

Practice number	103.1
Practice name	Communication and Engagement
Related policy	103 Communication and Engagement

PURPOSE:

To outline a process that supports Town Policy 103 Communication and Engagement to embed proactive stakeholder analysis, communication and engagement planning and delivery for Town projects, services and issues management and to work in conjunction with Local Planning Policy 37 Community Consultation on Planning Proposals.

DEFINITIONS:

Stakeholder: any person, group, business, organisation or interested party (internal and external) who can impact or is impacted by a decision or activity.

Communication: is a one-way information sharing process to keep stakeholders informed, advised and educated, mostly after a decision is made or around project milestone. Communication tools include but are not limited to advertisements, letters, newsletters, brochures, website, phone calls, emails, media, social media, signage, displays, drawings and models.

Consultation is a two-way information exchange process that enables stakeholders to give feedback, on a topic or issue so these can be considered before making a decision. Consultation tools include, but are not limited to, verbal discussions, written submissions, surveys, group meetings, workshops, displays, public events, and formal advisory committees. Consultation provides opportunities to clarify information, raise and address issues and discuss ideas and options.

Engagement: any process that allows stakeholders to participate more deeply in problem solving or decision making which proactively uses their input to develop or formulate outcomes and make decisions. A thorough engagement process reaches mutually beneficial outcomes, as a result of effective relationship-building over a longer period of time (lifespan of a project or issue). Outcomes are heavily shaped by input from participants above simply considering feedback.

PRACTICE:

1. The Town uses the International Association of Public Participation (IAP2) model, core values and ethics to inform its stakeholder engagement practices.

The IAP2 Spectrum is used for identifying stakeholders and the level of influence they may have with regard to a project outcome or decision. IAP2 is the leading public

participation association in Australasia and IAP2 Australasia is the largest IAP2 affiliate in the world. Engagement activity can include a range of methods as deemed appropriate to address each level of influence described in the IAP2 spectrum.

2. Keeping Elected Members and staff informed

Elected Members and staff are encouraged to act as a communication medium to help inform the community of key activities. They should be included in the matrix of stakeholder identification, invited to attend public consultation opportunities and be provided with any supporting information prior to or at the same time as invitations and communications are shared with the community.

3. Integration of community engagement with key processes and corporate documents

Integral to effective communication and engagement is the ability to use a suite of guiding documents, templates and tools developed. These demonstrate the stakeholder analysis and techniques to be used. Elected Members and staff should also undertake IAP2 training modules and refresher courses every two years. All identified communication planning and engagement activity should form part of a wider Project Plan approved by the Project Manager. The Project Plan specifically includes a communication and engagement budget, human resource allocation and resource requirements commensurate with project and engagement needs.

4. Procedure

STEP ONE - SCOPE

To scope your communication and engagement needs:

- confirm why you need to consult and who you need to consult
- identify and prioritise your issues, based on risk, public interest and community impact assessments
- be mindful of any limitations ie: budget, internal decisions, legal, policy, timeframes
- do a stakeholder analysis and chart the levels of influence each may have
- identify your project milestones and potential communication/engagement activity at each point
- choose appropriate engagement methods using the IAP2 spectrum
- establish your evaluation criteria
- obtain in-principle approval of the scope from the Project Manager.

STEP TWO - PLAN

To plan your approach:

- ensure adequate financial and human resources are assigned to the project

- include Elected Members and staff as stakeholders to consult and involve them in the wider communication and engagement activity for the project
- check to ensure the project team is clear on the outcomes of the engagement, planning process, and about roles and responsibilities within the team
- use the Project Management and Communication and Engagement suite of templates available (defined project team members running consultation activities may need appropriate training eg: in cultural awareness and facilitation techniques)
- seek advice to develop a Communication and Engagement Plan with clear objectives, key messages and selected activities, tools and channels to reach each target audience
- obtain approval of the final plan from the Project Manager.

STEP THREE –DELIVER

To deliver your plan:

- ensure Town brand consistency is maintained across all materials developed and messages delivered (*refer Brand Style Guide and Writing Style Guide*). The Town's image and voice is at the heart of all communication campaigns and messages and should align with the organisational values and Town of Victoria Park brand identity
- use the expertise and experience of the Communications and Engagement Team in developing your communication and engagement plans and materials and in rolling out the deliverables. This includes any planned consultations, functions or events, media, advertising, website updates, printed materials, surveys, focus groups, presentations, social media campaigns, letters, signage, displays etc. Existing Town communication activities, tools, templates and channels should be used in preference to developing project or issue specific ones.
- Collect quantitative and qualitative data during the process and assess the need to change tactics and timing, adapting your plan as you go, if needed.

Note: You must seek approval from the Town's Communication and Engagement Team before distribution or publishing of any material to external stakeholders including statutory consultation processes.

If internal resources are exhausted, and for major projects or crisis situations, external expert engagement and communication consultants may be used to assist with developing and delivering communication and engagement plans, provided budget is allocated in the scoping stage. If no budget is allocated, or budget allocation does not meet the scope of works, budget amendments to be requested through council and to seek advice from the Finance Service Area. Externally developed communication, engagement or stakeholder management plans must also be reviewed by Town's Communications and Engagement Team, before implementation.

STEP FOUR – REPORT & REVIEW

To report on communication and engagement outcomes ensure you:

- communicate results on the outcomes to all stakeholders involved
- clearly state reasons for any final decisions taken
- publish decisions on the Town Website, in newsletters etc.
- document what you learned ie, what worked well; what could be improved
- summarise outcomes and assess the engagement process so this information is captured and used in future projects
- capture all final information in the TRIM records management system.

Biennial community perception market research is undertaken to assess performance of the entire organisation against key outcomes toward service delivery, communication and community engagement. The Town will use this scorecard to assess improved perception of community engagement outcomes across the organisation.

Policy manager	Manager Stakeholder Relations
Responsible officers	Community Engagement Advisor
Approval authority	Chief Executive Officer
Next Evaluation Date	October 2023

REVISION HISTORY:

Version	Approved, Amended, Rescinded	Date	Authority	Resolution Number	Key Changes/Notes
1					

SCHEDULE 1:

IAP2 Spectrum

Increasing impact on the decision

Inform	Consult	Involve	Collaborate	Empower
Public Participation goal				
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solution	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution	To place final decision making in the hands of the public.
Promise to the public				
We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example methods				
Fact sheets Website Newsletters Info sessions Social Media	Public comment Online portal Surveys Interviews Quick Polls	Workshops Focus Groups Community Reference Groups	Advisory Committees Community Panel Participatory budgeting	Citizens' Jury Ballots Delegation decisions

Source <https://www.iap2.org.au/Home>

SCHEDULE 2:

STATUTORY COMMUNITY CONSULTATIONS - INTERPRETATION

Wherever the Act prescribes that **LOCAL PUBLIC NOTICE** is to be given on a matter this means that it is published on the Council’s main website and any three of the following:

- State Government website
- Social media platforms
- Electronic mail distribution list
- Published in a newsletter distributed throughout the district
- Public Notice Board
- Local newspaper

The Town of Victoria Park will always do more than the bare minimum legislative requirements with a view to publishing via a range of mediums on at least three different communication channels in every instance at the Inform level, and engaging more deeply in light of identified stakeholder influence, reputational risk assessment, broadness of community impact and where specific topics raised have demonstrated high public interest.

LOCAL GOVERNMENT ACT 1995 (and its various REGULATIONS)

Subject	Legislation	Min Requirement	Additional Consultation or Notification	Min IAP2 Level
LOCAL LAW – Making of New	s.3.12.(3) s.3.12.(3a)	Local Public Notice & Letter to the Minister	Council Website	Consult
LOCAL LAW – Publishing of New	s.3.12.(5)	Publish in Govt Gazette	Council Website	Inform
LOCAL LAW – Notice After Making New	s.3.12.(6)	Local Public Notice & Letter to the Minister	Council Website	Inform
LOCAL LAW – Review of Existing	s.3.16.(2) s.3.16.(2a)	Local Public Notice & Letter to the Minister	Council Website	Consult
ROAD (Thoroughfare) CLOSURES – To Vehicles	s.3.50.(4) Local Govt. (Functions & General) Regulation 4. s.3.50.(5)	Local Public Notice (reasonable time) – not less than 28 days <ul style="list-style-type: none"> • All public utility services • St John’s Ambulance • Fire & Emergency Services Authority • Occupier of land that will lose access 	Council Website Newsletter (if close to next regular publication)	Inform

**Town of Victoria Park
Council Policy
MANAGEMENT PRACTICE**

		<ul style="list-style-type: none"> Main Roads Commissioner 		
ROAD (Thoroughfare) CLOSURES – To Vehicles and Council (or Minister) decides to Revoke	s.3.50.(6)	Local Public Notice	Council Website Newsletter (if close to next regular publication)	Inform
ROAD (Thoroughfare) CLOSURES – To Vehicles, Without Formal Prior Notice (eg. Emergency)	s.3.50.(8)	Local Public Notice as soon as practicable after the closure	Council Website	Inform
ROAD (Thoroughfare) CLOSURES – For Repairs and Maintenance	s.3.50A.	No notification required if no significant adverse effect on users	Signs to be erected and local residents to be informed in writing unless closure is during normal working hours only	Inform
ROADS – Altering Level and Alignment of	s.3.51.(3) s.3.51. (4) Local Govt. (Functions & General) Regulation 5.	Owners and occupiers of land adversely affected (In writing and not less than 14 days prior notice) Local Public Notice if any land is likely to be adversely affected All public utility services		Inform

Subject	Legislation	Min Requirement	Additional Consultation or Notification	Min IAP2 Level
ROADS – Draining Water from a Road or other Public Place onto Adjoining Land	s.3.51.(3) s.3.51. (4) Local Govt. (Functions & General) Regulation 5.	Owners and occupiers of land adversely affected (In writing and not less than 14 days prior notice) Local Public Notice if any land is likely to be adversely affected		Inform
TENDERS – For Goods and Services	s.3.57. Local Govt. (Functions & General) Regulations 14.(1), 21.(3)	Statewide Public Notice (at least 14 days)	Council Website	Inform

**Town of Victoria Park
Council Policy
MANAGEMENT PRACTICE**

PROPERTY (Council Owned) – Disposing of	s.3.58.(3) Local Govt. (Functions & General) Regulation 30	Local Public Notice (at least 14 days)		Inform
COMMERCIAL ENTERPRISES – Proposed by Council	s.3.59.(4)	Statewide Public Notice (at least 6 weeks)		Consult
ENROLMENTS – Close of Electoral Roll	s.4.39.(2)	Statewide Public Notice (at least 56 days – but not more than 70 days – before Election Day)	Council Website Normally facilitated by electoral commission	Inform
NOMINATIONS – Call for Candidates for Election	s.4.47.(1)	Statewide Public Notice (at least 45 days – but not more than 56 days – before Election Day)	Council Website Normally facilitated by electoral commission	Inform
ELECTIONS – How, When, Where Conducted and who Candidates are (Election Notice)	s.4.64.	Statewide Public Notice (as soon as practicable but no later than 19 days before Election Day)	Council Website Normally facilitated by electoral commission	Inform
COUNCIL MEETINGS – Dates, Times and Place Where Held in Next 12 Months	s.5.25.(g) Local Govt. (Admin.) Regulation 12.(1)	Local Public Notice (at least once a year)	Council Website	Inform
COUNCIL MEETINGS – Changes to Previous Notification	s.5.25.(g) Local Govt. (Admin.) Regulation 12.(2)	Local Public Notice	Council Website	Inform
SPECIAL COUNCIL MEETINGS – Date, Time, Place and Purpose (Not required if meeting not open to the public)	s.5.25.(g) Local Govt. (Admin.) Regulations 12.(3) & 12.(4)	Local Public Notice or, if not practicable, in a manner and extent decided by the CEO	Council Website	Inform

Subject	Legislation	Min Requirement	Additional Consultation or Notification	Min IAP2 Level
ELECTORS' MEETINGS –	s.5.29.(1)	Local Public Notice (at	Council Website	Inform

**Town of Victoria Park
Council Policy
MANAGEMENT PRACTICE**

Date, Time, Place and Purpose		least 14 days) Each Council Member (at least 14 days)		
GRATUITY PAYMENTS – To Employees who are Retiring or Finishing	s.5.50. Local Govt. (Admin.) Regulation 19A	Local Public Notice (of Council Policy ADM7 in relation to employees retiring or finishing)		Inform
GRATUITY PAYMENTS – If More than the Amount Previously Determined by Policy	s.5.50.(2)	Local Public Notice		Inform
ANNUAL REPORT – Availability of	s.5.55.	Local Public Notice (as soon as practicable after acceptance by Council)	Council Website	Inform
PLANNING FOR THE FUTURE – Plan for the future of the District & Modification of Plan	s.5.56 Local Govt. (Admin.) Regulation 19C	Local Public Notice (42 day submission period) (at least every 2 years)	Council Website	Involve
PLANNING FOR THE FUTURE – Adoption of Plan or Modification of Plan	s.5.56 Local Govt. (Admin.) Regulation 19D	Local Public Notice	Council Website	Inform
RESERVE ACCOUNTS – Changing Purpose of or if Using for Another Purpose	s.6.11.(2) Local Govt. (Financial Management) Regulation 18.	Local Public Notice (one month's notice) NOTE: No notice required if: <ul style="list-style-type: none"> • Disclosed in budget or • Amount does not exceed \$5000 or • Authorised in advance by Mayor in an emergency 		Inform
FEES and CHARGES – Intention to Impose and Date From Which They Apply	s.6.19.	Local Public Notice	Council Website	Inform

**Town of Victoria Park
Council Policy
MANAGEMENT PRACTICE**

BORROWING MONEY or OBTAINING CREDIT	s.6.20.(2) Local Govt. (Financial Management) Regulation 20.	Local Public Notice (one month's notice) NOTE: No notice required if: • Included in budget or • Re-financing a loan or another accommodation except if a major variation		Inform
-------------------------------------	---	---	--	--------

Subject	Legislation	Min Requirement	Additional Consultation or Notification	Min IAP2 Level
BORROWING MONEY – Not Proceeding With or Using Unexpended Part for Other Purpose	s.6.20.(3)&(4) Local Govt. (Financial Management) Regulation 21.	Local Public Notice (one month's notice) NOTE: No notice required if: • Disclosed in budget or • Amount does not exceed \$5000 or • Authorised in advance by Mayor in an emergency		Inform
DIFFERENTIAL RATES and ASSOCIATED MINIMUM PAYMENT	s.6.36.	Local Public Notice (within 2 months prior to the financial year – not less than 21 days submission period) NOTE: No notice required if: • In an emergency propose to impose supplementary rate or specified area rate or • Proposed rates or minimum payment is modified after having considered submissions		Consult
REVESTMENT OF LAND – For Non-payment of Rates, etc.	s.6.74. Local Govt. (Financial	Government Gazette (not less than 30 days from notice to parties		Inform

**Town of Victoria Park
Council Policy
MANAGEMENT PRACTICE**

	Management) Regulation 77.	nominated in the Regulation		
WARD BOUNDARIES REVIEW – At least once in every eight(8) years	s.2.2.(3) Schedule 2.2 – Clause 7.(1)	Local Public Notice (not less than 6 weeks notice)	Website	Consult
SALE OF LAND - For Unpaid Rates, etc.	s.6.68.(3) Schedule 6.3 – Clause 1.(1) and 1.(3)	Official Notice Board (not less than 35 days) and/or Local Public Notice		Consult
SALE OF LAND (For Unpaid Rates, etc) - ADVERTISING	s.6.68.(3) Schedule 6.3 – Clause 2.(1) and 2.(2)	Statewide Public Notice		Inform

LAND ADMINISTRATION ACT 1997

Subject	Legislation	Min Requirement	Additional Consultation or Notification	Min IAP2 Level
REQUEST TO MINISTER TO DEDICATE PRIVATE ROAD AS PUBLIC ROAD	s.56.	No requirement	Owner of the private road, adjoining property owners and public utilities	Consult
REQUEST TO MINISTER TO ACQUIRE ANY ALIENATED LAND DESIGNATED FOR A PUBLIC PURPOSE OR ANY PRIVATE ROAD AS CROWN LAND	s.52.	Notice to owner of the land, adjoining property owners and public utilities. WAPC Approval required		Inform
REQUEST TO MINISTER TO PERMANENTLY CLOSE A ROAD	s.58.(3)	Daily newspaper circulating throughout the district (at least 35 days prior to request).	Adjoining property owners and public utilities	Consult
REQUEST TO MINISTER TO RESERVE CROWN LAND AS A MALL RESERVE	s.59.	Newspaper circulating in the district. Notice on a signpost on the land. Copy of advertisement to owners and occupiers of the land, public		Inform

		utilities and the State Planning Commission.		
REQUEST TO MINISTER TO CLOSE A MALL RESERVE	s.62.	Newspaper circulating in the district. Notice on a signpost on the land. Copy of advertisement to owners and occupiers of the land, public utilities and the State Planning Commission.		Inform

DOG ACT 1976

DOGS – Applications for Kennel Licence	s.27.(4) Dog Local Law 2000 Part 4	Consultation with surrounding residents (extent of consultation at the discretion of the Chief Financial Officer)		Consult
--	---------------------------------------	---	--	---------

BUSH FIRES ACT 1954

FIREBREAK – Notice to Plough or Clear	s.33.(1)	Government Gazette. Newspaper circulating in the area.		Inform
---------------------------------------	----------	--	--	--------

NON-STATUTORY CONSULTATIONS

CONSULTATIONS UNDER COUNCIL POLICY

Subject	Legislation	Min Requirement	Additional Consultation or Notification	Min IAP2 Level
PROPOSED EVENTS ON PARKS AND RESERVES (Major Events)	Policy REC2	Local residents likely to be disrupted or adversely affected (Not less than 1 week prior to event)		Inform
EXTENDED TRADING PERMIT APPLICATIONS – LICENSED PREMISES	Policy HLTH3	New Applications: Letter to owners and occupiers of residential properties within 60 metres of the premises (if past		Inform

		midnight otherwise at discretion of Manager Development Services). Renewals: At discretion of Manager Development Services		
--	--	---	--	--

MISCELLANEOUS

Subject	Min Requirement	Additional Consultation or Notification	Min IAP2 Level
JOB VACANCIES	Statewide Public Notice	Council Website	Inform
ANNUAL BUDGET – Draft	Local Public Notice	Council Website	Inform
COUNCIL NEWSLETTER – Up to 5 Editions per Year	Hand delivered to all letter boxes Distributed to all PO Boxes at local Post Offices	Council Website	Inform
MAJOR TOWN PLANNING PROPOSALS/STUDIES MAJOR ROAD PROPOSALS MAJOR RESERVE DEVELOPMENT PROPOSALS	Regular or Special edition of Council Newsletter to all owners/residents of selected target area, with or without pre-addressed and pre-paid mail-back response form Newsletter also mailed to all non-resident owners	Council Website Displays rotated between Admin Centre, Library, Aqualife Centre, Leisurelife Centre	Involve
LOCAL AREA TRAFFIC MANAGEMENT SCHEME (LATM) – Proposal to Conduct	Notice delivered or mailed to all owners and occupiers within the designated area and those on both sides of the perimeter roads		Consult
STREETSCAPE ENHANCEMENT SCHEME – Proposal to Initiate	Notice delivered or mailed to all owners and occupiers adjoining the proposed street and affected properties on the side streets of the proposed street.		Consult

Subject	Min Requirement	Additional Consultation or Notification	Min IAP2 Level
UNDERGROUND POWER SCHEME - Proposal	Notice delivered or mailed to all affected owners and occupiers in the proposal precinct		Inform

**Town of Victoria Park
Council Policy
MANAGEMENT PRACTICE**

COMMUNITY PERCEPTION SURVEY	Consultation with owners and/or occupiers selected at random or from selected land-use zones, age groups, stakeholders, etc., depending on what needs are being sought, or as recommended by consultant (if used)	Council Website	Consult
CUSTOMER SATISFACTION SURVEY	Consultation with owners and/or occupiers selected at random or from selected land-use zones, age groups, stakeholders, etc., depending on what information is being sought, or as recommended by consultant (if used)	Council Website	Consult
DOGS – Application for Keeping More than Two	Consultation with surrounding residents (extent of consultation at the discretion of the Chief Financial Officer)		Consult
PARKING RESTRICTIONS – Amending Existing or Introducing New	Consultation with adjacent and/or affected residents (extent of consultation at the discretion of the Chief Financial Officer)		Consult

