Communications & Engagement Strategy

March 2021

CENTRAL
GOLDFIELDS
SHIRE COUNCIL

Acknowledgement of First Nations peoples and communities in Central Goldfields Shire

Central Goldfields Shire Council acknowledges the ancestors and descendants of the Dja Dja Wurrung. We acknowledge that their forebears are the Traditional Owners of the area we are on and have been for many thousands of years. The Djaara have performed age-old ceremonies of celebration, initiation and renewal. We acknowledge their living culture and their unique role in the life of this region.

Translating and Interpreting Service

Translating and Interpreting Service

English:

If you need an interpreter, please call TIS National on 131 450 and ask them to call Central Goldfields Shire Council on 03 5461 0610. Our business hours are Monday to Friday 9am-4pm. You can also visit the TIS National website for translated information about the service TIS National provides. Visit: www.tisnational.gov.au

Greek:

Αν χρειάζεστε διερμηνέα, καλέστε την TIS National στο 131 450 και ζητήστε να καλέσουν το Central Goldfields Shire στον αριθμό 03 5461 0610. Οι ώρες λειτουργίας μας είναι Monday to Friday 9am-5pm. Σχετικά με τις υπηρεσίες που παρέχονται από την Εθνική Υπηρεσία Διερμηνείας και Μετάφρασης, μπορείτε να επισκεφθείτε και τον ιστότοπο της υπηρεσίας στη διεύθυνση: www.tisnational.gov.au

Tamil:

உங்களுக்கு ஒரு மொழி பெயர்த்துரைப்பாளர் தேவைப்படின், 131 450 ல் தேசிய மொழிபெயர்ப்பு மொழி பெயர்த்துரைப்புச் சேவையை அழைத்து. (iஎனநசவ லழரச யபநnஉல யெஅந) (iஎனநசவ லழரச யபநnஉல phழநெ ரெஅடிநச) அழைக்கும்படி கூறவும். ஏங்கள் பணியக நேரங்களாவன (iஎனநசவ லழரச டிரளாiநெளள hழரசள).

நீங்கள் எமது தேசிய மொழிபெயர்ப்பு மொழி பெயர்த்துரைப்புச் சேவையின் இணையத் தளத்தில். தேசிய மொழிபெயர்ப்பு மொழி பெயர்த்துரைப்புச் சேவை வழங்கும் சேவைளின் தகவல்களைப் பெறலாம். றறற.வளைஇயெவழெயெட.பழஎ.யர

Traditional Chinese:

若你需要口譯員，請撥打TIS National電話131 450並請他們轉接 Central Goldfields Shire 的電話03 5461 0610 。我們的工作時間是 Monday to Friday 9am–4pm。 你也可以瀏覽TIS National 網站瞭解TIS National 的服務資訊，網址：www.tisnational.gov.au

Dutch:

Als u een tolk nodig hebt, bel dan TIS National (nationale vertaal- en tolkendienst) op 131 450 en vraag hen om de Central Goldfields Shire Council (raad van het zelfstandig gebied van Central Goldfields) te bellen op 03 5461 0610. Onze openingstijden zijn maandag tot vrijdag van 09.00 tot 16.00 u. Op de website van TIS National staat ook vertaalde informatie over de diensten die TIS National levert. Ga naar: www.tisnational.gov.au

German:

Wenn Sie eine Verdolmetschung brauchen, rufen Sie bitte TIS National unter 131 450 an und fragen Sie nach der Central Goldfields Shire Council, Rufnummer 03 5461 0610. Unsere Geschäftszeiten sind montags bis freitags 9:00 bis 16:00 Uhr. Übersetzte Informationen über die Dienstleistungen von TIS National finden Sie auf der Website von TIS National. Besuchen Sie www.tisnational.gov.au.

Tagalog:

Kung kailangan mo ng interpreter, mangyaring tawagan ang TIS National sa 131 450 at hilingin sa kanila na tawagan ang Central Goldfields Shire Council sa 03 5461 0610. Ang aming mga oras ng opisina ay Lunes hanggang Biyernes 9:00 ng umaga hanggang 4:00 ng hapon. Maaari mo ring bisitahin ang website ng TIS National para sa naisalin na impormasyon tungkol sa serbisyong ibinibigay ng TIS National. Bisitahin ang: www.tisnational.gov.au

Contents

Directorate:
Chief Executive Officer

Responsible manager:
Manager Community Engagement

Implementation date:
April 2021

Date adopted:
TBA

Review date:
April 2022

Mayor's message

We know that the return of an elected Council means that expectations are higher than ever before.

We also have a new Local Government Act (2020) which raises requirements of Councils in setting goals, priorities and budgets and the need for genuine transparency in Council actions and decision-making.

It's a time of real opportunity for us as a Councillor group.

There is an absolute need for us to focus on and understand what our community wants us to achieve.

The development of this Communications and Engagement Strategy is one of the first steps towards achieving that.

Thank you to the many members of the community who took the time to provide us with invaluable feedback on our Draft Strategy.

We've listened to what you told us and we've made changes to the Strategy to reflect the feedback and your priorities.

There's no doubt this Strategy is underpinned by strong community feedback and we're confident it's going to be a key mechanism for developing strong relationships between Council and the community over the next four years of our Council term.

My Councillor colleagues and I look forward to being part of this renewed approach to communications and engagement.

Cr Chris Meddows-Taylor
Mayor

CEO message

The community feedback process has given us a better understanding of our community and their desired relationship with Council.

Councillors and staff met with people in our community and feedback was also provided to Council via online surveys and emails.

More than 100 people were involved in the process and it is your feedback that has helped us shape this document and its supporting action plan, to ensure it addresses what our community wants and needs.

Our community is diverse both geographically and in the make-up of its population, so we are mindful that there is no one size fits all approach – a diverse approach to communications and engagement is needed.

It's a challenge we will work hard to respond to and we'll do it with our organisational values at the forefront.

Our community has told us transparency is important to them – and it's important to our organisation too. Our corporate values position all staff to value quality communication and engagement.

Being community and customer focussed; collaborative and inclusive; and challenging the status quo is central not only to this Strategy but to everything that we as an organisation strive to do.

This Strategy will be reviewed annually and we understand that it won't be a 'quick fix'. Some of the items will be immediate whilst we know others will take longer for us to achieve.

We are proud to present this Communications and Engagement Strategy and we hope that it's successful implementation will result in high-level communications and best practices engagement – and most importantly a more open, transparent and improved relationship between Council and our community.

Lucy Roffey
Chief Executive Officer

What is the current situation?

Reasons for the Strategy

With the election of a new Council in October 2020, and with the Local Government Act 2020 requiring Councils to adopt a Community Engagement Policy by March 2021, the development of this Strategy provides a framework for Council's new and improved approach to communications and engagement.

Building on the communications and community engagement activities that have been undertaken in previous years, the Strategy provides guidance and support to Councillors and Council staff in the performance of their duties in accordance with the Local Government Act 2020.

Our community feedback process has allowed us to better understand what our community wants and needs and the barriers to participation that exist.

With this feedback front of mind, this Strategy establishes shared expectations for communications and engagement and features a detailed action plan for how we will further develop, improve and evaluate our activities moving forward.

The Strategy aligns with the following:

Staff values:
- Community and customer focused
- Collaborative and inclusive
- Challenge the status quo

Related legislation and policies:
- Council Plan
- Community Engagement Policy
- Open Data Policy
- Media Policy
- Online Communications Policy
- Public Transparency Policy
- Customer Service Charter
- Charter of Human Rights and Responsibilities Act 2006
- Planning and Environment Act 2007
- Health and Wellbeing Act 2008
- Equal Opportunity Act 2010
- Local Government Act 2020
- Privacy and Data Protection Act 2014

Related Council direction:
- 2020-2021 Annual Action Plan – Deliver a Strategic Communications Plan

Who we are

Around 12,995* people call Central Goldfields Shire home with the municipality spread across an area of 1,532 square kilometres.

61% of the population live in Maryborough with the remaining population living in the surrounding townships of Carisbrook, Dunolly, Talbot, Majorca and Bealiba as well as surrounding farming districts. Each township is characterised by a unique vision, culture and interests.

According to the Census, 6,412 of the Shire's population is male with 6,580 female. Our Shire's population is ageing with 50 years as the median age and 65-69 years being the highest age bracket with 1,120 people or 8.6 percent. This is well above the national average of 5.1 percent. A total of 190 people, or 1.5 percent, are Aboriginal/Torres Strait Islander.

Our residents' weekly gross income is significantly less than the rest of the nation with 38.2 percent of local households earning less than $650 per week, compared to 20 percent Australia-wide. In contrast, only 2.7 percent of local incomes earn more than $3000 in gross weekly outcome, compared to 16.4 percent nation-wide. The median local income (personal) is $452 (compared to $662 nationally).

Our residents also have barriers to education as 812 community members have a Bachelor Degree or higher and 650 residents possess an advanced diploma or diploma. These are below the national average of 22 percent and 8.9 percent respectively.

* 2016 Census estimate

What informed this Strategy

In developing this Strategy we have undertaken a number of initiatives to better understand our community.

Timeline:

○ **March 2020**
Community Voice Panel and staff survey

○ **July 2020**
Analysis and research

○ **September 2020 to December 2020**
Development of Draft Strategy

○ **December 2020 to January 2021**
Community consultation process

○ **January 2021 to February 2021**
Analysis of community feedback and updates to the Strategy

What you told us

The responses we received from the community gave us four key insights:

KEY INSIGHT **1**

The bigger barrier to participation is knowing who to talk to in Council.

Our community values relationships and 'relational' interactions. They want Council to have a 'human' face and for staff to be more visible and active in the community.

KEY INSIGHT **2**

Our community is diverse so communication needs to be targeted.

More market research is needed to better understand our target audiences and their preferred communications. What was clear is that our community wants two-way communication, storytelling and plain language in all communications and interactions.

KEY INSIGHT **3**

Our community is diverse so there is no one size fits all approach to engagement.

A balance of face-to-face place based engagement and online activities is the best approach and people want feedback throughout the process. It's important to some community members that they feel empowered to participate through training, peer support, mentoring and financial remuneration.

KEY INSIGHT **4**

Our community wants transparency from Council.

Our community wants communication from Council that is timely, and transparent. They would like to see promotion of what Council does and where Council's responsibilities begin and end. Hearing about Council's role in advocating with industry, service providers and potential partners is also important to them. They are interested in understanding the processes of the Council, rather than just the outcomes.

The audience

This Strategy has many audiences, and each will use this Strategy in different ways to drive excellence in communications and engagement. They are:

Councillors

Councillors are the community's elected representatives and are required to make decisions on the community's behalf. Councillors play a vital role in engaging with the community and representing their interests. This Strategy will help guide Councillors on the best methods to engage with our community, particularly those who are hard to reach and have limited contact with Council.

Council staff

Our staff are in regular contact with our community and it is essential we are engaging with our residents effectively and efficiently. All tiers of government are required to be transparent, open and honest. This Strategy sets out the best methods in being transparent with our community which will help restore residents' trust in Council's engagement processes.

First Nations peoples and communities

Our Indigenous community, the Dja Dja Wurrung, is one of our key stakeholder groups and a group we are committed to effectively engage with. The Dja Dja Wurrung possess a wealth of knowledge and play a significant role in Council's decision making. A strong relationship with the Dja Dja Wurrung is essential to our ongoing engagement with our community. Engaging with our Indigenous community is a core component in this Strategy.

People living at the intersection of social issues and disadvantage

Our community is made up of different people with different abilities and our role is to know who they are and what they need so that everyone living in our community has equal access to information, influence and services.

Community groups

Our Shire possesses a rich network of social infrastructure with many highly valued and established community, support, sports, charitable and interest groups. Many of these groups represent key interests of people in our community. Interest groups are important for Council to access diverse viewpoints and ideas.

Business owners

Business owners and small business operators are an important demographic of our Shire. We seek to continue our strong relationship with our business community and identify ways we can boost our local economy together. Through this Strategy, we have identified ways to effectively engage with our local business owners and operators to deliver positive outcomes for the community.

Townships

Central Goldfields Shire is made up of numerous townships with the key centres being Bealiba, Carisbrook, Dunolly, Maryborough and Talbot. Each township is unique in its identity and has different needs. Community feedback and engagement from each township is crucial to Council's plans and overall vision for the Shire.

Without ongoing feedback and communication with each township, Council would not be able to effectively deliver services or new projects for the community. Strong communication and engagement with our community is an overarching theme in this Strategy which provides different platforms and methods of reaching the different demographics in our community.

What is the purpose of this strategy

Our situational analysis

Our research, together with conversations with the community, has helped inform this Strategy. We've identified the following as key learnings:

Strengths

- Council's commitment to community engagement is supported by having a dedicated Community Engagement team
- Community engagement is not new to our Council, our existing Community Engagement Framework was adopted in 2018 and we have carried out extensive engagement since it's introduction
- Council already uses an extensive range of communication tools and engagement methods in delivering this work
- This new Strategy aims to improve and strengthen the current activities that exist

Weaknesses

- Our research tells us that there are a number of barriers to communication and engagement for our community. These include trust and access to the internet and technology
- Further market research is needed to gain a clearer picture for how we can ensure targeted and effective communication

Opportunities

- Conversations with more than 100 community members has given us a better understanding of our community's expectations in terms of communication and engagement
- In developing this Strategy we now have a communications and community engagement approach that is strategic and achievable and will strengthen the relationship between Council and our community

Threats

- Whilst listening to the wants and needs of our community is central to this Strategy, there will be some instances when Council is required to make difficult decisions that not all community members will agree with
- Council's commitment to the community is that a transparent process, that meets the requirements of the Victorian Local Government Act 2020, will be used in all decision making processes in order to provide clarity to the community

Our purpose

We will provide our community with clear, transparent and targeted communications and engagement opportunities that are bottom up, planned and accessible to all community members.

Our guiding principles

There are a number of areas for improvement as shared by the community, staff and according to government legislation. To bring meaning and coordination to these, they are informed by these overarching principles:

Media / communications

1. Communications are planned and proactive
2. We engage through a storytelling approach
3. Our delivery is targeted and cost effective
4. We write about things that are important to people
5. Our messaging is positive and two way
6. Our language is direct and transparent
7. Our process is consistent and strategic

Community engagement

1. Engagement is planned, fit for purpose and proactive
2. Our research is objective and provides actionable insights to inform key business decisions
3. Our feedback process is transparent and robust
4. Our organisation process improvement is diligent and continuous
5. Our community interactions are genuine and bottom up
6. We comply with all legislative requirements
7. We are committed to working with First Nations people
8. Our engagement is targeted to reach those who have experienced barriers to participation

What are our aspirations, functions and priorities?

Media

Strategic aim

To deliver clear, consistent and factual information to the media that will result in positive and accurate coverage of Council decisions and activities.

Key functions

- To promote the good work of Council
- To plan media contact wherever possible
- To produce regular media releases that are well written in plain language
- To identify positive publicity opportunities through strong internal communication
- To respond to media requests in a timely and appropriate way
- To maintain strong and effective relationships with media
- To maintain consistent messaging across all media channels

Our areas for improvement

Current state	Key strategies	Future state
Out of date internal Media Policy	Media policy to be updated	Better coordination and understanding of media enquiry process
Regular liaison with local media in the form of media releases, media enquiries and advertising	Review the relationships with local media to ensure the information they receive from us is what they need	Targeted, effective and efficient communication

Evaluation

We will measure community satisfaction with:
- Amount of positive coverage in the media
- Media reports are factual and are balanced
- Community awareness of the good things we do in the community
- Level of trust between the organisation and media
- Positive community perceptions of the organisation

External communications

Strategic aim

To deliver planned and effective communications by using multiple digital and print mediums that are cost-effective, innovative and wide reaching.

To seek out opportunities to communicate the many services, events and initiatives that Council provides to raise awareness within the community.

Key functions

- To inform the community of the projects, initiatives and services that Council delivers
- To meet legislative obligations of informing the community about public notices
- To plan, advise and deliver succinct and transparent communications
- To report regularly and honestly on Council's performance to the community
- To disseminate communications across multiple mediums in a cost effective way
- To utilise communications through appropriate channels that meet the needs of the community
- To put a 'human face' to Council

Our areas for improvement

Current state	Key strategies	Future state
Range of communication platforms currently used – email, paid advertising, radio, digital, social media, direct mail	More market research required to understand the needs of diverse audiences and most effective communication methods Develop community personas to better understand areas of interest and facilitate targeted communications	Effective communication to all residents in the community – including those who have been harder for Council to reach in the past
Two editions of the Community Update magazine have been well-received by the community	Evaluate continuation of the community magazine to become a quarterly publication and one of Council's key communication platforms	A key Council communication tool for all residents – including those experiencing barriers to services and participation
Dis-connect between Council communications and the community	Make sure all communications are in plain language Put a 'human face' to Council	Communication that is more accessible and digestible for diverse audiences
Review effectiveness of Council e-newsletters	Work with relevant Council departments on strategies to improve current e-newsletters	Targeted effective communications to target audiences

Current state	Key strategies	Future state
No guide to communication and engagement with First Nations people and communities	Develop Dja Dja Wurrung and Aboriginal and Torres Strait Islander Communications and Engagement Guide	More welcoming and respectful engagement with our First Nations peoples and communities
No translator interpreter information in public documents	Inclusion of translator interpreter information in public documents	Greater representation and language equity

Evaluation

We will measure community satisfaction with:

- Participation in Council services, events and activities
- Community use of Council services
- Awareness of Central Goldfields Shire branding
- How the community perceives the accessibility of our information
- Customer service satisfaction
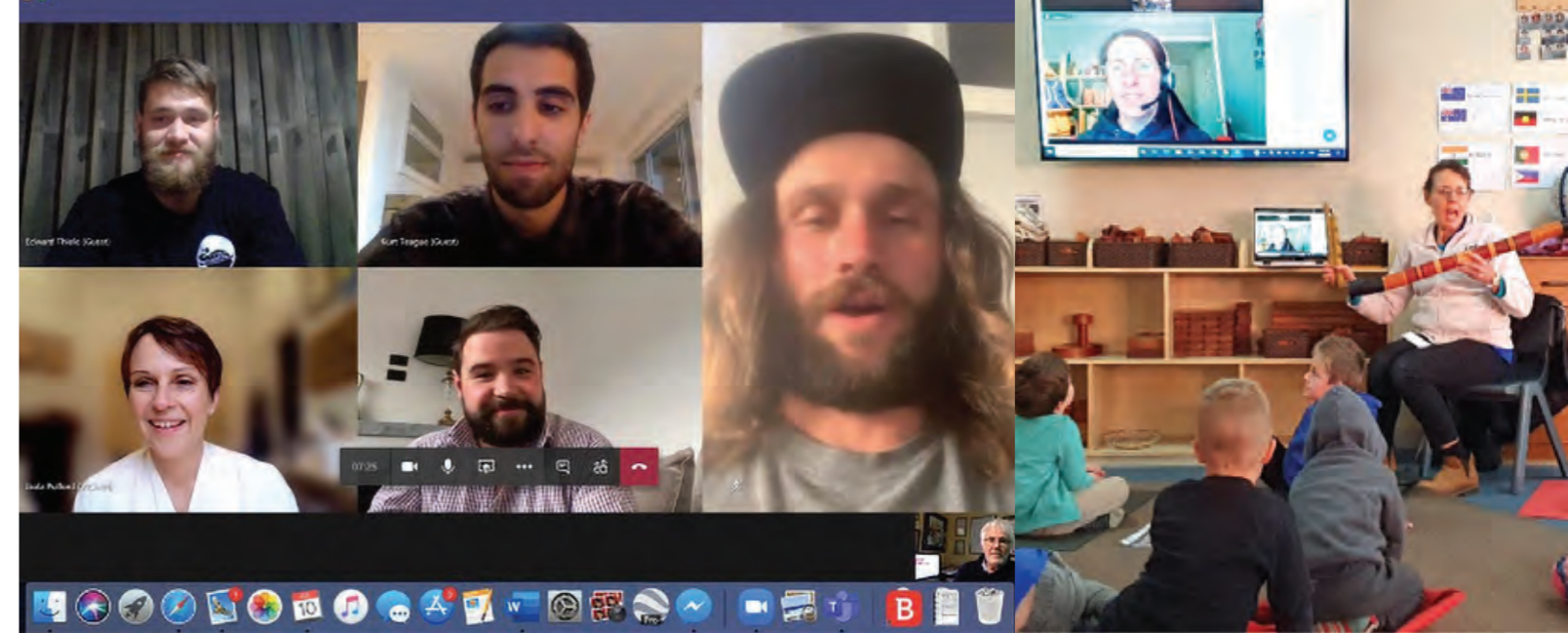
Digital communications

Strategic aim

To connect with and foster relationships online by developing opportunities for engaging and valuable two-way conversations.

Key functions

- To create a dedicated community engagement platform
- To develop and manage Central Goldfields Shire social media platforms
- To develop a strategy for social media
- To provide training to help facilitate and moderate conversations on social media platforms
- To administer, develop and maintain Council's website
- To ensure online content for Council's website is relevant, accurate, timely and easily accessible on Council's website
- To create an online community directory for local community groups

Our areas for improvement

Current state	Key strategies	Future state
Under utilised social media platforms and non-strategic approach to existing accounts	Create a social media strategy	Increased participation, awareness and use of Council's social media channels
Outdated information or missing policies and documents on website	Ensure information and policies are up to date on the website	Website with information that is accurate, timeline and easily accessible

Regular training and communication to internal Web Champions group |
Out of date Online Communications Policy	Updated and current Online Communications Policy	Cohesive approach to digital platforms for staff across the organisation
Weekly Council news bulletin currently accessible via social media, website and the local papers	Development of a weekly email newsletter to the community	Communication to those who prefer email communication from Council
Community directory currently only available in static PDF form on website	Develop Online Community Directory – to replace the currently Leisure Services Guide	More comprehensive, current and accessible online listing of community groups and organisations which is community led

Current state	Key strategies	Future state
Limited number of online forms on Council's website for customers to conduct Council business online	Broader roll-out of online forms accessed via Council's website	Increased accessibility and payment options for community – so that Council business can be done 24/7 and in the comfort of own home
Further improve functionality of Council's website	Introduction of OpenCities MyCity module where residents can search their address to find out what community facilities are close by, bin collection dates and events happening near them	Improved accessibility
Sectors of the community with limited or no access to internet	Explore opportunities for funding to introduce iPad kiosks at our Customer Service Centre, Goldfields Family Centre, Library and Gallery	Improved access to technology and therefore some barriers to participation

Evaluation

We will measure community satisfaction with:

- Number of visits to Council's website
- Follows and engagement on social media
- How the community perceives the accessibility of our information
- Customer service satisfaction

Community engagement

Strategic aim

To work with the community on relevant projects to ensure all stakeholders are informed, and where appropriate, create meaningful engagement opportunities whereby community input and feedback is sought and considered as part of the decision making process.

Key functions

- To up-skill the organisation in community engagement
- To increase community capacity so that the community can participate
- To increase diversity in engagement activities
- To identify a model for representative engagement on major projects
- To comply with the requirements of the Victorian Local Government Act 2020 (s55, s56)

Our areas for improvement

Current state	Key strategies	Future state
We know who community groups are, but we need up to date information about office bearers	Establishment of online community directory portal on Council's website	Targeted engagement can be developed quickly as Council will have better picture of the community
Engagement activities are too broad and not capturing enough diversity	Upskill organisation in how to create stakeholder maps	People have an opportunity to influence decisions that affect them
Lack of participation and representation by First Nations people and communities	Develop culturally safe and appropriate engagement activities	Diverse representation in Council decision making
Community Voice Panel not effective	Identify a model for representative engagement on major projects	A model for a deliberative engagement approach for the development of a Community Vision and the Council and Financial Plan
Absence of internal tool to assist council staff to design, development and evaluate their community engagement activities	The Community Engagement Policy will incorporate a step by step guide to planning community engagement Use the rural engagement toolkit to plan, deliver and evaluate community engagement activities	An organisation that demonstrates consistent and high quality community engagement practice and a community that participates and is engaged

Current state	Key strategies	Future state
Township champions are underutilised	The role and responsibilities of Township champions are evaluated and redesigned	Through a collaborative approach involving Councillors, the organisation and the community, the community plans are activated in each of the townships
Limited number of staff trained in community engagement	Deliberative engagement training for Councillors and the leadership team IAP2 community engagement training for Councillors and staff	Staff educated and upskilled to facilitate community engagement best practice

Evaluation

We will measure community satisfaction with:

- Participation in engagement activities
- Level of community input in decision making
- Community Satisfaction Survey results
- Council reputation

Public relations

Strategic aim

To increase public awareness of Council's objectives, activities and services as well as the advocacy role of Council. An increase in awareness of Council operations will help strengthen relationships between Council and the community.

Key functions

- To promote the projects, initiatives and services that Council delivers
- To promote Council's advocacy role
- To build strong and meaningful relationships with the various stakeholders in our community
- Provide a more targeted approach to education and awareness of Council services

Our areas for improvement

Current state	Key strategies	Future state
Limited knowledge and understanding within community of Council services	Implementation of a communication plan to build awareness of Council services and projects	Increased community awareness of Council services
Staff are office based	Staff to spend more time in the community to put a human face to the organisation	Better relationships between Council staff and community
Council advocacy activities are not effectively communicated	Better promotion of Council's advocacy activities	Community has a better understanding of the Council's role in advocacy. Strengthened relationships between Council, community and service providers and delivery of projects and services that are what the community want.

Evaluation

We will measure community satisfaction with:
- Participation and awareness of Council services, events and activities
- Community Satisfaction Survey results
- Positive community perception of the organisation

Business process improvements

Strategic aim

To provide best practise customer service in terms of delivery method, approach and standards.

Key functions

- To ensure continued improvement of all customer service standards across the organisation
- To ensure community is clear about how to lodge requests with Council

Our areas of improvement

Current state	Key strategies	Future state
Low responsiveness to phone calls and emails	Undertake journey maps of all calls including complaints. Ensure all staff are aware of their responsibilities in the Customer Service Charter. Upskill customer service so they have capacity to assist with diverse customer enquiries	An organisation that is responsive to the community and follows up with community members to ensure that their inquiry has been resolved (and to capture their level of satisfaction)
Community unclear about the steps to lodge issues and requests	Clearly identified communication channels for the community to get the answers they need	Feedback is responded to in a timely manner
Staff with limited capacity	Training delivered to staff including: - Conflict resolution, cultural safety and awareness	Increased capacity of staff to manage challenging requests and conversations
Up-skill and educate front line workers e.g. Operations team to assist community when out and about in townships	Provide a central point where front line workers can log requests for information for specialist staff to follow up	Front line workers are able to assist community

Evaluation

We will measure community satisfaction with:
- Participation and awareness of Council services, events and activities
- Community Satisfaction Survey results
- Positive community perception of the organisation
- Council reputation
- Level of trust between organisation and community

Insights and evaluation

Strategic aim

To collect relevant feedback and research from the community in a meaningful and independent way in order to inform Council's service delivery priorities; understand and improve customer experience and assist with making fiscally responsible decisions.

Key functions

- Develop and undertake community engagement activities to assist with Council's key decision making requirements
- Ensure Council is 'closing the loop' and reporting back on outcomes of all engagement processes

Our areas for improvement

Current state	Key strategies	Future state
No central point for data	Consultation data stored in the one place Ensure data is secure	Council to have quality insights of community and better understanding of challenges, goals and ideal experience Data is securely stored
Lacking a coordinated approach to engagement	Engagement activities that are coordinated and considered	Reduced risks of engagement fatigue Better use of limited resources Start to understand the best times and locations for engagement Reach a broader representation of the community
No process for reporting back on community engagement activities	Commitment to evaluation on all engagement activities	Community members feel heard and valued and understand what is being done with the feedback they have provided

Evaluation

We will measure community satisfaction with:
- People feel as though their views have been heard and valued
- Level of trust between organisation and community
- People feel empowered to participate

How will we monitor, measure and report progress?

Key initiatives

Whilst the Strategy section of this document provides us with a detailed action plan, we've outlined six key initiatives that we will deliver within the next 12 months:

1

Undertake deliberative engagement

Deliberative engagement process to be undertaken for the development of the Community Vision, Council Plan, Financial Plan and Budget.

2

Model for representative engagement

Disband the Community Voice Panel and identify a model for representative engagement to be used in developing the Community Vision, Council Plan and Financial Plan.

3

Community Engagement Toolkit

Roll-out a community engagement toolkit to ensure Council meets the requirements of the Local Government Act and that best practice community engagement initiatives are embedded across the organisation.

4

New Online Community Directory

Develop an Online Community Directory on Council's website to provide a central point for information and contact details for community groups, sporting clubs and organisations.

5

Communication methods market research

Undertake market research to understand the community's preferred methods for communication.

6

Fit for purpose engagement platform

Develop an online engagement platform to better facilitate two-way conversation with the community through a range of participatory engagement and content tools.

Monitoring and evaluation

As detailed in the Key Initiatives section we've committed to delivering on the following items in the first 12 months:

- Undertake deliberative engagement
- Identify a model for representative engagement
- Community Engagement Toolkit
- New Online Community Directory
- Communication methods market research
- Fit for purpose engagement platform

Our Action Plan is what we will monitor and report against in our yearly review.

We've also included an evaluation section against each of the key areas of our Action Plan – which outlines how we'll measure effectiveness and community satisfaction.

The first review of this Strategy will be carried out in April, 2022.

Glossary

Term	Definition
Community	Refers to the people who have a stake and interest in the Central Goldfields Shire and includes people who: ■ Live, work, study or conduct business or are involved in local community groups or organisations in the municipality ■ Visit, use or enjoy the services, facilities and public places located within the municipality
Community engagement	Community engagement is a planned process with the specific purpose of working with individuals and groups to encourage active involvement in decisions that affect them or are of interest to them
Committees	A delegated committee, jointly delegated committee or community asset committee under section 63, 64 and 65 of the Act, respectively
Consultation	The activity of seeking input on a matter
Council	The Central Goldfields Shire Council including Councillors and its Delegated Committees
Deliberation	Deliberation is an approach to decision-making in which citizens consider relevant facts from multiple points of view, converse with one another to think critically about options before them and enlarge their perspectives, opinions, and understandings
Deliberative engagement	Deliberative engagement is a process of engagement that brings participants closer to the decision makers than other forms of engagement; where participants are provided with a clear task or question, have access to appropriate resources and information, and are given the time and space required to deliberate and reach their consensus
Participatory engagement	Participatory engagement involves information exchange either from Council to community or community to Council. Participatory engagement typically occurs when feedback is invited on ideas, alternatives or draft documents
Process	A relationship between key steps, activities, tasks, policies and / or resources
Public participation	A term used by IAP2 meaning the involvement of those affected (interested or impacted) by a decision in the decision-making process. We use the term interchangeably with Community Engagement, Stakeholder Engagement or Consultation
Stakeholder	An individual or group with a strong interest in the decisions of Council and are directly impacted by their outcomes