DOUGLAS
SHIRE COUNCIL

Community Engagement Guide & Tools

Douglas Shire Council
Community Engagement Guide & Tools

Contents

Step 1: Setting engagement objectives and scope

Any project that requires community engagement must have clearly defined objectives. Keep objectives SMART

- **S**pecific and able to describe an action;
- **M**easurable
- **A**chievable and accessible
- **R**ealistic, recorded and referred to during the process; and
- **T**ime bound

Review any existing information on the project; this may include any previous engagement activities. This information should be taken into account before finalising the objectives. It is important for the Project Manager/ Council Officer responsible to consider:

- Who will be making the final decision e.g. Councillors, CEO?
- What are the different questions for which you require specific answers or directions?
- What is the purpose of the engagement; what do you want the engagement to achieve?
- Consider what level of engagement is appropriate.

What are the boundaries or scope of the community engagement? It may include elements internal and external of Council. In these early stages identify what aspects or goals of the project are negotiable and non-negotiable. Understanding and clearly identifying what is negotiable will allow the Project Manager/ Council Officer to:

- Clearly communicate and share information about what decisions have already been made.
- Communicate and highlight what is outside of Council's area of responsibilities and ability to influence.
- Clarify and articulate the issues and areas that Council will be seeking community participation.

Clearly defined non-negotiable goals should always be communicated to the public up front, this will avoid confusion, unrealistic expectation and best manage the risk of conflict and disillusionment towards Council. It is important to note that the more non-negotiable goals a project may have, the less likely the community will want to engage in the process.

Appendix 1 – Community Engagement Plan Template is a tool which may assist in the development and presentation of a detailed engagement plan for significant project. Alternatively as pacts of the template may be change or deleted to best meet your needs.

Step 2: Identify the stakeholders – Stakeholder Analysis

Who do you need to engage? Clearly identify the different community groups, organisations and individuals that will be affected or may have a specific interest in the decision to be made. Not all stakeholders will need to be engaged at the same level. Highlight the differences and needs of each stakeholder group to be engaged and determine what engagement activities might be required and at which stage of the project.

It is important to consider the public's perception and general opinion on the issue or topic. This will help you identify those individuals or sectors of our communities who need to be specifically encouraged to be involved in the process. Learn from previous experiences; consider what may have been done previously on similar issues, what former feedback and research may have revealed or been undertaken.

When developing a comprehensive list of Stakeholders - *Appendix 2 - Stakeholder List Template* the following ideas may assist:

- Brainstorm with a cross section of Council Staff – including those not involved in the project.
- Ask key members of the different communities and other identified stakeholders who they think should be involved.
- Call for expressions of interest or advertising in local papers, community newsletters, email networks and other media.
- Identify those hard to reach groups who may be impacted by outcomes – special consideration should be given on how to engage with these sections of our communities.

It is important to remember that 'one size does not fit all' when it comes to considering the stakeholders and the type of community engagement that will be undertaken. Avoid grouping people especially of different cultural and linguistic diverse (CaLD) backgrounds. Consideration will need to be given to each cultural group on the best ways to engage.

Engagement techniques and cultural protocols or other barriers must be considered when developing the engagement plan as it may prevent effective meaningful participation. For example, engagement strategies for Aboriginal and Torres Strait Islander peoples will differ to that of peoples from perhaps Bhutanise or various African cultural backgrounds.

When developing your stakeholder analysis it is important to include:

- Who are the key stakeholders (internal & external)?
- What are the key messages, issues or areas of interest for each particular stakeholder?
- What level of interest will each stakeholder have?
- Who are the key contacts for each group?

Once the stakeholder analysis is complete, review the project objectives, including the negotiable and non-negotiable goals.

Step 3: Identify the level of impact

Douglas Shire Council's commitment and approach to community engagement has been developed using the *IAP2 Spectrum for Public Participation*. The impact of a project or a decision relates directly to the level of engagement. There are five categories of community engagement, beginning with the lowest level of engagement being 'Inform' with 'Empower' as the most important level of community participation in the decision making processes.

Inform		
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	
Our commitment	We will keep our communities informed.	
Public participation tools examples	Fact sheets, websites, information sessions.	
Consult		
Public participation goal	To obtain public feedback on analysis, alternatives and or decisions.	
Our commitment	We will keep our communities informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	
Public participation tools examples	Written submissions focus groups, surveys, and public meetings.	
Involve		
Public participation goal	To work directly with the public throughout the process to ensure that the public concerns and aspirations are consistently understood and considered.	
Our commitment	We will work with our communities to ensure that concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	
Public participation tools examples	Workshops, deliberative polling, expert panels.	
Collaborate		
Public participation goal	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	
Our commitment	We will look for advice and innovation in formulating solutions and incorporate our communities' advice and recommendations into the decisions to the maximum extent possible.	
Public participation tools examples	Advisory Committees, expert working group	
Empower		
Public participation goal	To place the final decision-making in the hands of the public.	
Our commitment	We will implement what our communities decide	
Public participation tools examples	Citizen Juries, ballots, delegation decision	

LOW --------- MEDIUM --------- HIGH

Increasing level of impact/ engagement

Although the *IAP2 Spectrum for Public Participation* has been adopted for Council's community engagement framework, within the context of Local Government the highest level of 'Empower' rarely will be achievable or appropriate. Elected representatives, the Mayor and Councillors for the community take the responsibility for making the final decisions on Council projects or issues.

Depending if the level of impact is 'low, medium or high' carefully consider to how the project or issue will generally and/ or specifically impact the communities of our region. There may be particular stakeholders who may be more impacted or have a greater interest in the decisions surrounding the project than other sectors of our communities.

The following assessment table is only a guide and may assist in determining a project's level of impact. The higher the level of impact usually corresponds to a greater level of community engagement.

Levels of Impact		
High - Level 3	**Criteria**	**Examples**
There is **high** level of impact of risk (perceived or real) on the Douglas region; or sections of the communities. There is potential for decisions to create controversy and/or have varying levels of acceptance within the community	• Significant impact on attributes considered to be of high value to the community (e.g. lifestyle or physical environment) • Likely to have a high level of interest from across the Douglas region or local area/s • Potential for a high level of controversy or conflict across the Douglas region or local area/s • High levels of complexity in the issue being considered • Likely to impact on vulnerable sections of the community • Loss or significant change to any service or facility provided by Council	• Port Douglas Master Plan • Daintree Gateway Project • Closure of a Council service or facility
Medium - Level 2	**Criteria**	**Examples**
There is a **medium** level of impact or risk (perceived or real) on the Douglas region; or sections of the communities. It is likely that the decision will be accepted by the majority of the community impacted; however the decision may be an inconvenience for some sections of the community.	• There may be some impact on attributes that are considered to be of high value to the community or a section of the community (e.g. lifestyle or physical environment) • Some sections of the community concerned are likely to have a high level of interest • Potential for some controversy or conflict across the Douglas region or local area/s • There is a medium to low level of complexity in the issue being considered • There is some loss or change to any Council service or facility provided by Council	• Redevelopment of a park/ playground – temporary closure • Minor changes to eligibility criteria to access a Council service
Low - Level 1	**Criteria**	**Examples**
There is a **low** level of impact or risk (perceived or real) on the Douglas region; or sections of the communities. It is likely that the decision will be widely accepted by the community and seen as having positive outcomes or being required.	• No negative impact on attributes that are of high value to the community(e.g. lifestyle or physical environment) • Low level of interest across the Douglas region or local area/s • Low to no risk of controversy or conflict across the Douglas region or local area/s • Only a small change, or enhancement to any service or facility provided by Council	• Upgrade of a local playground or park • Extension of operating hours for a Service • Local street or street scaping upgrades • Change of times to a local activity program – 'Active games in the Park' or Introduction to Computers for Seniors information session

To determine the level of impact, firstly consider the key stakeholders who may be interested in or impacted by the decision. When determining the level of impact for each stakeholder group, it may be appropriate to consult with other Staff across Council to inform your analysis. Note, that even at a 'high' level of impact possibly not all stakeholders will require the same level of engagement; some may only require to be *Informed, Consulted or Involved.*

During different stages of the project, it may be necessary to review the level of impact due to changes in the situation or increasing understanding of the implications of the outcomes.

To assist in planning for community engagement activities ***Appendix 3 – Assessing the Level of Engagement Score Sheet*** is a tool to assist in assessing the level of engagement based on the degree of impact of the project.

Step 4: Select the appropriate methods for engagement

Considering each stakeholder group carefully will assist in determining what level of participation you should utilise for your project. Not all stakeholders will require the same level of engagement and the methods used to engage with them should be selected carefully based on the needs and demographics of each group.

There are different reasons why people choose not to be involved with Council engagement activities. Ensure that all stakeholders have the ability to access and participate in the engagement activities and confirm that these methods are inclusive and maximise the potential for participation.

Some of the main reasons people do not participate include:

- Lack of interest in the issues.
- Lack of information and understanding of the issues.
- Perception that their input is not valued or will not make a difference.
- Lack of follow up or feedback previously provided for other or same issues.
- Not having an understanding of how their contribution may have been used in the past on other or same issues.
- Engagement methods that is intimidating or inappropriate.
- Language or cultural barriers.
- Accessibility – online access, inappropriate venue, time, holidays, disability access etc.

Once a level of impact and engagement has been assessed in accordance with the different stakeholders you will need to ensure you select the most appropriate methods and tools to engage the community.

Although not fully comprehensive the following matrix will assist in identifying what tools or methods could be best used in our region for community engagement; as well, referencing the *IPA2 Public Participation Spectrum©* can provide further assistance and guidance in this important step:

Level of Engagement & Method/ Tool	Level of Impact		
	Level 3 (high)	Level 2 (medium)	Level 1 (low)
INFORM			
Personal telephone contact	✱✱	✱✱	✱
In person meeting	✱	✱	✱
Mail out – letters to home & business	✱✱✱	✱✱	✱
News Paper Advert or Notice	✱✱✱	✱✱	
Fact Sheets/ Information brochure/Flyer	✱	✱	✴
Email Community Contacts	✱✱	✱✱	✱
Radio Interviews/ Adverts/ Community Announcements	✱✱	✱	✴
Council Website – Information and Notices	✱✱✱	✱✱✱	✱✱✱
Media Releases	✱✱✱	✱	✴
Public Displays – Shopping Centres/ Community Halls	✱✱	✱✱	✱
Presentations at community meetings	✱✱	✱✱	✱
Specific Information Sessions	✱✱✱	✱✱	✱
Posters/ Signage/ Banners	✱✱	✱✱	✱

Level of Engagement & Method/ Tool	Level of Impact		
	Level 3 (high)	Level 2 (medium)	Level 1 (low)
CONSULT			
Written Community Survey (including random surveying)/ Questionnaire	✳✳	✳✳	✳
Invite written submissions	✳✳	✳✳	✳
Host one/ a series of 'focus group' sessions	✳✳	✳✳	✳
Anonymous suggestion/ feedback box		✳	✳
Telephone survey	✳✳	✳✳	✳
Hotline/ Phone-in to Council	✳	✳	✳
Intercept interview – asking people in public places	✳✳	✳✳	
Social media	✳✳	✳✳	✳
Public meetings	✳	✳	
Online discussion forum/ random surveys	✳✳	✳✳	
World Café – facilitated group discussions/feedback to larger group	✳✳	✳✳	
INVOLVE			
Meetings with key stakeholders	✳✳✳	✳✳✳	✳
Meetings with other target groups e.g. youth, parents, Aboriginal and Torres Strait Islander peoples, people living with disabilities, aged, CaLD groups	✳✳	✳✳	✳
Site Tour/ Meeting with stakeholders	✳✳	✳✳	
Workshop sessions	✳✳	✳✳	
Community forum/ debate	✳	✳	
A community reference group	✳	✳	
COLLABORATE			
Community Summit	✳		
Expert reference groups/ committees	✳✳		
Community Advisory Committee	✳✳	✳	
EMPOWER			
Public Ballot/ Referendum	✳		
Citizen Jury	✳		

✳✳✳ Strongly Desirable   ✳✳ Desirable   ✳ May be appropriate

Step 5: Timelines and Budget

Usually, the higher the level of impact the more stakeholders need to be considered and involved andl more time and resources will be required to adequately meet the needs of community engagement. ***Appendix 5 – Task Breakdown Template*** is a tool designed to assist in managing engagement tasks and time.

Timelines and budget for community engagement will vary between projects and will depend on factors such as, the level of impact, the level of engagement required, and the types of methods and techniques selected for each stage of engagement with the different stakeholder groups.

Any projects that have a 'high' level of impact it is recommended to begin the engagement process early, especially if the project is dealing with issues that requires the need to educate the communities or build their capacity to better understand the complexity of the issues. Projects at this level will usually require a period of informing the community about the issues, before consulting, involving and possibly collaborating.

It is best to avoid community engagement activities that coincide with key community events, public and school holidays, religious festival and other major events.

Budgeting considerations may be required for any project that is controversial or has the potential to impact broad sections of our communities and may require specialised skills to necessitate the appropriate community participation. An independent facilitator or consultant may need to be engaged to ensure there is a (perceived or real) balanced and unbiased approach which provides a greater level of credibility and confidence with our communities.

Step 6: Reporting and Feedback

It is essential to provide our communities with feedback and reports on community engagement activities and any associated outcomes based on their participation. This is to ensure the communities' ongoing interest, trust and involvement with the projects or any future engagement activities.

Community Engagement Plans should identify points or milestones throughout the project where feedback or reporting will be provided to the community or particular stakeholder groups.

An important strategy to create confidence and trust in the community participation process is to provide minutes/ notes or a summary of the community engagement session to the participants within 10 – 20 business days.

It is imperative to maintain privacy and confidentiality in any reporting and feedback. The names of individuals or other identifying information must be removed, unless you have written consent of each participant to publish or release their personal opinions or other information.

The following points will assist in providing feedback and reporting:

- Capture the contact details of all participants involved in the engagement activity.
- Ensure the contact details of ongoing participants are up to date throughout the project.
- Detail in the Community Engagement Plan how feedback will be provided to each stakeholder group during and after the completion of the project.
- Ensure that feedback is accessible to all participants/ stakeholders.
- Keep participants informed of key milestones and stages of the project; and send any details of upcoming engagement activities or associated information.
- Maintain the privacy and confidentiality of individuals at all times, including after the project has been completed. Collected data will be stored and treated in accordance with the Information Privacy Act 2009.

Appendix 7 – Community Engagement Feedback Report template is a tool designed to help collate feedback, information and evaluation outcomes once an engagement activity has been conducted. When reporting on the final outcomes of the project:

- Identify the methods that the final outcomes will be documented and circulated.
- Provide feedback to participants on how their information was considered in the development of the final outcomes.
- Where appropriate, ensure the project outcomes are reported on the Council website and through other mediums.

Step 7: Evaluation & Monitoring

Evaluation and monitoring does not only happen at the end of a project, it is an integral part of the entire community engagement process. Evaluation throughout the project will help Council improve and modify its approach to community engagement activities, celebrate success and learn from past experiences.

Projects and initiatives that have a 'high' to 'medium' level of impact will usually require a summary evaluation. The summary will include information about the project, the community engagement processes/ activities and the key outcomes/feedback. The summary should be made available on the Council website and other appropriate mediums for the general public, and particularly those who participated in the community engagement activities to access.

Community Engagement Plans when being developed must identify the methods or tools that will measure the effectiveness and satisfaction of participants with the community engagement process. ***Appendix 6 – Community Evaluation Template*** and ***Appendix 8 – Community Engagement Final Evaluation Report*** are tools to help collate feedback, monitor, evaluate and report on engagement activities.

When developing an evaluation the following participant's questions may assist:

- How would you rate the quality of the project information you received?
- How would you rate the facilitation of the information session?
- Were participants were provided with adequate information and resources to participate in a meaningful way?
- The session was conducted in an open and transparent manner.
- A variety of views, opinions and needs were heard and discussed.
- The decision making process for this project has been fair and appropriate.
- There is a high level of trust between the community and Council on the project

Council will monitor and measure the effectiveness of community engagement. This will be achieved with the implementation of the following strategies:

- Develop an internal Community Engagement Register of upcoming events.
- Assess the training and development needs required to strengthen Council's organisational capacity to undertake community engagement.
- Investigate and implement appropriate strategies that provide online opportunities for communities to participate and receive feedback of past and present engagement activities.

To monitor and evaluate Council's community engagement framework Council will have performance indicators that reflect community satisfaction.

- Satisfaction with Council generally keeping communities informed and engaged with general Council business and other community information.
- Satisfaction with the level of consultation with communities on local issues.
- Satisfaction with Council keeping communities informed of key or significant issues.

- Satisfaction with Council encouraging and creating supportive environments for community to ask questions and have discussion on key issues.

Council's Community Engagement Framework and Planning Guide will be reviewed twelve months from adoption by Council. The review will determine the success of implementation and provide opportunity for further refinement if require

Key protocols when conducting community engagement

It is important to follow Council policies and protocols when conducting community engagement activities.

Community Engagement Plans
- Community Engagement Plans will be developed for all Council projects, activities and issues that require the communities' participation.
- Community Engagement Plans need to be approved by the relevant Manager; and in some instances by the Management Team and Council.

Media Releases
- Media Releases need to be approved and distributed by the Communications and Events Officer, Executive Officer and CEO.

Brochures, fact sheets and leaflets
- All information for distribution must be submitted to the Communications and Events Officer, Executive Officer and CEO for approval against branding and content prior to distribution.
- Final copies of any information for distribution must be recorded on the Council's Data Management System.

Community Surveys
- Community surveys require the approval of the relevant Manager/ Management Team.
- Surveys that are of a sensitive nature or relate to a high impact issue may require approval by Council.
- Customer Service should be briefed about the survey and advised how to respond to any enquires.
- Councillors will be provided with a copy of the survey prior to it being distributed

Community Meetings (public meetings, information sessions, workshops etc)
- Community meetings must be approved by the relevant Manager and in some instances by the Management Team and Council.
- The Community Engagement Register should be checked when arranging meetings to avoid clashes with other events.
- Customer Service should be briefed about the engagement activity and advised how to respond to any enquires.
- Councillors will be made aware of the engagement activity.
- A summary of meeting notes will be made available to participants within 10 working days of attending the event.

Written Correspondence

- All correspondence received in relation to a community engagement activity will be acknowledged as being received by Council to the sender within one (1) working day; any formal response required in relation to a community engagement activity will be actioned within ten (10) working days, as required by Council's policy and procedures.
- Correspondence that makes a decision or financial commitment on behalf of Council must be endorsed and signed by the appropriate delegated Officer.

Online

Council Website

- A Community Engagement Register will be publically available on the Council website listing past and current community engagement activities. Details of these engagement activities will include and indicate: **'Name/ Title'** of engagement activity; if the activity is **'Open'** [*meaning – commenced*]; **'Under Review'** [*meaning - has closed and the engagement feedback/ information is currently being compiled into a report*]; and 'Outcome' [*meaning - findings from the consultation is completed and available for downloading*].
- The Community Engagement Policy, framework, principles, guide and tools will be available for public viewing and download via the Council website.

Forums

- Online discussion forums will be approved by the relevant Manager and in some instances by the Management Team and Council.
- Online discussion forums must involve the Communications and Events Officer in the administration and moderation of the site.

Social Media

- Use of social media (Facebook, Twitter, Youtube etc) must be approved by the relevant Manager and in some instances by the Management Team and Council.
- The moderation and posting of comments representing Council must be in accordance with Council's Employee's Code of Conduct and other relevant policies and procedures.

Appendices & Tools

List of Appendices/ Tools:

Appendix 1: Community Engagement Plan Template

Appendix 2: Stakeholder list

Appendix 3: Assessing the level of engagement – Score Sheet

Appendix 4: Community Engagement Action Plan/ Checklist

Appendix 5: Task Breakdown template

Appendix 6: Community Engagement Evaluation template

Appendix 7: Community Engagement Feedback Report

Appendix 8: Community Engagement Final Evaluation

(Example Only: adjust template to suit your needs)

DOUGLAS
SHIRE COUNCIL

Community Engagement Plan

Community Engagement Title:	Port Douglas Master Plan: Redevelopment of Rex Smeal Park Playground		Project Manager:	Megan Hawke Manager – Infrastructure
Manager Approval:	CEO – Douglas Shire Council			
Start Date:	Monday 3 February 2014	Finish Date:	Friday 23 May 2014	Records Ref:	#4321

Background Information:

- The Port Douglas Master Plan (PDMP) was adopted by Cairns Regional Council in November 2009. The plan was developed involving high levels of community engagement. The Master Plan provides strategic direction for the gradual transformation of the Port Douglas waterfront by integrating its existing features with a range of new initiatives, cementing the western shoreline of the peninsula as one of the world's greatest waterfronts. Included in the Plan's guiding principles is the requirement for the outcomes to reflect the tropical, relaxed, unhurried character that is Port Douglas.
- One of the first PDMP projects delivered in 2011 was the Four Mile Beach Esplanade Upgrade which involved a high level of community input into the design.
- In October 2010, having defined the major PDMP projects for implementation over the next 10 years, Council (in consultation with the PDMP Advisory Committee) commenced progression of project feasibility studies (Lagoon, Boat Ramp relocation) and development of concept designs (Lagoon, Waterfront Park, Road Network upgrades, Car Parking, Boat Ramp).
- Between March 2011 and June 2011, Council conducted a comprehensive community engagement process on the project feasibility studies and concept designs. Specific stakeholders, various Government agencies and the general community provided their feedback. A review was also undertaken of feedback provided on local social media outlets. The results and outcomes of this community engagement process clearly defined that there is majority support within the Port Douglas community and stakeholders for the PDMP projects.
- An aspect of the PDMP is the proposed upgrade of the current playground equipment and area in Rex Smeal Park, Port Douglas.
- In 2012 community engagement relating to the playground was conducted with Kuku Yalanji Elders to have their culture inform the design themes and opportunities for the playground.
- Funding will be allocated in the proposed 2014/15 Council budget to replace the current equipment.
- In keeping with the high level of community participation and input into the development of the PDMP, Council is committed to ensuring the continuation of community participation in the further development, feasibility and implementation of PDMP projects.

Brief Description of Project:

- Inform the communities of the Douglas region of Council's continuing commitment to the PDMP.
- Inform the communities of the Douglas region about the proposed redevelopment of the playground in Rex Smeal Park, Port Douglas
- To engage and consult with the communities of the Douglas region and other stakeholders on the redevelopment of the playground.
- Obtain ideas, feedback and suggestions from the communities of the Douglas region and other stakeholders on design options/ location for the playground in keeping with the overall PDMP design/ themes.
- Provide Council with a clear concept to help inform the final design of the play ground

Governance – Project Team:

Name	Position/ Unit	Contact	Reason
Megan Hawke	Manager - Infrastructure	Megan.hawke@douglas.qld.gov.au Ph: 4099 9416	Project Manager
Michael Matthews	Engineer - Infrastructure	michael.mathews@douglas.qld.gov.au Ph: 4099 9475	Project Support Officer
Brendan Leishman	Community & Economic Development Officer	brendan.leishman@douglas.qld.gov.au Ph: 4099 9419	Project Support Officer
Kerrie Hawkes	Executive Officer	kerrie.hawkes@douglas.qld.gov.au Ph: 4099 9411	Quality Control – community engagement
To Be Confirmed	Communications & Marketing Officer	TBC	Media Communications

Define the Community Engagement Objectives (SMART):
- **S**pecific and able to describe an action;
- **M**easurable
- **A**chievable and accessible
- **R**ealistic, recorded and referred to during the process; and
- **T**ime bound

- All communities of the Douglas region by the 18 April 2014 will be confident that the new Douglas Shire Council has reaffirmed its ongoing commitment to the PDMP.
- All communities of the Douglas region by 18 April 2014 will be informed and have an understanding of the stages of future progress to the PDMP.
- All communities of the Douglas region by 18 April 2014 will be informed and aware about Council upgrading the playground in Rex Smeal Park as part of the PDMP in the 2014/15 financial year.
- 80% of stakeholders consulted by 30 April 2014 will indicate they are 'satisfied' or 'very satisfied' with their opportunities to provide feedback, ideas and suggestions on the design concepts for the new playground.
- By the 13 May 2014 Council will have a clear understanding of all stakeholders' preferences and feedback on what elements will be considered in the final design of the playground.

Define the Community Engagement Scope:

In-scope elements Internal Communication Plan
- Engage key internal stakeholders responsible for the provision of the new playground facilities in the process of determining the most appropriate location, design and standard of delivery for facilities across the region
- Provide opportunities for all internal stakeholders to exchange ideas, discuss priorities, and work together across Council to deliver the best possible product to the community

In-scope elements External Community Engagement Plan
- Inform members of Douglas communities about Council's commitment to continue with the implementation of the PDMP.
- Inform members of Douglas communities of the future stages/timelines to the PDMP.
- Inform members of Douglas communities about the proposed upgrade of the playground at Rex Smeal Park.
- Inform members of Douglas communities about the opportunities for them to have a say in relation to the new playground facilities.
- Provide environments and opportunities for members of Douglas communities and other stakeholders to provide ideas, feedback and suggestions on design options/ locations for the playground in keeping with the overall PDMP design/ themes.
- Provide timely feedback to all participants in relation to their feedback and contributions will help in the final decision making process.

Out-of-scope elements
- This Community Engagement Plan will not detail specific dates relating to the delivery of any facilities. The delivery of any new facilities will be dealt with via a separate plan once funding has been confirmed for the project in the 2014/15 Council budget.
- This Community Engagement Plan will not specifically seek ideas, feedback and suggestions on other stages to the PDMP; however any such information which is provided will be retained for reference to any future engagement activities

Key Project Messages:

- Douglas Shire Council is committed to the future implementation of the PDMP.
- Our region deserves quality recreation facilities, especially in Rex Smeal Park that adequately service the needs of all members of our communities and visitors now and into the future.
- In order to provide environmentally sustainable recreational facilities which are appropriate for the needs of our communities, Council needs to plan with information that will contribute to the most suitable design and composition of the playground facilities to better meet the ongoing needs of the Douglas communities.
- Douglas Shire Council is committed to an extensive community and stakeholder consultation process, in line with its Community Engagement Framework, and the public are encouraged to participate.

Budget:

Expense Description	Budget Amount
Printing – Port Douglas Master Plan Fact Sheet	430.00
Advertising	750.00
Stakeholder meeting expenses	200.00
2 x Staff TOIL (5hrs) – Port Douglas Market Stall (6 April 2014)	400.00
2 x Staff TOIL (5hrs) – Port Douglas Market Stall (13 April 2014)	400.00
2 x Staff TOIL (5hrs) – Port Douglas Market Stall (20 April 2014)	400.00
Port Douglas Market Stall expenses x 3 market days	100.00
TOTAL	**$2 250.00**

Stakeholder Analysis:					
Internal Stakeholders					
Unit/ Work Area	**Name/ Position**	**Reason (why a stakeholder)**	**Level of engagement**	**Methods to engage**	**Methods for feedback**
Councillors	All Councillors	Final decision maker	Inform, Consult, Involve, Collaborate, Empower	Email/ hardcopy – Information/ Fact Sheet Councillor Workshops Council Report – submit Community Engagement Plan Council Report – Final Decision Port Douglas Market Days	Councillor Workshop Community Engagement Report Council Report Verbal feedback from Port Douglas Market Days
Project Team – Rex Smeal Park Playground	Megan Hawke Michael Matthews Brendan Leishman Kerrie Hawkes *Marketing & Comms Officer (TBC)*	Project Management Team	Inform, Consult, Involve, Collaborate	Email updates Weekly Project Team meetings.	Weekly Updates - Project Team Meetings – Minutes Email
Management Team	All Senior Management	Maintain general understanding about project. Seek feedback.	Informed, Engaged, Involve, Collaborate	Email/ hardcopy – Information/ Fact Sheet Weekly Management Team Meetings	Weekly Updates - Management Team Meetings – Minutes Community Engagement Report Council Report

| Frontline Service | All Customer Service Officers | Customer Enquiries | Inform | Email/ hardcopy – Information/ Fact Sheet

General email updates on public engagement activities | Email/ Verbal Feedback

Frontline Services Team Meetings |
|---|---|---|---|---|---|
| **External Stakeholders:** | | | | | |
| **Name / Groups** | **Reason (why a stakeholder)** | **Levels of engagement** | | **Methods to engage** | **Methods for feedback** |
| Kuku Yalanji Elders – Traditional Owner | The Kuku Yalanji Edlers were original consulted about the playground in 2012. They provided a range of themes and opportunities relating to the indigenous cultural heritage of their homelands. This information was to provide artists and landscape designers with ideas and inspiration to develop a unique playground experience for both children and adults.

To re-establish contact and confirm their information is still relevant and valued by the Council and will be incorporated into the redevelopment of the playground. | Inform, Consult | | Face to face – Host an informal update and consultation meeting under the fig trees in Rex Smeal Park

Information Fact Sheet | Face to face – follow-up meeting |
| Chamber of Commerce | To keep the business community informed and updated on the progress of the PDMP

Members of the Chamber of Commerce who use Rex Smeal Park as part or their business enterprises | Inform, Consult | | Council Website

Email/ hardcopy – Information/ Fact Sheet

Face to face – Attend Chamber of Commerce meetings | Written feedback summary report provided to the Chamber of Commerce based on information provided by their membership. |

			Face to face – with businesses that may be impacted by the redevelopment of the playground	
General Public/ Residents/ Users of Rex Smeal Park/ Tourists	Regular users of the local communities of the Douglas area; and tourists	Inform / Consult	Council Website Media Release The Gazette – 'Community Matters' Radio – Interview with Mayor/Councillor Email/ hardcopy – Information/ Fact Sheet Display at Port Douglas and Mossman Shopping Centres Intercept Interviews at Port Douglas and Mossman Shopping Centres Community information sessions – Port Douglas and Mossman	Newspaper media release The Gazette – 'Community Matters' Email – Summary of feedback from Community Information Sessions

Phases to Engagement		
STAGES	**Description**	**Comments**
Stage 1	• Prepare Draft Community Engagement Plan and Council Report • Set meeting dates for Project Team – Map out timeline for community engagement activities • Seek input and feedback from Management Team on the Community Engagement Plan • Book Councillors Workshops • Prepare Fact Sheet Information for printing • Prepare media releases to inform the general public about Council's commitment to the PDMP and proposed redevelopment of playground • Print and laminate PDMP concept design posters • Book venues & arrange meeting dates for community engagement activities – shopping centres, Port Douglas Market Stall, Port Douglas Neighbourhood Centre & Douglas Shire Community Services Community Centre – Community information sessions • Set-up community engagement kit with stock and stationary • Book Council equipment for Market Stalls and other community engagement activities	
Stage 2	• Conduct Councillors Workshop informing and seeking from them their input on the community engagement plan • Seek the Councillors involvement and participation in the Port Douglas Market Stall, Shopping Centres and other activities • Report to Council seeking endorsement of Community	• Incorporate any changes from the Councillor Workshop into the community engagement plan and associated documents

	Engagement Plan • Print Fact Sheet • Regular Project Team meeting • Regular updates and feedback from Management Team meetings	• Print Fact Sheet once endorsed by Council
Stage 3	• Update and maintain Community Engagement Register – Council Website • Begin broadcasting of media releases • Radio – Interview with Mayor/Councillor • Regular Project Team meeting • Regular updates and feedback from Management Team meetings • Meet with the Douglas Chamber of Commerce • Meet with Kuku Yalanji Elders • Facilitate engagement activities at Port Douglas Markets, shopping centres, community information sessions • Prepare Community Engagement Report • Prepare Council Report • Conduct Councillors Workshop informing the outcomes and preferences of all stakeholders who participated in the Community Engagement activities.	• Provide feedback summary to the Douglas Chamber of Commerce • Monitor and evaluate the effectiveness of each engagement activity; document and make any necessary changes to improve the engagement processes • Compile feedback for each engagement activity • Include the monitoring and evaluation of the entire engagement process
Stage 4	• Council endorse and support the recommendations from the Community Engagement Report	• Decision is made to proceed with the development of a detailed design of the playground

Internal Engagement – Action Plan						
Project Phase	Stakeholder	Level of engagement	Method to engage	Key messages	Responsibility	Timing (by)
STAGE 1						
Stage 1	Project Team	Inform, Consult, Involve, Collaborate	Regular Project Team meetings	Seeking approval on Draft Community Engagement plan and Council Report	Project Manager/ Project Support Officer	Week ending 7 Feb 2014
Stage 1	Management Team	Inform, Consult, Involve Collaborate	Regular Management Team meeting	Input, feedback, guidance to engagement. Seeking approval on Draft Community Engagement plan and Council Report	Project Manager Executive Officer	Week ending 7 Feb 2014
STAGE 2						
Stage 2	Councillors	Inform, Consult, Involve, Collaborate	Councillor Workshop	Background of the project; gain an understanding of key project messages and objectives; seek input and involvement; seek Councillor involvement in proposed engagement activities.	Project Manager/ Project Support Officer	Week ending 14 Feb 2014
Stage 2	Councillors	Empower	Council Report – to endorse the Community Engagement Plan	How Council will undertake community engagement in relation to the redevelopment of the playground at Rex Smeal Park	Project Manager Project Support Officer	18 Feb 2014 Council Meeting
Stage 2	Project Team	Inform, Consult, Involve, Collaborate	Regular Project Team meetings	Update/ progress on implementation of Community Engagement plan. Monitor and evaluate.	Project Manager/ Project Support Officer	Week ending 21 Feb 2014

Stage 2	Management Team	Inform, Consult, Involve Collaborate	Regular Management Team meeting	Input, feedback, guidance to engagement. Keep informed and updated on progress	Project Manager	Week ending 21 Feb 2014
STAGE 3						
Stage 3	Project Team	Inform, Consult, Involve, collaborate	Regular Project Team meetings Community Engagement Register – Council Website Draft Community Engagement Report and Evaluation	Update/ progress on implementation of Community Engagement plan. Monitor and evaluate. Agree on Draft Community Engagement Report and Evaluation	Project Manager/ Project Support Officer	Fortnightly meetings and at other key decision making points Week ending 9 May 2014
Stage 3	Management Team	Inform, Consult, Involve Collaborate	Community Engagement Register – Council Website Regular Management Team meeting Draft Community Engagement Report and Evaluation	Input, feedback, guidance to engagement. Keep informed and updated on progress	Project Manager	Week ending 9 May 2014
Stage 3	Customer Service	Inform	Community Engagement	Key information about the project and	Project Manager/	As required when

			Register – Council Website	upcoming engagement activities.	Project Support Officer	engagement activities are planned and as key milestones are achieved
			General Emails Fact Sheets			
Stage 3	Councillors	Inform, Consult, Involve Collaborate, Empower	Councillor Workshop	Feedback and update on progress of project, Key decisions	Project Manager	Week ending 9 May 2014
			Community Engagement Register – Council Website			
			Draft Community Engagement Report and Evaluation			
<mark>STAGE 4</mark>						
Stage 4	Project Team	Inform, Consult, Involve Collaborate	Regular Project Team meeting	Close off Community Engagement project	Project Manager/ Project Support Officer	23 May 2014
			Community Engagement Register – Council Website			
Stage 4	Councillors	Empower	Council Report – Final Community Engagement Report and Evaluation	Council endorse the final recommendations for the project	Project Manager/ Project Support Officer	13 May 2014 Council Meeting

External Engagement – Action Plan						
Project Phase	**Stakeholders**	**Level of engagement**	**Method to engage**	**Key messages**	**Responsibility**	**Timing (by)**
STAGE 1						
No External Engagement in Stage 1. Tentative meeting bookings will be confirmed with: • KuKu Yalanji Elders • Douglas Chamber of Commerce						
STAGE 2						
No direct engagement with external Stakeholders in Stage 2. Meeting bookings will be confirmed with: • KuKu Yalanji Elders • Douglas Chamber of Commerce						
STAGE 3						
Project Phase	**Stakeholders**	**Level of engagement**	**Method to engage**	**Key messages**	**Responsibility**	**Timing (by)**
Stage 3	KuKu Yalanji Elders	Inform, Consult	Face to Face meeting Concept Design Posters Information/fact sheets	Provide information and answer any questions about what has happened since they were consulted in 2012 Council values their input and ideas Consult and seek feedback on project	Project Manager/ Project Support Officer	25 Feb 2014
Stage 3	Douglas Chamber of	Inform, Consult	Face to Face meeting			Week ending 14 March

	Commerce		Information/fact sheet			2014
			Feedback Summary of consultation			
Stage 3	General Public	Inform, Consult	News Release in Gazette and News Port	Council has an ongoing Commitment to the PDMP		Week ending 25 April 2014
			Newspaper Advert – 'Community Matters'	The PDMP will be delivered in stages – The playground is one aspect of the PDMP		
			Radio Interview with Mayor/ Councillor	Douglas Shire Council is committed to an extensive community and stakeholder consultation process, in line with its Community Engagement Framework, and the public are encouraged to participate in consultations to inform the design concept of the playground.		
			Community Engagement Register – Council Website			
			Information Stalls Port Douglas Markets/Intercept Interviews			
			Information Stalls at Mossman Woolworths Port Douglas Coles/ Intercept Interviews			

Monitoring & Evaluation

Stakeholders	Engagement Activity	Measures	Indicators
Councillors	Councillor Workshops Council Report/ Community Engagement Report	• Active participation and involvement in the finalisation of the Community Engagement Plan • Involvement in engagement activities • Supportive and actively interested in the Draft Community Engagement Report and Evaluation	• Endorsement of Council reports • Endorsement of Community Engagement Plan • Endorsement Community Engagement Report and Evaluation
Project Team	Project Team Meetings	• Meeting review and evaluation	• Members respond positively to the meeting evaluation
Management Team	Management Team meetings	• Active participation and involvement in the finalisation of the Community Engagement Plan • Supportive and actively interested in the Draft Community Engagement Report and Evaluation	• Support of Council reports • Support of Community Engagement Plan • Support Community Engagement Report and Evaluation
Front Line Services	Briefing emails and Information Sheets	• No further enquiries or questions seeking clarification about the community engagement activities and the PDMP	• Very little or no enquiries or questions
Kuku Yalanji Elders		• Verbal feedback - Satisfaction with the feedback and acknowledgement	• Expressed satisfaction with the feedback and consultation process
Douglas Chamber of Commerce		• Engagement evaluation form • Verbal feedback	• 100% completed feedback/ evaluation forms • Medium – high Satisfaction rating for the engagement process.
General Public/ Residents/ Users of Rex Smeal Park	Community information session	• Numbers of RSVP's & attendance • Participation and feedback during information session • Feedback/ evaluation form about information session	• >20 people RSVP/ attending information session • List of ideas and suggestions from participants • Willingness of 50% of

			participants to receive regular Council updates and information relating to this project and other Council business. • 100% completed feedback/ evaluation forms
General Public/ Residents/ Users of Rex Smeal Park	Port Douglas Market Stall/ Intercept Interview	• General participation and feedback during intercept interview • List of multi-choice questions	• >150 people engaged in intercept interviews • List of ideas and suggestions from participants • Willingness of 50% of participants to receive regular Council updates and information relating to this project and other Council business.
General Public/ Residents/ Users of Rex Smeal Park	Shopping Centre Info Stall/ Intercept Interview Media: Newspaper advert and editorial Radio interview	• General participation and feedback during intercept interview • List of multi-choice questions • Individuals had seen information in the local newspaper/online/ Council website • Individuals had heard information on the local radio station	• >150 people engaged in intercept interviews • List of ideas and suggestions from participants • Willingness of 50% of participants to receive regular Council updates and information relating to this project and other Council business.
Tourists	Port Douglas Market Stall/ Intercept Interview	• Expectation of facilities at Rex Smeal Park • List of multi-choice questions	• >150 people engaged in intercept interviews • List of ideas and suggestions from participants

Appendix 2: Stakeholder list

Stakeholder List: (adjust this template to suit your needs)				
Organisation/Association	**Name**	**Phone Contact**	**Contact Information**	**Comments**
Council	e.g. Cr Bill Blogs	XXXX	Bill.Blogs@douglas.qld.gov.au	
Staff				
Community Groups				
Specific Interest Groups				
General Community				
Business Community / Tourism Industry				
Developers/ Consultants				
Government Departments				
Non-Govt Organisations				

Appendix 3: Assessing the level of engagement – Score Sheet

Assessing the level of engagement – Score Sheet			
Engagement Level:	Low	Medium	High
Level of Complexity: *e.g.* *There is one clear issue and/or problem that needs to be addressed* *There are more than a couple of issues and/or problems that can be resolved* *There are multiple issues and/or problems and it is unclear how to resolve them*	X	X	X
Level of potential community impact/ outrage: e.g. *The project will have little effect on communities and will hardly notice any changes* *The project will fix a problem that will benefit communities and the change will cause minor inconvenience* *The project will create a change that will have an impact on communities and the living environment, and the degree of impact/outrange will vary*	X	X	X
Level of political sensitivity: e.g. *The project has acceptance throughout communities* *There are groups in communities who may see the potential in raising the profile of a project to gain attention for their cause or may have opposing views* *Community expectations about the project are different to those of the decision makers and there is high potential for individuals and groups to use uncertainty to gain attention*	X	X	X
Total number (marked)			

Appendix 4: Community Engagement Action Plan/ Checklist

Community Engagement Title:	
Project Manager:	
Start Date	Finish Date
Records Reference:	
Brief Description:	

Start up	Check
Define the objectives and scope of the community engagement	
Compile all background and previous engagement information/ report	
Assess the level of engagement / impact	
Compile a detailed list of all internal and external stakeholders	
Create a detailed list of what level of engagement will be conducted with each stakeholder; and how (the methods) they will be engaged	
Develop a detailed Community Engagement Plan	
Develop a list of tasks (who, what, when & status)	
(remove, change or add more as required)	
Communications	
Draft all communication documents (media releases, fact sheets, etc)	
Review all communication documents with manager/ project management team	
Proofread all documents before approval/ signing off	
Coordinate the print and upload documents to council website	
Organise the distribution of documents information	
Review and update contact information of stakeholders	
Meet with Customer Service & Records staff to inform and provide copies of documents	
Evaluate the Communications tasks and make improvements as required	
(remove, change or add more as required)	
Community Engagement	
Organise community interactions depending on techniques chosen	
Set-up internal communication channels to maintain flow of information	
Coordinate documents, activities for community engagement with timeframes	
Book meeting venues, equipment, catering etc…	
Contact key stakeholders begin and maintain dialogue	
Workshop selected engagement techniques if required	
Prepare for collation of feedback from communities	
Evaluate the engagement tasks and make any necessary improvements	
(remove, change or add more as required)	
Recording	
Collate and analyse feedback	
Respond to enquiries from stakeholders and record any new information	
Evaluate the recording tasks and make any necessary improvements	
(remove, change or add more as required)	

Community Feedback and Council Report	
Draft Feedback Report for review and response from the project team	
Draft Council Report for review as per Council protocol	
Gain sign off on final reports	
Submit Council Report for resolution	
Develop an implementation Plan for the Council Resolution	
Distribute feedback report to all interest parties and stakeholders	
Make the feedback report available to the general public	
Evaluate the feedback and reporting tasks and make any necessary improvements	
(remove, change or add more as required)	
Final Evaluation	
Effectiveness of the community engagement process assessed	
Document key areas of improvement for each set of tasks and feedback any recommendation for improvement of future engagements	
(remove, change or add more as required)	

Appendix 5: Task Breakdown template

Task	Action/ Responsibilities/ Resources	Deadline	Comments/Status	Completed
Example only: *Book meeting room for general public information sessions and arrange catering*	*Bill Bloggs – Administration officer* *Book Port Douglas Community Hall for:* *1 May 2011* *14 June 2011* *Book Catering from: Food Express Catering For approx. 25pax – Sandwiches (include vegetarian) & fruit platter only* *Prepare: Napkins, disposable plates and cups for hot and cold drinks; water & juice, table cloths* *Confirm numbers for catering 2 weeks before each event*	*5 April 2011*	*14 June 2011 event cancelled due to lack of numbers*	*1 June 2011*

Appendix 6: Community Engagement Evaluation template

Community Engagement Title: *Project XYZ*

Engagement Activity: *Community meeting*

Stakeholder	Measures	Indicators	Performance	Outcome	Recommendations
e.g. *General Public*	*Number of people attending information session*	*>20 people attending*	*- 38 people RSVP* *- 43 people attended and registered on the day*	*Good interest and discussion*	*More time was needed to answer all questions* *Larger facility to accommodate everyone*
e.g. *General Public*	*Questionnaire/ survey*	*100% respond*	*- 15 people completed the questionnaire/ survey*	*Low response to completing the questionnaire/ survey*	*More tables to make it easier for people to complete* *Use a system to collect group feedback throughout the meeting e.g. show of hands, voting with tokens during tea break* *Incentives for those who complete the questionnaire/ survey*

Appendix 7: Community Engagement Feedback Report

Community Engagement Feedback Report

[Insert title and date]

Introduction:

Describe Community Engagement Activities:

Outcomes of Community Engagement:

Responses to questions:

Examples only:

Question 1- The artist impression reflects what I would like the Daintree Gateway to look like?				
Strongly Agree	*Agree*	*Not Sure*	*Disagree*	*Strongly Disagree*
2	5	8	1	1

Comments:

Questions and Responses:

Q. How might this service be improved to meet your needs?	Answers/comments: • ……... • ……...
Q. When do you think……...?	• ……... • ……...
Q. What are your opinions about….?	• ……... • ……...

Evaluation:

Provide feedback from community engagement participants:

e.g.

- *How would you rate the quality of the project information you received?*
- *How would you rate the facilitation of the information session?*
- *Were participants were provided with adequate information and resources to participate in a meaningful way?*
- *The session was conducted in an open and transparent manner.*
- *A variety of views, opinions and needs were heard and discussed.*
- *The decision making process for this project has been fair and appropriate.*
- *There is a high level of trust between the community and Council on the project*

Summary:

Community Engagement Final Evaluation

[Insert title and date]

Background Information

Evaluation summary of each phase

- *What were the challenges?*
- *How were the challenges overcome?*

Key Achievements

- What were the key outcomes of each engagement activity?

Key improvements

- *What adjustments/ changes were made?*
- *What Council processes were changed or improved*
- *What will be done differently in the future*