION   │
                    └──────────────────────────┘
                                │
                    ┌──────────────────────────┐
                    │  7. FEEDBACK on           │
                    │  progress/outcomes during │
                    │  and after the consultation│
                    └──────────────────────────┘
                                │
                    ┌──────────────────────────┐
                    │  8. Conduct EVALUATION    │
                    │  during and after the     │
                    │  consultation             │
                    └──────────────────────────┘
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CONSULTATION

Camden Council Community Consultation Policy and Resource Kit
20

Step 1   Define Aims And Parameters

When defining the aims and parameters of your proposed consultation you will need to ask yourself a series of questions (see below). This process will help you to complete your 'Statement of Intent'

Use the table below to make notes:

• What is the aim and purpose of the consultation?	
• What information does Council need to convey to the community?	
• What information does Council need to obtain from the community?	
• Who will be affected by the decisions resulting from the consultation?	
• Is some of the information already available? What were the results of previous consultations?	
• Who should be consulted?	
• What would be the best time of day/week to conduct the consultation – think about evenings, weekends?	
• What is the optimum length of time to be allocated for consultation?	
• What issues may be associated with the consultation timeframe, subject matter and relevant past events and experiences?	
• What other related activities and consultations have occurred recently or may be planned? How can the consultation be coordinated to take these into account?	
• How will the information from the consultation be used and by whom? Consider Privacy issues here.	
• What will be the process for implementing decisions resulting from the consultation?	
• How will the outcomes of the consultation and the final decision be conveyed to the participants and to those with an interest?	
• What information is required by the community to ensure they are able to participate in an informed and meaningful way? Eg. CALD Community	

Camden Council Community Consultation Policy and Resource Kit
21

ORD06

Attachment 9

ORD06

Attachment 9

• What follow-up will be undertaken with participants?	
• How and when will evaluation be carried out? What will be evaluated and by whom?	
• Who will manage the consultation?	
• What resources are available/required for the consultation?	
TIP: If a consultant is to be engaged to conduct the consultation it would be best to engage them at this stage.	

STATEMENT OF INTENT LINK HERE

For assistance in developing your Statement of Intent contact the Community Consultation Team – click *here* **for contact details**

Step 2   Engage Key Stakeholders

Who needs to be involved in the consultation?

List everyone who may be affected by your proposal or project.

It may also be advantageous to consult with the peak bodies and ask for their advice on other groups and individuals to be consulted.

Potential stakeholders could include:

- Councillors;
- Consumer groups;
- Service providers;
- Peak organisations;
- Community support groups;
- Community members who may be affected by, or interested in the outcome of the decision; and
- Other government agencies and officials with a legitimate interest in the issue.

Step 3   Coordinate Timing

Depending on the type of project/issue being consulted on, different timeframes will need to be allowed for.

- When analysing your timeframes you need to consider the following:
- Allow time for developing advertisements and flyers etc;
- Allow time for advertising and plan when advertisements need to be forwarded to media;
- Allow more time than you think you need for the active consultation part of the project;
- Allow yourself adequate time to design your consultation method properly;
- Allow at least 6 weeks for a written response to consultation information eg discussion papers;
- Talk to stakeholders to ensure that proposed consultation sessions work in with their existing meeting times;
- Allow enough time for analysing the consultation results and writing up the report;
- Consulting the community at a time when people's ability to respond is automatically limited should be avoided wherever possible. Such times include the Christmas season, school holidays, major religious and cultural events
- The timing of the consultation needs to allow for a flexible response to an unexpected event affecting the community; and
- Conducting a number of consultation sessions over a range of times, for example, after work hours or on weekends and not during meal times, will maximise participation across the wider community.

TIP: Look at when other consultations will be conducted? Will my consultation clash with another?

Step 4   Develop A Budget

Its important when developing your consultation strategy that you can actually fulfil what has been proposed (i.e: what is in your Statement of Intent). You will need to factor in all costs associated, from refreshments to feedback.

Budget Outline

Item	Projected costs	Actual costs
Venue hire and cleaning		
Printing costs		
Advertising costs Newspaper advertising Radio advertising		
Refreshments Lunch/snacks/coffee/tea etc		
Presentation equipment Overhead projector, laptop, whiteboard etc		
Stationery Butcher's paper/whiteboard markers		
Consultants' costs		
Interpreter/ translating costs		
Council Staff wages		
Reimbursement of Volunteer expenses		
Microphone and PA etc		
Postal/delivery costs Printed material		
Travel Reimbursement for participants' parking/travel costs		
Respite care/childcare/toy hire		
Printing of reports and other material		
Promotional Material – "show bags"		

Camden Council Community Consultation Policy and Resource Kit
25

ORD06

Attachment 9

Step 5   Methods Of Consultation

In choosing the appropriate consultation methods, the following issues need to be considered in the early stage of planning the consultation strategy:

- Type of information required;

- The timeframe available for consultation;

- The size and characteristics of the target groups;

- An analysis of the benefits, constraints and costs of consulting;

- Potential benefits and risks of the various consultation methods proposed;

- An understanding of the values and culture of stakeholders and how this will impact on the choice of consultation method;

- Tailoring the consultation methods to encourage the involvement of stakeholders who are the target of the consultation, for example, ensuring that transport and childcare are available where relevant;

- The availability of resources for the consultation, including people, skills, time and finances; and

- Adaptability and flexibility of the consultation methods.

Step 6   Maximising Participation

Effectively publicising the consultation is essential if you are to engage stakeholders. You can use the following channels:

Informing Council staff

Use the internal avenues available to Council staff. These include staff e-mails, the staff bulletin board and notices on staff payslips.

Advise the Coordinator Customer Services and the Community Relations Officer through a brief fact sheet, which states the purpose of the consultation, particular issues, avenues for people to provide feedback/comment, key dates and a contact officer for further information. The 'Statement of Intent' can be used to provide this information.

Reaching the whole community

When placing notices, invitations or posters at venues used by the community, make sure that you make arrangements with the venue management. You can use this as an opportunity to brief staff or volunteers at that venue about the consultation and provide them with your contact details so they can refer enquiries. It is also important to ensure that the information provided is able to be easily understood by the audience. The suggestions below can assist in widely publicising a consultation.

- Use some or all of the available avenues including health centres, libraries, Council's Customer Service Centres, hospitals, schools and sporting groups.
- Community Groups/Interagencies – ask them to promote on your behalf, include information in their mail outs, email groups etc.
- Seek the assistance from community agencies where appropriate, such as, Macarthur Community Forum, Macarthur Diversity Services Inc or Macarthur Disability services to ensure inclusion of people with special access needs.
- Arrange to place information with private businesses such as shopping centres, medical clinics, tertiary institutions, cinemas, coffee shops, art galleries, clubs and sporting venues.
- Place paid advertisements in local newspapers including The Macarthur Chronicle, The Camden Advertiser and multicultural newspapers (be aware of varied distribution patterns)
- Place notices in Council and community newsletters and bulletins and on noticeboards.
- Seek free community space in the above-mentioned newspapers and on radio.
- Contact details of community and government agencies can be found by searching the online Community Directory available on Council's website.

ORD06

Attachment 9

Tailored publicity for a specific purpose

- Email and fax fliers to relevant community agencies and businesses.

- Send personal invitations to all relevant agencies, with a list of all those invited (and ask if there are others who should be involved).

- Develop tailored information packs and articles for inclusion in community newsletters, business and professional journals.

> **TIP**: For further information on publicity speak to Council's Community Relations Officer.

Step 7   Feedback On Consultations

Acknowledgment of input

Many community groups, government agencies and individuals give very generously of their time, energy and expertise to assist Council in its decision-making and their continuing involvement should be encouraged. It is also important to acknowledge their contribution by sending out collated feedback to participants and regularly updating them on progress throughout the consultation process.

At the end of the consultation process, participants should be thanked in writing for their input and acknowledged in the final document/report.

Feedback

Participants should be informed of when the outcome is expected, however, not all participants will require feedback on all issues.   The 'Statement of Intent' should identify which participants need feedback and how this will be given.

Reports detailing the outcomes of consultation should be written in plain English and may include:

- Acknowledgment of the participants' contribution;

- A record of the consultation process;

- Demonstrated evidence that participants have been heard and understood (this may take the form of a document which lists the participants and records their views stated in their own words); and that their contribution has been considered;

- An outline of the decisions made;

- A record of how final decisions were reached; and

- Next step in the process if appropriate.

- Questions that could not be answered at the consultation should be responded to in writing or referred to the appropriate Officer after the workshop/consultation session.

- Direct, personalised feedback can help to build partnerships with the community – for example detailing where particular suggestions were incorporated into a policy or plan.

Step 8   Evaluation

Some questions your team may want to consider as part of the evaluation process both during and at the conclusion of the process are:

During the consultation:

- Is the approach we are using working – can we change anything to make the rest of the process work better eg. different consultation method? Additional target groups?
- Have we promoted as widely as possible?
- How have people found out about the consultation?

After the consultation:

- How could we have done it better?
- Was the presentation and the information provided appropriate to the participants' needs?
- Did any of the participants express concern about the process? Were there any complaints? Were these complaints valid? What could we have done to avoid that complaint?
- Did the participants compliment us on aspects of the process? Why? How can we build on these strengths?
- What skills were lacking?
- What skills did we discover?
- Do we need to engage specialists or can we be better trained to facilitate the process in the future?
- Did the specialists we engaged meet the requirements?
- Did we get the information we wanted?
- Even if community members did not get the result that they had hoped for, are they satisfied that they were heard and that we considered their views?
- Remember to hand out evaluation forms to consultation participants in meetings and workshops.
- Analyse and use the results to improve your planning and skills in the future

Insert link to sample evaluation form here

Camden Council Community Consultation Policy and Resource Kit
30

4. Consultation Methods Matrix

The Consultation Matrix is linked to the 'Community Consultation Toolbox' which contains a set of information sheets with practical examples of both traditional and innovative consultation methods, as well as examples of successful consultations that have taken place elsewhere.

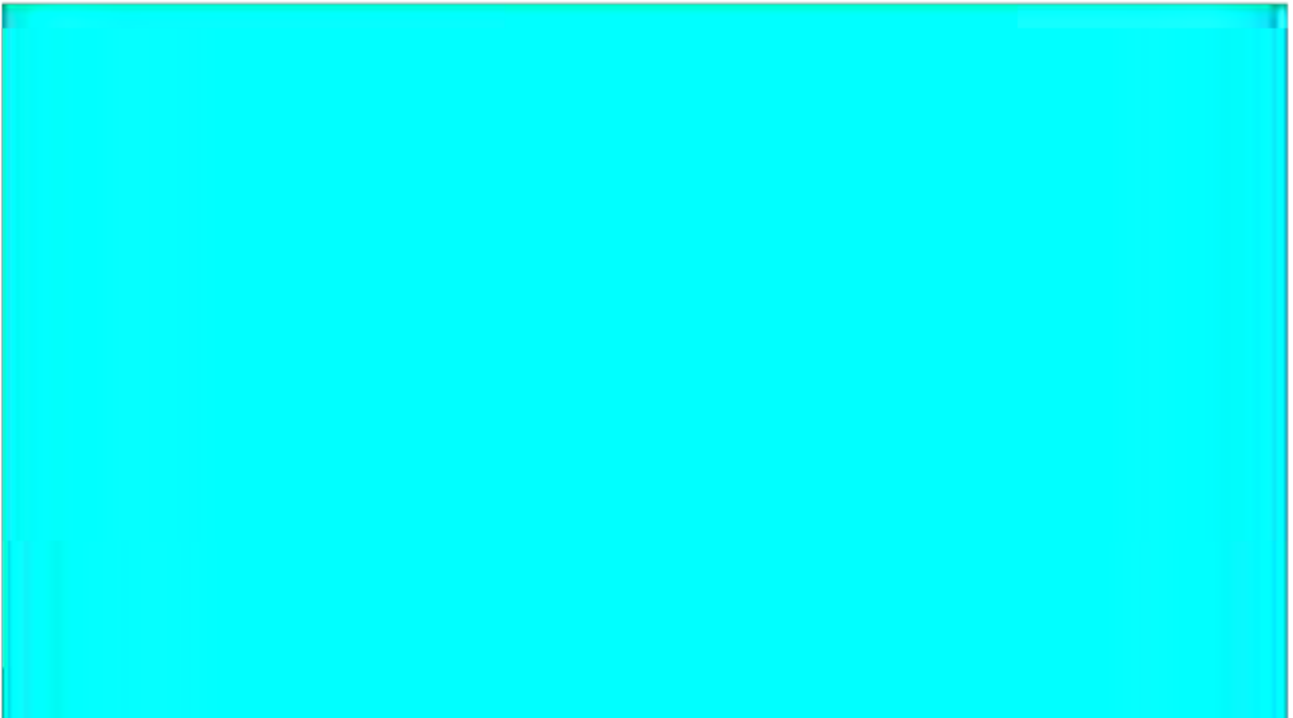The Consultation Matrix is included on page 35.

ORD06

Attachment 9

5. Checklist for Consulting

The Consultation Checklist has been developed to be completed by the consultation lead officer and sent to the consultation team for feedback prior to commencement.

The Checklist is included on page 78.

Part D:
Community Consultation Toolbox

Contents

Camden Council Community Consultation Policy and Resource Kit
34

1. Consultation Matrix

Click on the Matrix (or refer to appropriate page number above) on the following page to link to the relevant consultation method.

Camden Council Community Consultation Policy and Resource Kit
35

ORD06

Attachment 9
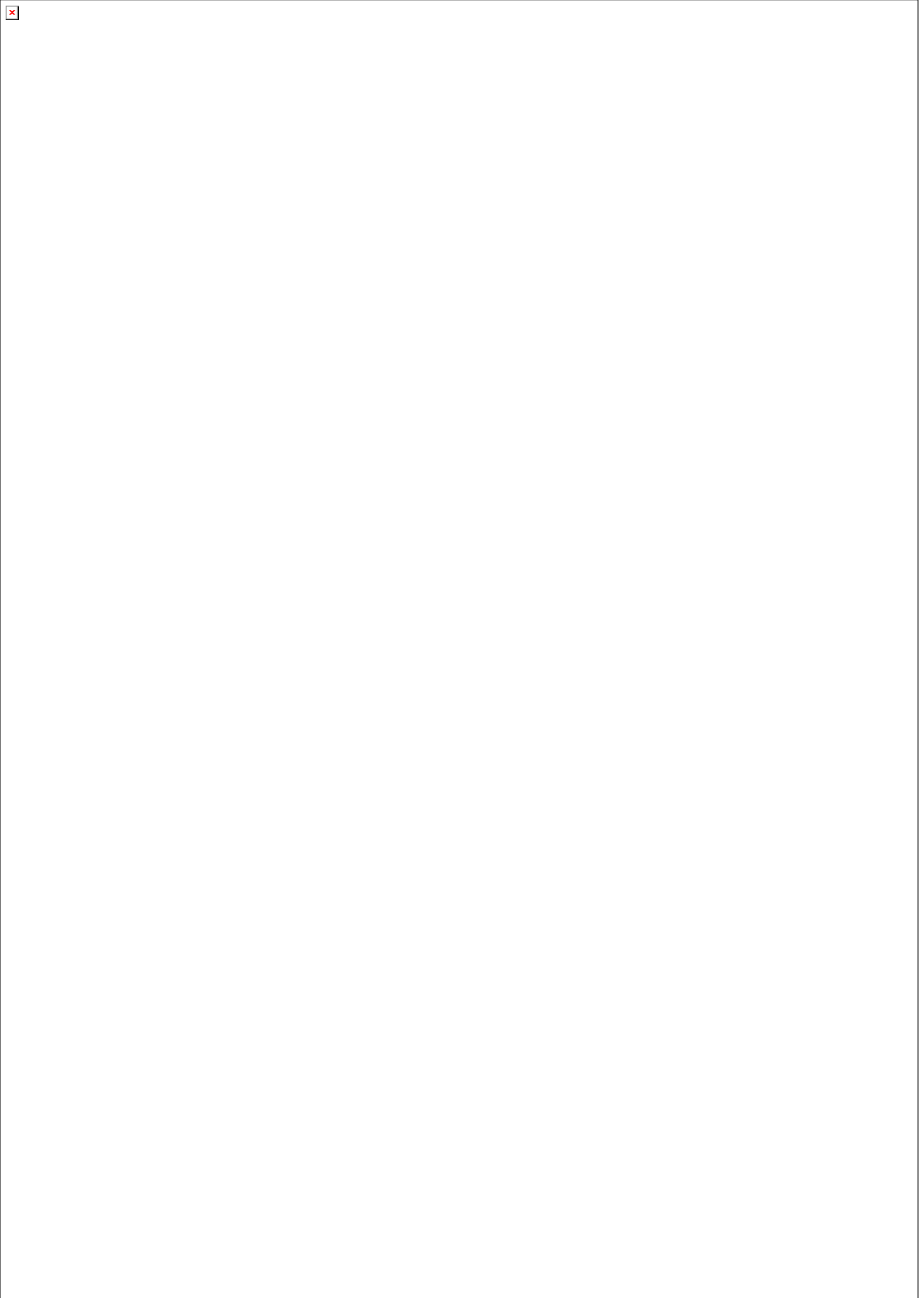
2. Communication Methods

When should I use this method?

Communication methods will sometimes constitute consultation in their own right, but more characteristically are the means by which consultation is planned and information is provided to enable effective consultation to occur.

This list may be considered as consultation methods in certain cases, but more often should be seen as a means of informing potential participants and the community about forthcoming issues which are to be the subject of consultation.

Method	Description
Write a Letter	This is a personally addressed letter to all affected households, interested community groups and individuals and government agencies. It outlines the issue and invites comment. It always indicates where the comment should be directed within Council. For an example click here
Letterbox Drop	This is a non-addressed leaflet or flyer that summarises the issues and invites feedback to Council. The flyer indicates how that feedback can be given. For an example click here
Council Newsletter "Lets Connect"	This is the Council's regular publication. It can carry articles about a major project, vision, policy or issue. If it is used for consultation, the article must inform and encourage feedback. The newsletter is an important vehicle to report on the results of other consultations. For an example click here
Special Publications	These can range from a special news-sheet to a brochure or draft printed policy. They are designed to inform the consultation process. For an example click here
Advertisements in the Local Newspapers	Advertisements in the news section of the local papers (except for statutory requirements) are an important means of advising the community about the matter under consultation and how residents can have their say. For an example click here
Media	This involves issuing media releases and conducting interviews with local journalists. If it is part of the consultative process, the Council spokesperson must ensure that people are told how they can comment on the issue in question and that feedback is welcomed. For an example click here

Council Contacts

Council's Community Consultation Advisory Team (hyperlink here)

3. Questionnaires and Surveys

Recording responses to a set of pre-determined questions. The same questions need to be asked of all respondents (unless respondents skip specific questions for which they do not qualify).

Questionnaires/ surveys can be distributed by:

- Mail (you mail it to people and ask them to return it - usually in pre-paid envelopes);
- Telephone;
- Face-to-face (eg: at a local supermarket, door-to-door); and
- Email (eg: some council websites have interactive pages).

There are two types of survey:

1. Targeted at a specific group (eg: users of a facility or service) or
2. General - aimed at the wider population.

When should I use this method?

Questionnaires are best used in the following cases:

- When you require statistically significant responses.
- When you require feedback from a large group of people in a short time frame.
- When you have a limited budget (eg: if you arrange your own mail-out process).
- When you require some straightforward responses on an issue (yes/no information).
- When you are interested in "rating" a service or program provided by Council and tracking this rating over time.

How much time will I need?

Time is dependent on the sample size, form of distribution and who is doing the work (you or a specialist market research agency). A specialist agency could turn around a 300-sample survey in three to four weeks.

When you mail out a questionnaire, you will need to have a couple of weeks "turn-around" just for people to complete it and send it back. This does not include the time needed for questionnaire design and analysis. Similarly with e-mail, you will need to leave time for people to complete the questionnaire and return it.

Allowances should be made for:

- Time for development of questionnaire
- Mail out distribution time

- Turnaround time
- Collation of responses and feedback of results

Telephone and face-to-face questionnaires are quicker as the surveys are undertaken on the spot.

What skills do I need to have?

Some market research or statistical skills are an advantage if you are going to undertake the survey design and data analysis internally. It is also a good idea to test the survey before sending it out.

What is the process?

The key steps in conducting a questionnaire are as follows:

- Confirm objectives and outcomes
- Develop questionnaire
- Determine sample size
- Prepare sample (mail-out, phone numbers etc)
- Distribute questionnaire
- Return of questionaries and collation of results
- Data analysis
- Report preparation
- Report presentation
- Feedback to participants
- Evaluation of success

Once you have completed an appropriate number of questionnaires the respondents' answers must be recorded and collated by a central source (either manually or using a computer). Collation of data can be done internally (manually or using a PC-based data analysis package such as SPSS) or externally (paying a specialist market research agency).

NOTE: Works and Services Division has software for this purpose

A questionnaire will have two types of questions. These are referred to as "open-ended" questions or "closed" questions.

- Open-ended questions are used when you want detailed descriptions of respondents' opinions about a matter or when you don't have any preconceived ideas of what type of responses people may have.
- Closed questions are used when you have a good idea of the types of responses you will get and you can make up your own responses (making collation easier).

ORD06

Attachment 9

Anyone can design a questionnaire with practice (so don't think that you will always have to use a specialist agency). Some tricks of the trade are:

- Learn from example - there are good questionnaires everywhere (on the Internet, used by other councils, sent to you in the mail). Borrow the questions and the structures.

- Keep it simple and test it on a lot of people (a question may make sense to you but may be very confusing to others).

-

Strengths and Weaknesses of Questionnaires

Strengths	Weaknesses
• People (eg: community/councillors) seem to be more willing to accept/respond to survey results, as long as you can show a reasonable sample size. • Questionnaires may be distributed to a broad sample of residents, not just those who might regularly participate in public forums. • Once you have a bit of experience designing questionnaires you can continue to use successful questionnaires and methodologies, reducing time and resources. • Not too time consuming for respondents (ie. they can complete at home in own time if a mail out) • Can be anonymous	• Can be confronting to undertake if you have little experience in the area and do not have any funds available for expert advice/support. • Can take a long time to turn around – response rates are often low. • Self-completion formats are not as effective for, people with disabilities or people from culturally and linguistically diverse backgrounds, unless you provide surveys in other languages. In these circumstances, face-to-face surveys are better. • The information you obtain will only be as good/useful as the questions asked. • Questions can sometimes be biased to preconceived outcome. • Can be viewed as a 'voting system'.

Where can I see examples of good surveys?

http://www.vlgaconsultation.org.au/questionaire.shtml

Council Contacts

Council's Community Consultation Advisory Team (hyperlink here)

4. Community Meetings and Forums

Community Meetings and Forums bring together interested people for information and discussion on an issue. They are generally held at a community venue, on the site of the matter under consultation, or at the Council offices.

Can be held on a number of different scales depending on the issue being addressed. eg LGA wide or neighbourhood

When should I use this method?

Meetings are often called in response to unforeseen or significant issues that impact on a specific area, including broad strategic planning issues.

Camden Examples
Community Plan, Local Environmental Plan, New Release Area Planning

How much time will I need?

Meetings can be called for between 1 ½ to 2 ½ hours, any longer and people tend to lose focus. You will get more information and action out of a short focused meeting than a long poorly focused meeting.

You will need to allow lead in time to insure that the community is well informed about the issues to be discussed and of the time and location of the meeting. Poorly attended public meetings tend to have a negative impact on Council consultation.

What skills do I need to have?

Well-developed facilitation skills are very important in this context. Public meetings or forums can often attract large numbers of people who may feel very passionately about the issue being discussed and may focus the meeting on one particular aspect of whatever proposal is on offer.

It is important that all views concerning the proposal are canvassed and the facilitator or chair should aim to create a space where this can occur in an attempt to avoid unnecessary confrontation.

Conflict resolution and mediation skills are useful in this context. Be aware of groups that may be dominant and pay special attention to ensuring all participants are given their say (consider utilising non-verbal methods of collecting information – such as written comments on a board or drawings.)

What is the process?

Set the Agenda

Camden Council Community Consultation Policy and Resource Kit
41

The facilitator will outline the proceedings or agenda and introduce relevant speakers.. Specific reference to the purpose of the consultation, including details of how the input will be used, is made at this point.

A set of rules about how views will be heard is outlined and agreement should be sought from participants at the outset.

Outline the issues - generally a set presentation is made concerning the issue to be discussed. (You may wish to use external experts rather than Council Officers for this).

Questions are usually held after this has occurred.

Structured time is then allotted for questions and answers, after which there may be an opportunity for broader discussion and comments from key stakeholders.

If during the discussions questions are asked that are not related to the topic or unable to be answered quickly note them separately on a 'parking sheet' and come back to them at the end. This will help to keep discussions on track.

It is important to outline the next steps in the process, in particular what will happen to the information collected.

There are more innovative ways to conduct community meetings (for example holding a walking community meeting) or choosing a venue appropriate to the issue being discussed (eg: a park, community venue or restaurant).

Strengths and Weaknesses of Community Meetings

Strengths	Weaknesses
• Provides opportunities for the community to speak without rebuttal. • Meets statutory requirements and enables comments to be put on record. • Community members hear the views of others	• Does not foster dialogue. • Can create a community versus council environment. • Can be an intimidating space for individuals to speak up. • Can be captured by a vocal minority. • Sometimes vocal people take the floor not allowing others to speak. • Not conducive to communicating with all target groups.

Where can I see examples of good Community Meeting Structures?

www.vlgaconsultation.org.au/groups.shtml

Council Contacts

Council's Community Consultation Advisory Team (hyperlink here)

Camden Council Community Consultation Policy and Resource Kit
42

ORD06

5. Focus Groups and Workshops

Discussion groups of between five and twenty people usually led by a trained facilitator. The participants are residents or people with a particular interest, involvement or stake in the subject being discussed.

When should I use this method?

Focus groups can be successfully used for in-depth consultation regarding strategic plans, positioning policies or service-specific planning. They can also form part of consultation strategy for community-building activities. Generally, these groups are smaller than community meetings and forums

Camden Examples
Development of strategies for the Youth Strategic Plan; Community Plan

How much time will I need?

Between 2 and 4 hours is best. If you are having a longer session it is best to break it up into different segments and rotate groups to maintain interest levels.

Remember to allow lead in time for publicity and also for the distribution of any background information. This is especially important when the focus groups and workshops are part of a wider consultation process.

What skills do I need to have?

Well-developed facilitation skills are important. Focus groups rely on the expression of different views and opinions. A facilitator will generally ensure that everyone has the opportunity for input.

Facilitators should be 'neutral' if an external person cannot be arranged then the person running the session should be from another Council department. Council officers involved in leading the consultation should be involved in the discussion to provide information and expertise – but should not be expected to facilitate.

What is the process?

One or multiple focus groups may be organised to discuss an issue. Participants are introduced at the beginning of the focus group:

- The facilitator will outline the process and determine any ground rules for the conduct of the focus group.

- The facilitator will then discuss the broader issues with the group to ensure general understanding of the objectives.

Camden Council Community Consultation Policy and Resource Kit
43

Attachment 9

- Each focus group will be given a structured set of questions to answer or topics to discuss.

- Proceedings may be recorded by a nominated scribe, Council staff member or through video or tape recording. With any audiovisual recording, permission should be sought from participants.

- Each group's response should then be made available for comment and feedback. This can be done through a presentation of findings or by placing notes on display for viewing.

Hint
In your initial introduction be sure to mention that photographs may be taken to record the moment and allow for people with objections to this to speak privately with you. Video footage and still photos may require written consent from participants.

Strengths and Weaknesses of Focus Groups and Workshops

Strengths	Weaknesses
• Useful for obtaining in-depth responses to an issue. • Creates an environment where people may feel more comfortable in airing a view than in a larger public meeting. • Lots of opportunities for deliberation and debate. • Can be very productive, given the smaller amounts of people involved and structured debate. • Often provides the opportunity for informal networking. • Good way to work through issues.	• Not always representative. • Will only target a relatively small proportion of the population. • Involves a lot of staff time to facilitate groups.

Where can I see examples of good focus group and workshop structure?

www.vlgaconsultation.org.au/groups.shtml

Council Contacts

Council's Community Consultation Advisory Team (hyperlink here)

Camden Council Community Consultation Policy and Resource Kit
44

6. Steering/ Consultative Groups

These groups are made up of Council and community representatives, established to provide input and overview for either a particular project or issue (steering groups) or on an ongoing basis on specific issues (consultative groups).

When should I use this method?

Steering/Consultative groups are suited to overseeing developing projects and issues or long-term and targeted strategies.

> **Camden Examples**
> • Community Plan Lead Team was involved in overseeing and endorsing the development of Camden's Community Plan.

How much time will I need?

Groups may be time-limited or they can be ongoing and can be convened over a number of years.

What skills do I need to have?

Facilitation or chairing skills are very important. Third-party facilitation may help if the issue or process is particularly contentious.

How do I select members to my group?

Steering group members will have some sort of stake in the issue or process being discussed or developed. It is important that the key stakeholders are involved, otherwise critical input could be lost.

Consultative group members may have a specific skill set or knowledge base relevant to the emerging strategy or policy.

Potential members are often interviewed before selection by the convening body. Special needs of group members will be canvassed at this time, which will include preference for venue and meeting times. Other needs, such as access requirements to venues and childcare assistance may be relevant.

The selection process is important. Particular people/groups may need to be targeted through advertising or direct contact.

What is the process?

- Depending on the issue, meeting times and frequency will vary. For example, the development of a strategic plan will require monthly or bi-monthly meetings, whereas groups convened around a current environmental issue may require more frequent contact for a shorter length of time.

- Terms of Reference are circulated in draft form for agreement at the first meeting of the group. These will typically contain information on the scope, role and responsibilities of the group and timelines where appropriate.

- As well as agreed terms of reference, other protocols may be determined at the outset of the meeting. These could relate to respecting the views of others and other housekeeping matters. This theme of agreeing on key points of the process is important in ensuring group members move forward together.

- The group will work towards its task, as identified in the terms of reference. It will often work with consultants or staff members who may present information to inform group discussions.

- Willingness to compromise and a commitment to the process are often key features of a successful group. It is important that group members representing broader stakeholders communicate with their members.

- A Council officer will be required to record minutes at meetings and circulate to the group and make available to the public where applicable. (This can be done through the Council Website)

- Recommendations made by the Group will most likely be reported to Council directly or included in a document that will be placed on public exhibition.

Generally, steering/consultative group members will be recruited by Council staff through an open advertising process requesting people to nominate. The group will be resourced by Council officers and will receive agendas and minutes prior to any designated meetings. Accurate reporting of proceedings is important.

> **Remember** this process will also change depending on the stage and size of the issue. It's important to be aware of holding 'meetings for meeting sakes'.

Strengths and Weaknesses of Advisory/ Steering Groups

Strengths	Weaknesses
• Provides detailed analyses of project issues.	• General public may not embrace committee's recommendations.
• Participants gain an understanding of other perspectives, leading towards compromise.	• Members may not achieve consensus.
• Installs a grassroots ownership if key stakeholders are involved from the outset.	• All participants must accept the need for 'give and take'.
• Encourages collaborative approach.	• Time and labour intensive.
	• May not be representative.

Where can I see examples of good Advisory/ Steering Committees?

http://www.vlgaconsultation.org.au/steering.shtml

Council Contacts

Council's Community Consultation Advisory Team (hyperlink here)

Camden Council Community Consultation Policy and Resource Kit
47

7. Community/ Public Exhibitions

Displays are used to provide information to the community about proposed planning developments, services, programs, promotions and other initiatives that require community feedback and input.

When should I use this method?

Useful for broader visioning exercises such as community or Council plans, broader strategic plans or policies. In particular, they are useful for land use policies or plans, as they enable visual material to be displayed and discussion generated.

How much time will I need?

Set-up time for displays, depending on the duration of the venue or event. Time also needs to be allocated to allow for maintenance/upkeep of the display (replacing torn or damaged information).

Camden Examples
- Exhibition of Narellan Library Plans allowed the display of visual information.
- Utilise existing events and venues where there is high turnover of people eg Camden Show, Narellan Town Centre. On a larger scale the Narellan Town Centre Shop front is a good example of Community Exhibition.

What skills do I need to have?

Information on the display needs to be clear, concise and attractive so some thought needs to go into how it is designed and arranged. Use plain English and limit the use of jargon to ensure that the information is user friendly.

What is the process?

The exhibitions are usually set up on a temporary basis (can vary for planning and development issues) at public places, for example shopping centres, parks or festivals and are run by council staff in conjunction with other agencies or community representatives who can answer relevant questions.

Exhibition attendants may need to ask passers-by to complete questionnaires, encourage them to have a look at display boards and then promote discussion and feedback of relevant issues.

ORD06

Strengths and Weaknesses of Community Exhibitions

Strengths	Weaknesses
• The community may appreciate meeting Council staff face-to-face, enabling them to ask questions directly. • Enables people to learn and provide feedback on an issue in a non-threatening and unstructured way. • The consultation comes to them - people may have the opportunity to participate when going about their daily business, eg. shopping, going to the library or visiting a park. • Tends to include people who would not normally get involved.	• Has limitations in terms of exposure and may be a roving exercise. • Can be resource-intensive in terms of staff time and display costs. • Need to ensure that Council staff are not being placed in a vulnerable position, where they may become targets. • May raise other unconnected issues that will have to be dealt with.

Where can I see examples of good Displays and Exhibitions?

http://www.vlgaconsultation.org.au/exhibitions.shtml

Council Contacts

Council's Community Consultation Advisory Team (hyperlink here)

Attachment 9

Camden Council Community Consultation Policy and Resource Kit
49

8. Utilising Community Leaders

Community leaders are identified as belonging to a group or community, which can often be unrepresented in generic consultation activities because of language barriers or other deterrents.

Community leaders can have an ongoing role in representing their members and are typically reimbursed for costs associated with their involvement (travel, car parking costs etc).

When should I use this method?

This type of consultation approach is particularly suited to communities where there is a range of different diverse backgrounds and consultations in languages other than English would benefit the community.

There may be other groups often under-represented in consultations, including young people, older people and people with a disability where this would be a desirable approach.

This approach can also be suitable for consulting with Indigenous communities.

How do I select community leaders?

Existing community groups or associations may be approached to provide someone to participate in Community leadership programs. State-based organisations representing particular language or ethnic groups could also provide contact points.

There will not always be organised groups to call on. This process would be assisted by a stakeholder-mapping exercise and the ongoing engagement and support of key groups within the community in council activities.

Specific targeting of community groups could be undertaken by contacting existing venues or activities where these groups generally congregate.

An advertised process of calling for people to nominate as community leaders is another option. Such nominations would require documentation or references showing broader support within their designated community or group.

How much time will I need?

Depends on the process you take for involving community leaders, a process involving an Expression of Interest (EOI) will take longer than one where the appropriate community leaders are already identified.

What skills do I need to have?

It will be useful to have both chairing and facilitation skills to ensure that all points of view are given equal weight. An independent facilitator may be of use.

What is the process?

A typical consultation using community leaders can include the following components:
- Group leaders within the community are identified.
- Information about the policy issues to be discussed are distributed to the group leaders, possibly via an informal or formal 'training' program.
- Group leaders facilitate informal conversations within their group on the relevant topic.
- Group leaders provide feedback on the group discussion to Council.
- Formal sessions are held with each group to discuss the main issues raised in previous discussions.
- Evaluation and summary of consultation results
- Feedback to community and community leaders

Strengths and Weaknesses of Community Leaders

Strengths	Weaknesses
• Engages individuals and groups in conversations regarding issues that had never been available previously. • Enables Culturally and Linguistically Diverse (CALD) participants to be heard in a preferred language, increasing the potential for meaningful input. • Council has the opportunity to engage with large groups from diverse backgrounds and gather more information about core community issues that are important to each group. • Increases the level of understanding about the role of Council in a variety of different communities. • Can create a base of individuals who can be engaged for a variety of consultation activities. • May increase the capacity and skills of selected community leaders for further individual and community benefit.	• This is not a formal research method, so data received is qualitative, rather than quantitative, and therefore more difficult to analyse. • Need to ensure that community leaders are representative of their community and not pushing their own agenda.

Where can I see examples of using community leaders?

http://www.vlgaconsultation.org.au/leaders.shtml

Council Contacts

Council's Community Consultation Advisory Team (hyperlink here)

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52

9. Community Panels

When should I use this method?

Residents are recruited for regular consultation. This contact might be via the telephone, written surveys or discussion groups.

Participants may be attitudinally and demographically matched to the community as a whole.

Community panels can be used for a variety of purposes, such as getting prompt responses on urgent issues. While they might be more appropriately used for local government area wide issues, the growth and consolidation of a panel may lend itself to use for small area developments and plans for changing neighbourhoods, depending on the quality of the contact details of panel members maintained by the Council.

How much time will I need?

Participants are usually asked to commit to the panel for a fixed term. A commitment of a 1-2 years is usually required for optimum results.

How do I select participants?

Typically, random sampling is used with up to 2000 participants (may not be appropriate for smaller local government areas) reached by telephone, through written surveys or recruited at community meetings. Attempts can be made to ensure that the sample represents the full spectrum of residents' views and is broadly representative demographically. Panels usually consist of 8-10 participants.

What skills do I need to have?

Statistical analysis, survey development skills, and database management skills.

What is the process?

Panel participants are sourced from the community and briefed on their involvement. They are issued a unique code number to ensure confidentiality. Participants are consulted every six to eight weeks.

Questions and methods are developed to meet the needs of the staff requesting the information. Different methods are used - telephone interviews and questionnaires by mail are most common, but occasionally panel members have participated in community workshops, focus groups or forums.

The research feedback is then compiled in an appropriate format, and given back to the staff area which requested the information. Panel input, together with many other types of community input, form the basis for much - but by no means all - of Council's priority setting and corporate planning processes.

ORD06

Attachment 9

Strengths and Weaknesses of Community Panels

Strengths	Weaknesses
• Easing the burden on the community: Council departments are able to channel their information requests through the responsible officer; a survey may address questions from several departments. Also, people who would prefer not to be surveyed are spared in panel surveys. • Cost effectiveness: In a random survey, a majority of calls are refusals or non-responses. With the panel, interviewers know when respondents are likely to be at home, and that they are willing to do the survey. Savings in research expenditure can result. • Longitudinal data: Most surveys can only provide a snapshot at a particular moment in time. As panel members respond over months and years, changes can be tracked for example attitudes or satisfaction with services to life changes. • Unbiased data: Most consultations attract certain types of people more then others. For example, special interest groups or small groups with a particular point of view can dominate consultations. Where matched attitudinally and demographically, the panel does not replace stakeholder consultations, but allows it to be balanced against a whole-of-community perspective.	• Where random sampling forms the basis of inclusion in the panel (as opposed to attitudinal and demographic matching) the process is not necessarily an accurate method of sampling and does not guarantee an accurate representation of the population. Extra care will need to be taken to ensure the recruitment of under-represented groups.

Resources required

This can vary but will rely on ongoing staffing for developing and maintaining relevant databases and continuing to engage panel members in related activities. Depending on the method used to contact members, casual or contract staff will be required as well as adequate phone and computer facilities.

Where can I see examples of using community panels

Camden Council Community Consultation Policy and Resource Kit
54

http://vwwv.vlgaconsultation.org.au/casestudies/panels.shtml

Council Contacts

Council's Community Consultation Advisory Team (hyperlink here)

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55

10. Citizens Jury

The name 'jury' gives an idea of the process - expert witnesses are called and representative groups of citizens (usually 12-15 people) deliberate on the soundness of the arguments presented by a commissioning authority.

When should I use this method?

Citizens' juries have been used to deliberate on a range of policy and planning issues, including health, environment and social justice issues.

How do I select participants?

Participants are randomly selected and contacted by mail but a level of self-selection is also involved.

How much time will I need?

For the best results you will need to allow 2 to 3 days and insure that the jury have been given sufficient information with which to make their decision, and to come back with further questions.

What skills do I need to have?

It will be useful to have both chairing and facilitation skills to ensure that all points of view are given equal weight. The facilitator will introduce speakers and ensure the sessions are kept on track.

What is the process?

- This consultation method allows for the inclusion of expanded levels of expertise, knowledge and skills in the deliberative process, whereby participants can engage in face-to-face exchange, questioning of experts, facilitated discussion and opportunities for experiential learning and social interaction (eg: the process could involve field trips).

- Experts could be from universities, non-government organisations or amongst the key stakeholders. Because it is held over a few days, the discussion can be quite in-depth in dealing with complex material.

- Depending on the issue in house experts should be utilised, however you need to be aware of any possible conflicts of interest.

Strengths and Weaknesses of Citizen Juries

Strengths	Weaknesses
• Great opportunity to develop a deep understanding of an issue. • Provides informed feedback. • Public can identify with representative citizens. • Limited number involved but can generate media interest, and thus stimulating community learning and awareness.	• Because of the small pool of participants it can be dismissed as being insufficiently representative although highly deliberative. This problem can be overcome by holding a number of juries simultaneously in different locations. • Not suitable for all issues. • Extensive preparatory work. • Highly resource-intensive.

Where can I see examples of using Citizen Juries?

http://www.hydra.org.au/activedemocracy/case_studies.htm#01#01 - problem with link

Council Contacts

Camden Council Community Consultation Policy and Resource Kit
57

11. E-Consultation

E-consultation typically involves the use of a website or electronic discussion groups (including email/lists discussion boards and chatrooms) for structured consultation.

The 2001 Census of Population and Housing indicates that 36% of all Camden LGA residents used the Internet somewhere in the week prior to the Census.

When should I use this method?

Current technologies lend themselves to the posting of plans and reports and therefore are particularly useful for policy, strategic planning and land use consultations.

The immediate nature of input/response may be particularly suited to performance reviews or community satisfaction exercises where delays in time may exacerbate the situation or impact on community relations.

How much time will I need?

This will be dependent on the type of consultation and whether you need to use external web consultants to initiate consultation design. The actual facilitation period will again be dependent on consultation type.

What skills do I need to have?

Technical

Knowledge of particular software applications may be required for more complex or sophisticated methods, which could include web-casting or chatrooms.

Facilitation

Facilitation skills are not required for all forms of e-consultation. a facilitator is required for moderated chat sessions. In this context, an online facilitator is recommended (either in-house or contractor) to help set the tone and keep the event moving and on topic. This person will undertake the role of "neutral" host. They are authorised to deal with any administrative issues as they arise and also encourage stakeholders to participate as required

Please contact Council's Administration Officer for information on how to develop and coordinate e-consultation with Councils web host

What is the process?

There are a number of different methods to undertake e-consultation. Here are a few:

- Html survey or questionnaire;

- Survey or questionnaire in word or adobe format that must be downloaded, printed out, then mailed to Council;
- E-mail address for general, non-structured submissions;
- Postal address for general, non-structured submissions;
- Contact telephone number for member of staff; and
- Announcement of in-person meeting or consultation.

More innovative methods include:

- Online feedback or comments forms;
- Real-time forums or chat rooms;
- Public message boards; and
- Web-casting of council meetings.

Strengths and Weaknesses of E-Consultation

Strengths	Weaknesses
• One of the main advantages of e-consultation is that it provides the opportunity for individuals to participate who would not usually be interested in the traditional methods of consultation, for example community meetings, longer workshops or large group interventions which can take days to complete. • The e-consultation process can provide flexible options for input. For example, residents and stakeholders can choose when and where to access the forum, for example home, workplace, school or community access through the local library. • Enables a quick response rate to concerns or issues raised during a consultation. • Provides a medium whereby information can be kept current easily and a large amount of data can be stored and collated.	• There are still many barriers that may prevent some members of the community from fully accessing the website: - Unable to see, hear, move or process some types of information - Difficulty reading or comprehending text - Unable to use a keyboard or mouse - Text-only screen, small screen or slow internet connection - Language difficulties - Problems with software, hardware and computer systems • Only engages those who are technologically literate • Persistent technical problems can undermine consultation activities. E-consultation requires expert technical staff to be on hand at all times. • Results can be unrepresentative.

ORD06

Attachment 9

Where can I see examples of using E-consultation?

http://www.latrobe.vic.gov.au/content.cfm?categoryid=16

Council Contacts

Council's Community Consultation Advisory Team (hyperlink here)

Camden Council Community Consultation Policy and Resource Kit
60

12. Scenario Building/ Visioning Exercise

A brief scenario of the issue in question is developed to allow maximum flexibility on the day. A panel, preferably six to eight people, representing the viewpoints of the various interests, is led through two or three issues by the facilitator.

The panelists are encouraged to state what they would do to address the issue from their viewpoints.

When should I use this method?

This approach is useful early in the consultation processes to "break open" issues and canvas a broad range of views.

It is not as useful when used as a summary technique. It flushes the issues out rather than pulling them together into a neat solution, though this can be added to the process if desired.

How much time will I need?

Allow 5-8 minutes speaking time per participant plus a 30-minute introduction time.

How do I select participants?

You should try to ensure that participants represent different issues and users groups from within the community this allows for different perspectives to be introduced to the scenario.

When allocating scenario "roles" place people in roles other than that they may play in reality, this will ensure greater freedom of speech.

What skills do I need to have?

The main qualities required by the facilitator are:

- Capacity to think quickly on one's feet
- Knowledge of facilitation techniques and capacity to "draw people out"
- Some knowledge of content, if possible

The facilitator should be involved in participant selection and scenario development. Scenario development should be minimal (ie: the issue should not be too "worked through" prior to the session).

A good understanding of the "activity based" approach is needed to facilitate interaction.

What is the process?

Simple written description of the topic and a 20-minute group briefing prior to participation

A moderator directs the attention of participants to hypothetical problems requiring action-based solutions, flexibly and dynamically modifying the scenario as participants grapple with solutions. One participant is needed with strong media and summary skills.

The facilitator should provide an effective summary of the complexity of issues uncovered from the moderator or another member of the panel. Opportunities for debriefing should be provided.

Strengths and Weaknesses of Scenario Building/Visioning Exercise

Strengths	Weaknesses
• High-profile, often entertaining event. • Capacity to bring in a large number of observers. • A forum to canvas a broad range of views around an issue in a short time.	• Is usually only the first or one component of a broader consultation strategy. • Is not as factually-based or reliable as other methods.

Where can I see examples of using Simulation/ Visualisation?

CSIRO 'Twin-Cam' project – auspiced by MACROC (Macarthur Regional Organisation of Councils)

http://www.macroc.nsw.gov.au/Content/templates/projects_detail.asp?articleid=13&zoneid=2

Council Contacts

13. Large Group Methods - Charette/Inquiry by design

A Charette (also known as an inquiry by design) is a French term which refers to the process whereby recognised experts (including community members) are invited to give their opinion/suggested solution on a particular issue to aid group discussion leading to a recommendation.

This is a group exercise in which specific techniques are used to build up an option or options for an issue usually undertaken over a number of days. It is most frequently used for urban planning and design challenges. However, the charette is also appropriate for multi-stakeholder planning for social and community futures.

When should I use this method?

A charette or 'inquiry by design' workshop is an intensive workshop used where stakeholders are brought together to suggest solutions for complex planning issues.

How much time will I need?

For the best results you will need to allow 4-5 days and insure that the participants have been given sufficient information with which to make informed comment. The process may be held over consecutive days or can be split over two weekends if broader community input is required.

How do I select participants?

Participants should include representatives from interest groups (ie: all groups that will potentially be impacted upon by Council decision) – these might include community interest groups, residents' groups, community organisations, technical experts and other government departments.

What skills do I need to have?

It is important to have a good facilitator for this method to work effectively. The facilitator will have to ensure that all points of view are given equal weight and will ensure the sessions are kept on track. The process can benefit from an independent facilitator being engaged.

What is the process?

This consultation method allows for the inclusion of expanded levels of expertise, knowledge and skills in the deliberative process, whereby participants can engage in face-to-face exchange, questioning of experts, facilitated discussion and opportunities for experiential learning and social interaction (eg: the process could involve field trips).

Suggested process:

- On day one

    - Draw up some preliminary issues for discussion.
    - Hold a public meeting in the evening to allow the general community to identify options and desired outcomes from the planning process through discussion collectively and in smaller, facilitated groups.

- On day two

    - Meet with stakeholder groups, including landowners, community representatives, developers and those with an interest in the region at issue such as environmentalists. This allows for 'expert' input into devising planning options.

- On day three

    - Draw up a list of options using the combined understanding of community concerns with the preferred outcomes of the interest groups. These options are produced in a format which is open to public inspection by the community and the stakeholders concerned. If the conveners feel some of the options suggested are not viable or conflict with community values, they can incorporate this into the planning options. Focus meetings are held with stakeholders and interested community members.

- On day four

    - Hold a detailed and intensive workshop to formulate the preferred outcomes from the previous day into concrete planning proposals.

- On day five

    - Complete the process, including the production of sketches and materials for presentation if applicable.
    - Hold another public meeting in the evening to present the planning proposals to the general community. If there is strong public opposition to the proposals, an extra day may be necessary to respond to this criticism.
    - Experts could be from universities or non-government organisations or amongst the key stakeholders. Because it is held over a few days, the discussion can be quite in-depth, dealing with complex material.
    - Depending on the issue "in-house" experts should be utilised, you need to be aware of any possible conflicts of interest.

Strengths and Weaknesses of Charettes/Inquiry of Design

Strengths	Weaknesses
• Participants are directly involved in the planning and design process, improving the likelihood of strategies being supported and implemented. • The process instils a sense of collaboration and can shift perceptions of indifference. • The process encourages dialogue	• If a workshop is poorly attended or poorly run the process can be counter-productive - there is minimal potential to run another in the medium term. • Significant pressure is placed on the project team to 'produce' within the short time-frame.

and can expose professionals to issues and ideas they would not otherwise encounter. • Short-term demands and expectations can be addressed, while also developing long-term strategies. • Encourages participants to be part of developing solutions to problems.	• Relies heavily on group facilitation skills - the process struggles if members of the project team cannot generate enthusiasm and activity. • Unless the workshop is held for four days or more, detailed strategies and designs cannot be completed.

Resources required

A large workspace, such as a hall or big classroom, is required. The venue should be centrally located, easily accessible and visually prominent. Sufficient space is needed for seating, workshop tables and displays. A venue benefits from having smaller workspaces that 'breakout groups' can use.

A two-day workshop can cost several thousand dollars. This includes:

• Materials, stationery and equipment hire

• Advertising and promotion

• Consultants* (eg: landscape architect, planner, traffic engineer, illustrator, facilitator)

• Venue hire, catering and cleaning

• Plan printing, copying, publishing

The costs depend entirely on the size of the workshop, the quality and detail of the plan produced and whether consultant services are required.

*This is based on the assumption that most of the project team will comprise Council officers. Consultant services may be needed if skill gaps exist or if 'more hands' are needed.

Where can I see examples of using Charettes?

http://www.vlgaconsultation.org.au/casestudies/large.shtml

Council Contacts

Camden Council Community Consultation Policy and Resource Kit
65

14. Large Group Methods - Search Conference

When should I use this method?

The search conference is a tool for planning, which includes main stakeholders in a process that emphasises communication, mutual learning and participants taking responsibility for agreed outcomes. The goals are consensus on desired outcomes, and action plans to realise these.

Communities or organisations where a diverse set of stakeholders need to discover the common ground on which they are prepared to act together in order to start building their shared future.

How much time will I need?

Two to two-and-a-half days, preferably in 'social island' conditions (ie: residential or at least away from day-to-day work and domestic pressures).

How do I select participants?

Participants should include representatives from interest groups (ie: all groups that will potentially be impacted upon by Council decision) – these might include community interest groups, residents groups, community organisations and relevant government departments.

What skills do I need to have?

Trained facilitation is essential; independent facilitators may assist a planning group to design the conference and support the collective search for common ground in the face of diversity and possibly conflict.

What is the process?

A steering group identifies main stakeholder constituencies and recruits from each of these in consultation with identifiable group leaders or key individuals. A typical size for a search conference is seven or eight stakeholder groupings of eight people each. However, search conferences have been successfully conducted in Australia for up to 750 participants in parallel, interconnecting conferences.

The conference is carefully designed as a series of process steps, typically the following:

- Our history and what we can learn from it.
- Environment scan: the world as it is emerging, based on current trends.
- The future of our organisation/community if we keep going as we are.
- Envisaging the best possible future for our organisation/community.
- Analysis of needs and the gap between these and current reality.
- Agreement about priority issues and strategic directions.

- Action planning including deliverables, commitments and monitoring arrangements.

Strengths and Weaknesses of Search Conference

Strengths	Weaknesses
• This approach to planning enables all stakeholder groups to clarify and express their own interests, hear and explore the interests of other stakeholder groups, then co-create visions and plans which incorporate the range of interests.	• Requires a significant time commitment from participants and openness on the part of the Council to the outcomes that emerge from the conference. • Can be very expensive to host.

Resources required

Space large enough to hold participants seated at round tables of approximately eight, with break-out spaces for action planning discussions. Flat wall space to display group reports, and/or technological processes to enable effective reporting.

Costs can be quite large depending on the number of participants.

Where can I see examples of using Search Conferences?

???

Council Contacts

Council's Community Consultation Advisory Team (hyperlink here)

15. Large Group Methods - Open Space Technology

When should I use this method?

Open Space Technology is a conference based on open invitation and voluntary participation, to discuss a clearly articulated topic. Participants create and manage their own agenda of parallel discussions and planning sessions, around the central topic. The facilitator's role is limited to creating and maintaining the space in which the participant-managed discussions take place. The creator of Open Space Technology, Harrison Owen, warns organisations or communities to use this approach only when they are "really on a quest - don't do it just to feel good, or when outcomes are already determined". It is a process to use when the situation presents "high levels of complexity, diversity and potential for conflict, and the decision time is yesterday".

How much time will I need?

Minimum one day, preferably two-and-a-half days for complex situation through to the action planning stage.

How do I select participants?

This process is dependent on broad promotion and advertising to the wider community. Key participants should include representatives from interest groups (ie: all groups that will potentially be impacted upon by Council decision) – these might include community interest groups, resident groups, community organisations, and relevant government departments.

What skills do I need to have?

Trained, skilled facilitators that have the ability to let the process flow , rather than trying to control the situation.

What is the process?

Open invitation. Owen stresses that "whoever comes are the right people". Open Space Technology has been widely and successfully used around the world with groups from 20 people to hundreds.

The conference process is as follows:
- Host/organiser welcome

- Facilitator introduction, including rules for agenda-setting, group work and reporting. There are four principles and one law for the process. The principles are:

  - Whoever comes are the right people.

  - Whatever happens is the only thing that could happen.

  - When it starts is the right time.

  - When it's over, it's over.

The law is 'the law of two feet'. This means that if participants feel they are neither contributing to nor learning from a particular discussion, they must move elsewhere.

Other components include:

- Agenda-setting by participants who volunteer to convene parallel sessions on topics relating to the theme or purpose of the conference, about which they feel passionate.
- Several one-and-a-half hour time slots allocated for these parallel discussions.
- Reports of discussions published and displayed for all to read.
- Voting on priorities for action.
- Opportunity to form action groups for Open Space Technology-conference work.

Strengths and Weaknesses of Open Space Technology

Strengths	Weaknesses
• Open Space Technology enables a wide range of stakeholders to contribute to planning; large numbers can be accommodated. The process promotes creativity and innovation, structures and control mechanisms for the future emerge. The process generates a high level of commitment to outcomes and future action.	• People and organisations accustomed to sponsoring highly structured, controlled consultative processes may feel uneasy about committing to a process with outcomes that are unknowable in advance but to which participants are likely to become highly committed.

Resources required

A venue large enough to house the entire group in one seated circle; many spaces (formal or informal) for parallel discussion groups of varying sizes; ideally, computers to record and publish outcomes from many small group discussions; space to display printed reports; and facilities for providing each participant with a collaged set of reports before they leave the conference.

Where can I see examples of using Open Space Technology

http://www.vlgaconsultation.org.au/casestudies/results_large.chtml?filename_num=00038

Council Contacts

Council's Community Consultation Advisory Team (hyperlink here)

Camden Council Community Consultation Policy and Resource Kit
69

16. Community Cultural Development Techniques

The approach integrates the skills and creativity of artists (often local) as part of broader community development strategies to ensure diverse community representation. Policy development and decision making must emerge from a community's articulation of its own values, identity and aspirations. Cultural artists and practitioners are uniquely placed to unearth the ideas and experiences of communities especially those who are not normally reached by traditional methods.

Techniques can be diverse and include visual and performing arts, video and film production, graphic design and computer imagery.

When should I use this method?

Community Cultural Development Techniques are useful for visioning exercises such as the development of a community plan. They are particular valuable for community building and neighbourhood renewal activities where new agendas and new ways of looking at issues can be forged, interpreted and developed.

How much time will I need?

This will depend largely on the approach undertaken by the particular artist/s engaged. This type of approach will generally take place over a period of time from one day to several months depending on the 'outputs' eg. if public art is being produced.

How do I select participants?

Once a suitable artist or facilitator has been engaged and the approach agreed upon participants may be targeted directly (eg seniors groups) or a general invitation extended to the community.

What skills do I need to have?

As with the techniques this will vary widely and the creative scope is potentially endless.

What is the process?

The first step is to scope the project – clearly outlining the purpose of the exercise, what you would like to achieve, timeframes and the allocated budget.

Once this is complete an EOI process can be undertaken to engage an artist/facilitator (this is not always necessary if the skills required are available in-house). Once the facilitator is onboard the project outline can be amended to ensure both parties are comfortable with the proposed approach. Working with artists often means stepping out of your comfort zone and taking risks. It is not always possible to clearly define what the final product will look like as the participants will define this for themselves (within certain parameters).

ORD06

Attachment 9

Strengths and Weaknesses of Community Cultural Development Techniques

Strengths	Weaknesses
• Techniques for engaging a broad and often extensive range of participants. • Terrific engagement potential for the community which can often result in ongoing activities. • Can create lasting and beautiful outputs. • Provides local artists with employment and opportunities to spread ideas. • A technique which enables an entirely fresh approach to local policy issues to be taken and new perspectives made on the role of local governments and culture.	• Can be costly depending on materials required. • May end up with a product/ outcome that can not be utilised/is impractical. • Not appropriate for all issues – works well for visioning exercises, community building and place-making exercises.

Resources required

Costs will relate to employment of local artists, associated venue hire and cost of materials for production of artwork.

Where can I see examples of using Community Cultural Development Techniques?

http://www.vlgaconsultation.org.au/casestudies/ccdt.shtml
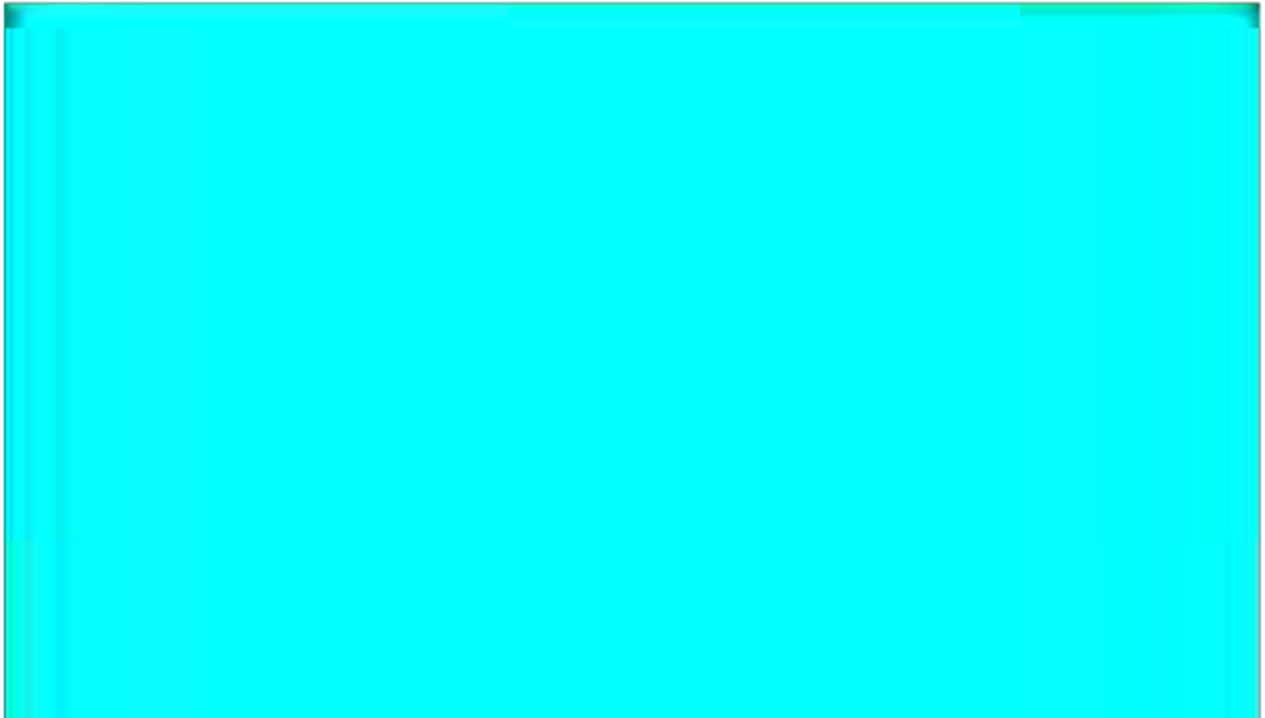
Council Contacts

Council's Community Consultation Advisory Team (hyperlink here)

ORD06

Attachment 9

Part E:
Appendices

ORD06

Contents

Attachment 9

Camden Council Community Consultation Policy and Resource Kit
73

Appendix 1:
Community Consultation Glossary of Terms

The following definitions are based on those developed by the Victorian Local Government Association VLGA as part of its Consultation and Engagement Resource Website. These are commonly used terms typically used by local governments when consulting with their communities.

Consultation

The process of informed dialogue between the council and the community on an issue prior to the council making a decision or determining a direction on that issue.

Key elements

- It is a process, not an outcome.
- It recognises council as the decision-maker and refers to the process by which the authority gathers information in order to make an informed decision.
- Consultation is about community input into decision-making, not joint decision-making or decision-making by referendum.

Governance

Democratic governance exists when a government governs for and on behalf of its community. Good democratic governance occurs when governments govern as a result of being elected by an informed and engaged electorate. Citizens exercise their rights and responsibilities by being informed and engaged.
The sector has developed a Code of Good Governance that includes features of legitimacy of government representation, policy enactment community participation, accountability and democratic leadership. This is a dynamic code which is open to constant reviews.

Engagement

Engagement is achieved when the community is and feels part of the overall governance of that community. It is informed, connected and feels it has a role to play. Activities that can be part of engagement are:

- Gathering and provision of information
- Consultation
- Participation

Councils should be committed to ensuring that all groups have equal opportunities to participate and be involved. Councils should take active steps to ensure that traditionally marginalised groups have the opportunity to participate and be engaged.

Councils that work at engaging their communities through ongoing activities and policies (eg: festivals, "know your parks" etc) create an environment in which more effective consultation can occur.

Engagement, by this definition, is an outcome.

It occurs when there is good ongoing information flow, consultation and participation between a council and its community.

Consultation can therefore be seen as part of the overall concept of engagement.

Community engagement is a characteristic of democratic governance.

Participation

Participation means that the community is involved in governance activities.

Appendix 2:
Statement of Intent

1.	Purpose of Consultation	Define why this consultation is being done and what information does the Council need to convey
2.	How will the information collected be used?	Outline how the information sought will contribute to the objective above
3.	Risks and other issues	Outline potential risks that need to be considered
4.	Related Activities	What other related activities and consultations have occurred recently or planned? How can the consultation be coordinated to take these into account?
5.	Time frame for project and consultation	What is the overall project timeframe and critical points for consultation and communication
6.	Consultation Plan	When completing this table please refer to the Community Consultation Matrix & Toolbox • Stakeholders/ Participants/ Internal/ External to be included • Resources (budget and staff time - who will conduct the consultation?) • How will the consultation be promoted? • When to be consulted (date and time) • How? (method of consultation - refer to matrix) • Where will the consultaton take place? • Any access to issues, physical access, childcare, language (is there a need to address and if so what strategies?) • How will feedback be provided? • Other comment
7.	Feedback Strategies	During and after the consultation (generally to participants)
8.	Evaluation	During and after consultation (using proforma developed for Community Plan
9.	Other information	

Camden Council Community Consultation Policy and Resource Kit
76

Appendix 3:
Community Consultation Framework Evaluation Form

Name of Consultation _____
Date of consultation   _____
Lead Officer   _____

1. What has been the purpose of your involvement in today's session?

Please tick √ at least one box:

	Local resident/ratepayer		Local Government rep
	Community organisation rep		State/Federal Government Agency rep
	Expert participant		Council Officer
	Local businessperson		Other (please state)_____

2. What have been the most useful aspects of today's session?

Please tick √ at least one box:

	Information provided		Question session
	Opportunity to participate		Brainstorm session
	Group Discussion		Other (please state)_____
	Presentation by expert speaker		_____
	Presentation by Council officers		

3. What aspects of the session could have been improved upon?

Please tick √ at least one box:

	Presentation of verbal information		Format of consultation session
	Pre-reading materials		Venue/refreshments
	Presentation skills of facilitator		Other (please
	Presentation skills of speakers		state)_____
	Discussion opportunities		_____

4. Is this the first Council consultation you have been involved with?

Yes

No

Camden Council Community Consultation Policy and Resource Kit
77

5. Would you be interested in attending sessions of this type in the future?

    Yes
    No

6. Is this your preferred method of consultation?

    Yes
    No (if no please list best method)_____
    _____
    _____

7. Have questions or concerns been raised for you today that you would like to discuss further with Council staff?

    Yes (if yes, please provide your name and contact details below)
    No

Name	
Address	
Organisation (if applicable)	
Phone	(hm) (wk) (mbl)
Email:	

Any other comments you would like to make?

_____
_____
_____
_____

Thank you for your participation in today's session. If you would like to discuss any aspects of the information provided and discussion from today's session, or for further information about _____ please contact:

Council Officer contact details here (include email)

Appendix 4:
Community Consultation Framework Consultation Checklist

Please complete prior to beginning your consultation and forward to the Consultation Team for endorsement (Please Allow 5 Working Days To Process)

Name of consultation	
Purpose of consultation	
Lead Officer/s	
Branch	
Other braches involved/XO team	
Planned start date	

In developing your consultation process have you? Please tick as appropriate:

	Referred to the Community Consultation Policy, Guidelines, Matrix & Toolbox?
	Completed and attached your Statement of Intent
	Attached any additional information

Please complete contact details below:

Name	
Position	
Branch	
Phone	(wk) (mbl)
Date sent to Consultation Team	

Is there any other information/support that you require?

_____
_____
_____
_____
_____
_____

_____

Date Received by Consultation team:

Referred to:

Camden Council Community Consultation Policy and Resource Kit
79

Appendix 5:
List of Acronyms

CALD – Culturally and Linguistically Diverse
DCP – Development Control Plan
EP&A – Environmental Planning & Assessment Act
LGA – Local Government Area
EOI – Expression of Interest

2015 Community Sponsorship Program Summary of Allocations/Recommendations - Council Approvals

Event	In-Kind Requested	Monetary Requested	Multi Year Requested	Approved by SAC	Total Recommended - Monetary	Total Recommended In-Kind	Previous Allocations Received (2014) Monetary & In-Kind	Ranking - Low, Medium, High
NSW JP's State Conference - Campbelltown Catholic Club		Various Options - $2,500 $1,500 $1,000		Not approved.			N/A	Low
Police Officer of the Year Awards 2015		$1,200 as Silver Sponsor		$1,200	$1,200.00		$1,200 funding in 2014 as Silver Sponsor	High
Camden Show	Hire of Onslow Oval, cleaning of toilets, road grading of Showground track, road closure fee, maintenance works etc - $20,000 estimated	$6000 - production of tri-fold brochure and waste costs		$6,000 + $20,000 in kind	$6,000.00	$20,000.00	Sponsorship of Camden Show in 2014 both in-kind and monetary, $3,591.50 for fridge provide via Community Small Grants Funding in 2014. $3,300 (GST Incl) to produce tri-fold brochure.	High
Camden and District Netball Carnival	Cover costs of marquees, court hire, power, bin hire, first aid, cleaning of toilets, equipment, trophies and advertising - ($1000 monetary to cover these costs).	$1,000		$1,000	$1,000.00		N/A	High
Childrens Themed Garden / Forest Lawn Cemetery	Costs of landscaping materials, earth works & machinery and on-going maintenance of garden with assistance of labour	$5,000	✓	Not approved.			$500 via Community Financial Assistance Program	Low
Macarthur Lions ANZAC Fun Run	Hire of BEP, hire special event bins - ($3,000 monetary to cover these costs)	$3000 -		$3,000 (includes in-kind)	$3,000.00		$3,300 (GST Incl) funding in 2014	High
Street Chalk Art Festival	Special Event Permit Fee ($1000), TMP Fee ($150), provision of marquee/structure $1,300	$1,300		$1,300 + $250 in kind support	$1,300.00	$250.00	New event no sponsorship/funding received	High
Kids of Macarthur Foundation Annual Ball		$1800 Corporate Table at event		$1,800	$1,800.00		$1,000 funding from remaining 2013/2014 budget (Report to Council 24/6/14 - ORD 04)	High
St Paul's Catholic Primary School Fete	Special Event Hire Bins x 10 ($110)			$110 in kind		$110.00	Sponsorship for the supply of 10 special event bins for 2014 Fete to meet Council requirements for special events	High
Total Proposed Budget	(As per draft 2014/2015 Budget)	$56,000			$14,300.00	$20,360.00		
Expenditure Year to Date		$21,268						

ORD07

Attachment 1

Event	In-kind Requested	Monetary Requested	Multi Year Requested	Approved by SAC	Total Recommended - Monetary	Total Recommended In-Kind	Previous Allocations Received (2014) Monetary & In-Kind	Ranking - Low, Medium, High
Total Remaining Balance of Corporate Sponsorship Budget		$34,732						
Cash Contribution	(Recommended by SAC)	$14,300						
In-Kind Contribution (use of facilities, bins etc)	(Recommended by SAC)	$20,360						
Total Recommended Sponsorship	Total value Jan to June 2015	$34,660						
Funds Remaining after SAC Recommendations		$72						

COMMUNITY SPONSORSHIP PROGRAM
GUIDELINES AND OPERATING PROCEDURES

PURPOSE:

The purpose of this Program is to set out how Camden Council will administer incoming sponsorship requests through the Community Sponsorship Program.

Council recognises the contribution of individuals and locally based groups and organisations to the development of community spirit and the provision of community services/activities/events.

This Program is intended to provide encouragement and support to community based groups and organisations, based on the needs of such groups, by supplementing funds that groups themselves raise for their own activities either in-kind or monetary. The Program will provide a single point of contact and will improve evaluation and probity.

OBJECTIVE:

This Program addresses all monetary and non-monetary sponsorship in relation to sponsorship from Council to community groups and organisations. It is intended to provide a clear and consistent process in the determination of sponsorship requests to Council.

Each year applications, seeking sponsorship from Council both monetary and in-kind, are invited from organisers of community activities/services/events. Applications are to be made twice per year during the following periods - 1 February to 1 March and 1 September to 1 October.

AIM:
- To provide assistance for groups, organisations or individuals seeking to organise community events and activities;
- To ensure that a fair and transparent process is used in the allocation of sponsorship funds;
- To further develop the range of existing events to maximise economic and social benefits;
- To ensure that funding is allocated to a range of events with emphasis on those considered strategically important;
- To ensure that Council receives appropriate recognition for its sponsorship contribution;
- To ensure that all applications for sponsorship of community events, both monetary and in-kind, are held twice per year;
- To provide guidelines and principles for Council in the pursuit and assessment of sponsorship to enhance the resources available to Council in providing for the needs of the community (incoming sponsorship).

ORD07

Attachment 2

DEFINITION:

Sponsorship is a commercial arrangement in which a sponsor provides a contribution in money or in-kind support of an activity in return for specified benefits. Sponsorship can be provided:

- by the corporate sector, community organisations or private individuals, in support of a Council activity, or
- by Council in support of related and worthwhile private or public sector activities

SPONSORSHIP PRINCIPLES:

All proposals for sponsorship will take into consideration the following principles which are developed from the generic ICAC principles *(ICAC Sponsorship in the Public Sector 2006)*:

1. A sponsorship agreement shall not impose or imply conditions that would limit, or appear to limit, Council's ability to carry out its functions fully and impartially.

2. There shall be no real or apparent perceived conflict between the objectives and mission of Council and those recipients of sponsorship. Accordingly sponsorship will not be sought or accepted where the sponsor has a legal or commercial dispute with Council.

3. Care shall be taken to ensure sponsorship does not affect regulatory or inspectorial responsibilities of Council during the life of the sponsorship.

4. Council will not endorse products or organisations in return for sponsorship.

5. No employee of Council shall receive a personal benefit as a result of a sponsorship.

6. Sponsorship benefits shall be documented.

7. Sponsorship benefits shall be commensurate with the level of sponsorship.

8. Council must ensure that sufficient resources are available to enable the committed sponsor benefits to be delivered.

OUTGOING SPONSORSHIP GUIDELINES & PROCEDURES

Council recognises and values the strengths of the Camden community, including the strong sense of belonging, demonstrated through participation in a range of community events/activities/services.

These guidelines and procedures ensure that monetary or in-kind sponsorship requests to Council are dealt with in a fair and equitable manner, and are consistent in their approach.

Applications for sponsorship will be invited twice per year for events and will be assessed by the Sponsorship Allocation Committee.

ELIGIBILITY FOR SPONSORSHIP

- Written applications will be considered from not-for-profit groups, organisations or individuals seeking to organise an event/activity/service within the Camden LGA that has demonstrable benefit to the wider community.

- Festivals, special events and activities that will enhance and promote community wellbeing, the lifestyle of residents and provide a service to the resident or business community of the Camden LGA.

- Organisations that encourage economic and/or tourism opportunities within the Camden LGA.

- Successful applicants must sign and comply with a Sponsorship Agreement, which includes the requirement for:

  o Acknowledgement of Council (including logo) equivalent to other similar amount sponsors and/or stated within Council's Sponsorship Agreement;
  o The applicant to obtain and comply with all certificates and approvals required by law in order to hold the proposed event;
  o Council to have the opportunity to display banners (if deemed appropriate) and as supplied by Council at events.
  o Invitation extended to Council representative to be present where applicable.
  o Sponsorship is not to vary from the purpose under which it was granted without the written approval of Council.
  o A written evaluation to be provided within three (3) months of the conclusion of the event.

INELIGIBILITY FOR SPONSORSHIP

- The following **will NOT** be eligible for funding via this program:

○ Council currently provides financial assistance to the community through a variety of avenues. Applications that are eligible under the policies/programs listed below are not eligible under the Community Sponsorship Program:

    i.   Community Financial Assistance Program

    ii.   Community Support Policy – Donations to Gifted Persons

    iii.   Civic Centre Fee Relief for Musical Performances

    iv.   Emergency Relief Funds

    v.   Donations Policy

    vi.   Annual Subsidy

○ Fetes *(schools may be considered only if costs are incurred to comply with Council regulations for eg: traffic management plan)*.

○ Political events.

○ Any event with sponsorship assessed as actual, potential or perceived conflict of interest between Council and the applicant or another sponsoring individual or organisation for such event.

○ Any event which is assessed as a risk management cost to Council

○ Applicants who have received sponsorship from Council will be ineligible for further sponsorship funding if all requirements of the previous sponsorship, including reporting, have not been satisfactorily complied with and finalised.

ASSESSMENT OF APPLICANT

Eligible applicants will be prioritised according to the following assessment criteria:

- An event which encompasses the community of the whole of the Camden LGA;
- Local general community event (suburb based – a community event held in a particular suburb with the aim of bringing together the whole of the community of that suburb and opportunity for beyond);
- Sporting events of State or National significance held within the Camden LGA.

In assessing applications, the Committee will also consider the following criteria:

- the event's social and economic benefit to the community
- amount of funding being sourced,
- anticipated level of appeal to the general wider community,
- the expected outcomes of the event,
- demonstrated need for funding,
- demonstrated financial capacity and responsibility of applicant,
- availability of other funding sources, and appropriateness of the event,
- level or recognition that Council will receive in response to any sponsorship provided.

In order to maximise community participation in sponsored events, applicants are encouraged to make attendance of their event free to the general public.

All sponsorship will be considered on a one-off basis and no guarantee is made for future sponsorship beyond the term described in the Sponsorship Agreement.

Note: A previous sponsorship does not indicate a commitment to future sponsorship by Council.

All applications will be ranked, Low, Medium, High as a basis for consideration by Council.

LOW	Applicant has not: fulfilled previous conditions of Sponsorship Agreement (if applicable), is a risk to Council, has received funding via other Financial Assistance Policy programs apart from the Community Sponsorship Program, has a conflict of interest, is political/fete.
MEDIUM	Application is within the guidelines however it is considered; • Alternative sources of funding are available • Application is not considered as high a priority as other applications; • Applications budget is outside the resources of this program; or • The event would not enhance Council's objectives and plans or provide an event of broad interest or benefit to the community.
HIGH	Application meets the guidelines and is considered appropriate for Council to fund and will enhance Council's objectives and plans and provide a broad interest and benefit to the community.

Conflict Of Interest

- Applicants must identify and declare any actual, potential or perceived conflict of interest (if applicable) in accordance with Council's Code of Conduct Policy 5.3 which is available on Council's website.

- Any actual, potential or perceived conflict of interest posed by the potential sponsorship of an event will be identified as part of the assessment.

- No employee of Council may seek or receive a personal benefit or be perceived to receive a personal benefit as a result of sponsorship allocation from Council.

- Council has the discretion to decline offers of sponsorship where the sponsor's involvement could compromise, or be seen to compromise, Council's role and/or public image and public confidence.

- Council officers are discouraged from accepting sponsorship from businesses or organisations with which Council has a contractual relationship. If Council officers are to accept sponsorship from a business or organisation in which it has a contractual relationship, permission must be sought from the General Manager and Council's legal advisors and the reasons for acceptance recorded.

- All Council officers must, if necessary, declare any conflict of interest, pecuniary or otherwise posed by a potential sponsor to the General Manager.

- Council will not enter into any sponsorship arrangements where the business or organisations mission or objectives are in direct conflict with Council.

Multi Year Sponsorships

- Sponsorship arrangements for annual or ongoing events and activities may be subject to multi-year agreements over a period of up to four (4) years, at Council's discretion. Multi-year sponsorship is considered with a view to encouraging self- sufficiency for such events and activities, whilst at the same time maintaining a level of support which will guarantee their short term viability.

- If applicant is successful in obtaining a multi-year sponsorship they will still be required to provide Council with a yearly written evaluation report within 3 months of the conclusion of the event and abide by the Sponsorship Agreement.

In-Kind Sponsorship

- Applicants must identify any in-kind sponsorship requested, including facilities for waste services, rebate of fees and charges, or any other Council-provided services or facilities.

- Requests for in-kind sponsorship will be assessed based on the criteria outlined in this Program and will be given a dollar costing at the normal rate of Council for such services or facilities. This value will be considered by the Sponsorship Allocation Committee along with all other sponsorship applications.

PROCEDURE

- Applications for sponsorship will be invited twice per year for events/activities in the Camden LGA.

- Written applications must be lodged on the Sponsorship Application Form by the advertised closing date. Forms will be available on Council's website at ww.camden.nsw.gov.au or may be requested by calling Council's Event Officer on (02) 4654 7777.

- Applicants should lodge a copy of their Constitution or Articles of Association with each application, if applicable.

- All applications will initially be assessed and ranked by the Sponsorship Allocation Committee comprised of Manager Employee Relations, Events Officer, Finance representative, Community Services representative in conjunction with input from specialist staff in relation to development applications, traffic, waste management etc. where applicable.

- Applications will be prioritised in accordance with the assessment criteria and will be ranked as stated in the **Assessment of Applicant** within the Community Sponsorship Program.

- The Committee will recommend applications considered suitable for funding and meeting the Assessment Criteria, with the General Manager having final approval.

- Successful applicants will be advised of Council's sponsorship including conditions of sponsorship and the Sponsorship Agreement.

- All applications will be assessed within the Program, and applicants will be advised of the outcome.

- The applicants list will be reported to Council for information purposes.

- All applicants will be notified of the outcome of their application.

- Any application received which requires consideration outside of the parameters of this program will be submitted to Council for determination.

- All applications will be registered with Council and logged into a database for future reference and notification.

- A report will be submitted to Council for information only advising of applicants, the amount and kind of sponsorship received and the purpose of the sponsorship.

Conditions of Sponsorship

The following conditions apply to **all** outgoing sponsorship allocated through the Community Sponsorship Program:

- To use the sponsorship for the purpose approved.

- To notify Council and seek approval for any changes to the event/activity/service for which sponsorship has been approved. If the event/activity/service is cancelled or modified without approval, Council reserves the right to seek full reimbursement of funds.

- To ensure acknowledgment of Council is included in all promotional material etc. or as specified in the Conditions sent to all approved applicants.

ORD07

Attachment 2

SPONSORSHIP (OUTGOING)

Applications invited for
following

Financial Year

↓

Application Lodged

(1 Feb – 1 March)

1 Sept 1 Oct)

↓

Assessed by Sponsorship
Allocation Committee against
criteria

↓

Recommendation of
Applications by Sponsorship
Allocation Committee

↓

Workshop to Council

↓

Report to Council Advising of
Applicants (information only)

↙   ↘

Successful Applicant Advised   Unsuccessful Applicant
Advised

↓

Sponsorship Agreement &
Conditions of Sponsorship
(dependent on event/activity)

FINAL

ORD07

Attachment 2

SPONSORSHIP (OUTGOING)

Applications invited for following

Financial Year

⬇

Application Lodged

(1 Feb – 1 March)

1 Sept – 1 Oct)

⬇

Assessed by Sponsorship Allocation Committee against criteria

⬇

Recommendation of Applications by Sponsorship Allocation Committee

⬇

Workshop to Council

⬇

Report to Council Advising of Applicants (information only)

Successful Applicant Advised

⬇

Sponsorship Agreement & Conditions of Sponsorship (dependent on event/activity)

Unsuccessful Applicant Advised