



## **MELTON CITY COUNCIL**

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**Minutes of the Policy Review Panel  
Meeting of the Melton City Council  
held via a videoconference**

**27 January 2021**

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MINUTES OF THE POLICY REVIEW PANEL

27 JANUARY 2021

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## MELTON CITY COUNCIL

MINUTES OF THE POLICY REVIEW PANEL MEETING OF THE  
MELTON CITY COUNCIL  
HELD VIA A VIDEOCONFERENCE  
ON 27 JANUARY 2021 AT 10:00AM

**Present:** Cr K Majdlik (Mayor)  
Cr Carli  
Cr S Ramsey  
Cr J Shannon

Ms C Denyer, Manager Legal and Governance  
Mr J Whitfield, Governance Coordinator  
Ms D Mardesich, Coordinator Community Capacity  
Ms R Mitchell, Senior Community Engagement Officer

### 1. WELCOME

The Mayor, Cr Majdlik opened the meeting at 10:05am and welcomed the Panel members.

### 2. APOLOGIES

Nil.

### 3. DECLARATION OF INTERESTS AND / OR CONFLICT OF INTEREST

Nil.

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**4. MINUTES OF PREVIOUS MEETINGS**

**RECOMMENDATION:**

1. That the Minutes of the 1<sup>st</sup> meeting of the Policy Review Panel held on 24 August 2020 and adopted by Council at the Ordinary Meeting held on 31 August 2020 be noted.
2. That the Minutes of the 2<sup>nd</sup> meeting of the Policy Review Panel held on 24 August 2020 and adopted by Council at the Ordinary Meeting held on 14 September 2020 be noted.

**Motion**

Crs Carli/Majdlik.

1. That the Minutes of the 1<sup>st</sup> meeting of the Policy Review Panel held on 24 August 2020 and adopted by Council at the Ordinary Meeting held on 31 August 2020 be noted.
2. That the Minutes of the 2<sup>nd</sup> meeting of the Policy Review Panel held on 24 August 2020 and adopted by Council at the Ordinary Meeting held on 14 September 2020 be noted.

CARRIED

**5. OTHER BUSINESS CARRIED OVER FROM A PREVIOUS MEETING**

Nil.

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Cr Ramsey arrived at 10:12am

## 6. PRESENTATION OF STAFF REPORTS

### 6.1 COMMUNITY ENGAGEMENT POLICY

**Responsible Officer:** Nicole Misurelli – Acting Manager Community Planning

**Document Author:** Robyn Mitchell - Senior Community Engagement Officer

**Date Prepared:** 18/01/2021

#### 1. Recommendation:

That Council approve the amended Community Engagement Policy attached at **Appendix 1**

#### Motion

Crs Carli/Shannon.

That Council approve the amended Community Engagement Policy attached at **Appendix 1**

CARRIED

## 2. Background

### 2.1 The Policy

The existing Community Engagement Policy, adopted by Council in June 2019 (refer **Appendix 2**) requires amendments to incorporate new legislative requirements from the Local Government Act 2020 (the '2020 Act') by 1 March 2021.

Council's current policy and guidelines were developed after extensive community and staff consultation in 2019. They reflect local aspirations for engagement, how community members want to be engaged and the principles they want to underpin Council's engagement. In order to retain the community's voice received through these engagement processes, Melton's existing Community Engagement Policy has been retained and amended to incorporate the additional legislative requirements.

The amendments to the policy include:

- incorporation of the five legislated community engagement principles into the existing principles, including Council's commitment to how those principles will be realised
- a definition of deliberative engagement that can be applied in a Melton context, and can be scaled according to the scope of the project and resources available
- the types of engagement required under legislation for specific documents
- the role of the Mayor in community engagement
- how the community will be informed about the outcomes of engagement.

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It is important to note that some aspects of community engagement are still governed by the Local Government Act 1989, while others in the 2020 Act are yet to become operational. Of note are the changes to engagement relating to the sale of property, which do not come into effect until 1 July 2021, and are currently being developed. The recommendation is that this Policy is adopted to meet the 1 March 2021 requirement, then reviewed by 30 June 2021 to enable any further changes to be incorporated.

The Community Engagement Guidelines, which outlines procedures for best practice engagement, are aligned with the engagement principles in the Community Engagement Policy. Once the amended policy is adopted, the guidelines will be updated to reflect those changes. The existing guidelines are included at **Appendix 3** for reference.

**2.2 Sources/benchmarking**

The current policy and guidelines were informed by strategic research into best practice approaches to community engagement in local government. Key documents influencing this policy include:

- Victorian Auditor General's Office (VAGO) *Public Participation in Government Decision-making: Better Practice Guide* (January 2015).
- Victorian Auditor General's Office (VAGO) *Public Participation and Community Engagement: Local Government Sector* (May 2017).
- Victorian Auditor General's Office (VAGO) *Public Participation in Government Decision-Making* (May 2017)

The development of the updated policy has been shaped by collaboration with state government representatives, community engagement practitioners, and officers at other councils to develop a shared set of definitions and understanding of the 2020 Act's implications.

The policy has been benchmarked against engagement policies at other Councils – as part of the Western Region Engagement Network, which includes Melton, Wyndham, Moorabool, Greater Geelong, Golden Plains, and Ballarat, along with other councils that form part of the LGPro Consultation network, including Hume, Darebin, Monash, and Maribyrnong. These councils offered a combination of those servicing rural, interface, and urban communities, and a combination of those who had combined the procedural elements into the policy and those who had separated the procedural element.

**2.3 Consultation**

Melton City Council's existing Community Engagement Policy was produced after extensive community and staff consultation, both internally and externally, in 2018 and 2019. More than 500 community members participated across multiple engagement methods, with participants from all localities and age groups being represented. There was also a staff deliberative panel that produced a series of recommendations for the Engagement Policy and Guidelines. Both sets of feedback were used to shape those documents and created a framework that reflected the engagement needs of the Melton community.

The Community Engagement Committee endorsed proposed changes to the Community Engagement Policy in October 2020 and the draft policy was made available for public comment and feedback on the City of Melton Conversations page between 24 December 2020 and 18 January 2021.

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**2.4 Communication and Implementation**

Once approved the policy will be socialised internally. This will include updating the policy on the Intranet as part of the Engagement Toolkit, an all staff email, and liaison with the Community Engagement Committee representatives and the Engagement Champions group.

The updated policy will also be made publically available on the City of Melton Conversations page, as well as the appropriate page on the Council website.

**2.5 Compliance**

The amendments ensure compliance with the Local Government Act 2020 and those elements of the Local Government Act 1989 that are still in effect.

**2.6 Measures of Success**

Community engagement projects are reported on in the annual report. Community engagement staff will also conduct an annual audit of projects to ascertain compliance with the policy and the recommended procedure in the guidelines.

**LIST OF APPENDICES**

1. Amended Community Engagement Policy 2021
2. Current Community Engagement Policy - dated 24 June 2019
3. Community Engagement Guidelines 2019

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Item 6.1 Community Engagement Policy

Appendix 1 Amended Community Engagement Policy 2021

	<b>Community Engagement Policy</b>
<b>Version No.</b>	1.0
<b>Endorsement</b>	Executive – 21 January 2021 Policy Review Panel - <insert date>
<b>Authorisation</b>	Council - <insert date>
<b>Review date</b>	30 June 2021
<b>Responsible officer</b>	Manager Community Planning
<b>Policy owner</b>	Senior Community Engagement Officer

**1. Introduction**

Melton City Council recognises that the involvement of its municipal community in making decisions and plans is essential to good governance. Community engagement provides opportunities for the municipal community to be involved in planning and decision-making because understanding the needs, aspirations, challenges, and concerns of the community improves the planning and delivery of services. Melton City Council acknowledges the diversity of its municipal community whose experience and expertise is valued by Council.

Good community engagement supports the building of respectful relationships. It can also result in community strengthening and capacity building. Hearing from a range of perspectives strengthens decision-making, while encouraging ownership and belonging from all sections of our community. Furthermore, it ensures transparency, integrity and trust in Council processes.

**2. Purpose**

The purpose of the policy is to provide the direction and principles for Council's whole-of-organisational commitment to high-quality, rigorous, consistent, and well-evaluated community engagement and community participation processes that contribute to Council decision-making.

This document is designed to ensure satisfactory compliance with the *Local Government Act 2020* (the 2020 Act) in its legislated community engagement principles and its operational provisions as at the date of this policy.

The policy also includes provisions which are not currently required, but will come into effect in the future. It is noted that the *Local Government Act 1989* (the 1989 Act) currently still applies to some Council engagement. Future changes to requirements are scheduled in legislation.

This document forms part of Melton City Council's Community Engagement Framework, which consists of:

- Community Engagement Policy (this document)
- Community Engagement Guidelines
- Community Engagement Toolkit.

The aim of the Framework is to increase the ability of employees, Councillors and communities to reach higher levels of productive engagement by:



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- Setting out the Community Engagement Principles outlined in the Act and understanding the principles and practices that underpin and support good engagement;
- Realising Council's commitment to inclusive and respectful engagement and decision-making processes in the organisation and the municipal community;
- Establishing consistent, coordinated and transparent processes for Council's community engagement activity;
- Providing a framework for understanding and planning engagement; and
- Increasing the participation of the municipal community.

This policy provides the core values underpinning our approach to community engagement. Detailed advice on engagement practice, planning, and implementation is provided in the Community Engagement Guidelines.

### 3. Scope

This policy applies to all facets of Council operations, as well as day-to-day business activities. This policy applies to the planning, design, implementation and evaluation of community engagement activities as directed by Council, recommended by staff, or legislated by the 2020 Act. Community engagement is the responsibility of all Council service areas, teams and employees. It also applies to contractors and consultants undertaking work on behalf of Council.

Further, it defines the principles underpinning Council's engagement activities, the role of Council staff and consultants responsible for engaging with the community on behalf of the City of Melton, and the mechanisms which Council will use to engage the municipal community.

The policy does not apply to community engagement processes that are subject to prescribed processes imposed by other Victorian legislation such as planning scheme amendments, land-use planning applications, or other Council processes such as service requests or complaints.

This policy does not affect or in any way detract from any requirements under the common law.

### 4. Definitions

Word/Term	Definition
2020 Act	Refers to the <i>Local Government Act 2020</i>
1989 Act	Refers to the <i>Local Government Act 1989</i>
Collaborate	Partner with the community in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.
Municipal Community/	The 2020 Act defines the "municipal community" as: <ul style="list-style-type: none"> <li>• people who live in the municipal district of the Council;</li> <li>• people and bodies who are ratepayers of the Council;</li> <li>• traditional owners of land in the municipal district of the Council;</li> <li>• people and bodies who conduct activities in the municipal district of the Council;</li> </ul>
Community Engagement	For the purposes of this document: all primary data collection occurring within, or in relation to, the City of Melton community.

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Item 6.1 Community Engagement Policy

Appendix 1 Amended Community Engagement Policy 2021

Word/Term	Definition
Community Engagement Principles	The set of principles that guide each of our community engagement projects at the City of Melton. These include those prescribed in the 2020 Act and those developed in consultation with the Melton community.
Community Engagement Committee	This committee that develops, monitors, reviews and supports Council's Community Engagement Framework internally. The committee is made up of Council officers and is chaired by the Chief Executive Officer.
Consult	Obtain community feedback on analysis, alternatives and/or decisions.
Council	Melton City Council, including the Mayor, Councillors, Chief Executive and staff.
Deliberative Engagement	Deliberative engagement is a form of community engagement that requires participants to critically consider arguments and weigh-up competing demands in order to determine preferences for resolving public policy questions. It takes place at the highest three levels of influence on the IAP2 spectrum, 'Involve', 'Collaborate' or 'Empower' and engages a group of people who are representative of those affected by the matter under discussion. It requires a level of engagement that is measured, considered, and has the involvement of others. Deliberation can be scaled to fit the size, complexity and impact and of the project, as well as the organisational resourcing available to undertake the engagement.
Empower	Providing opportunities and resources for communities to contribute to solutions by valuing local talents and skills and acknowledging their capacity to be decision makers in their own lives.
Engagement	The process by which we seek to involve the community in decision making processes.
IAP2	The International Association of Public Participation (IAP2) is the peak body for the community and stakeholder engagement sector, and author of the IAP2 spectrum of public participation, which categorises engagement as Inform, Consult, Involve, Collaborate, Empower. Website – <a href="http://www.iap2.org.au">www.iap2.org.au</a>
Inform	Provide the community with information, including balanced and objective information to assist them in understanding the issue, alternatives, opportunities and/or solutions.
Involve	Work directly with the community throughout the process to ensure that community concerns and aspirations are consistently understood and considered.
Participatory Engagement	Participatory practices take place at the first two levels of influence on the spectrum, 'Inform' and 'Consult' and involves one-way 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.
Public Participation	Seeking and facilitating the involvement of those potentially affected by, or interested in, a decision, including policy, program and service provision.

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Word/Term	Definition
Stakeholder	Someone who may be affected by or have a specific interest in the decision or issue under consideration.
Submission	A written response to a document made available for feedback during a public exhibition or consultation period.

**5. Policy****5.1 Policy Statement**

The role of a Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community. In performing its role a Council must give effect to the overarching governance principles and the five groups of supporting principles, which include community engagement principles. Engagement is a two-way relationship between Council and community conducted in accordance with the community engagement principles. Council conducts community engagement activities to access the diverse knowledge of our community to better understand their perspectives, needs and aspirations and in order to inform decision making and achieve better outcomes. This knowledge improves Council's strategic planning, service delivery, and decision making.

**5.2 Policy Rationale**

The Community Engagement Framework outlines Council's approach to community engagement. It provides structure and guidance for Council's whole-of-organisational commitment to high quality, consistent and well evaluated community engagement processes that contribute to Council decision making, in order to:

- Give effect to the community engagement principles outlined in the 2020 Act;
- Gain a better understanding of the municipal community's perspective on emerging and existing issues that affect them currently and in the future;
- Consider the different needs and appropriate forms of engagement for different groups within the municipal community;
- Enhance civic engagement through assisting Council and its officers to understand, and be informed by, the views of the municipal community when making decisions on their behalf;
- Improve the policy or plan being developed, making it more relevant and practical to those affected by the decision;
- Increase the level of community ownership and acceptance of decisions affecting the municipal community;
- Build stronger community advocacy or support for a project or community issue;
- Ensure feedback is provided to the municipal community regarding the impacts of their input on Council decision-making.

Community engagement helps bring differing views together to work towards the best decision for the community. Effective community engagement seeks to ensure that the municipal community is well-informed about issues, strategies and/or plans that may directly or indirectly affect them. It also ensures that Council implements the community engagement principles across its service delivery areas and in relation to the key strategic documents outlined in the Act.

Council may not be in a position to undertake community engagement activities in situations where:

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- A decision needs to be made quickly, for example, any issues relating to community safety or health; or
- A legal, commercial or legislative restriction makes consultation impossible; or
- A legal process, with or without its own consultation, is set out in legislation.

Through provision of this Community Engagement Policy, Council aims to deliver effective and consistent community engagement that appropriately informs Council decision making. This policy covers all engagement processes, including those delivered through its annual Community Engagement Program.

**5.3 Policy Principles and Commitment**

Melton City Council’s approach to community engagement is based on the requirements of the 2020 Act and the International Association for Public Participation (IAP2) Spectrum of engagement activities: Inform, Consult, Involve, Collaborate and Empower.

The following principles underpin Melton City Council’s approach to community engagement:

Policy Principle	Council’s Commitment
The community engagement process has a clearly defined objective and scope.	All community engagement is planned by clearly identifying the purpose, scope and objectives of the community’s participation, in the community engagement plan. Council will clearly communicate the reasons for engagement with participants.
Participants in community engagement will have access to objective, relevant and timely information to inform their participation.	Council will ensure the community has sufficient information to enable meaningful participation in the engagement process. Council will endeavour to provide information that is objective, relevant, timely, accessible, and easy to understand.
Participants in community engagement will be representative of the persons and groups affected by the matter.	Council will identify the people, communities and stakeholders who are affected by and interested in the topic of engagement. Council will involve and hear from participants that represent the affected and interested groups of the matter under discussion.
Participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement.	Council will consider the needs and perspectives of all groups that may want to be involved in the process. Council will seek to obtain the views of a broad cross section of the community, especially Council will endeavour to reduce the physical, social, and cultural barriers to participation. Council will allow participants sufficient time for review of information and participation in varied engagement activities.

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Policy Principle	Council's Commitment
Participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making.	<p>Council will identify the appropriate level of engagement for each project according to the IAP2 Framework.</p> <p>Council will inform participants of the level of influence they will have, as described in the IAP2 spectrum's promise to the public.</p> <p>Council will inform communities about issues and provide feedback as to how input has been used to inform Council decisions.</p>
Be inclusive, listen and create partnerships	<p>Council will provide opportunities for diverse members of the community to participate. This includes considering engagement opportunities with regard to gender, Culturally and Linguistically Diverse (CALD) background, Aboriginal &amp;/or Torres Strait Islander descent, and people with a disability.</p> <p>Council will listen to and respect differences of opinion.</p>
Be purposeful and authentic	<p>Council will seek purposeful engagement and regularly involve the community in ways that are timely, open and easily understood as genuine opportunities for the community to influence a decision.</p>
Be innovative and continuously improve	<p>Council is committed to learning from each engagement experience to improve its approach and to seek new ways to engage the community.</p>

**5.4 Charter of Human Rights**

This policy has been assessed against the Charter of Human Rights and Responsibilities Act 2006 as being consistent with that Act and, in particular, as promoting the rights of members of the Community:

- Not to have their privacy interfered with (section 13); and
- Take part in public life (section 18), by having the opportunity to:
  - Participate in the conduct of Council affairs; and
  - Have access to Council and Council information

**5.5 Level and Type of Community Engagement*****Levels of Community Engagement:***

The five levels of engagement outlined on the IAP2 spectrum will be utilised to meet our commitment to the community.

This policy utilises the International Association for Public Participation's (IAP2) *Public Participation Spectrum* to guide the range and extent of participation at each of the five levels. The five levels are Inform, Consult, Involve, Collaborate, and Empower.

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Council will call for different levels of engagement, depending on the significance, complexity and anticipated impact of the issue under discussion, along with the stakeholders to be engaged.

**Types of Community Engagement:**

Community engagement may include multiple levels of participation, both at different stages of the process or because different stakeholders choose to engage at different levels. The type of engagement practices undertaken can be broadly described as either deliberative or participatory.

**Deliberative Engagement**

Deliberative engagement is a form of community engagement that invites participants to critically consider arguments and weigh-up competing demands in order to determine preferences for resolving public policy questions. It takes place at the highest three levels of influence on the IAP2 spectrum, 'Involve', 'Collaborate' or 'Empower' and engages a group of people who are representative of those affected by the matter under discussion. It requires a level of engagement that is measured, considered, and has the involvement of others. Deliberation can be scaled to fit the size and impact of the project.

**Participatory Engagement**

Participatory practices take place at the first two levels of influence on the spectrum, 'Inform' and 'Consult' and involve one-way 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.

**Submissions Process**

On matters where the only form of community participation is an invitation to make submissions, engagement on the matter is governed by section 223 of the Local Government Act 1989, Council will continue to proceed in a manner modelled on section 223 of the Local Government Act 1989.

**5.6 Statutory Requirements**

Some elements of community engagement are directed by statutory requirements. Under the 2020 Act, Council has a statutory obligation to develop the following strategic documents in consultation with the community:

- A long term Community Vision
- The four-year Council Plan
- Financial Plan
- Asset Plan
- Revenue and rating planning
- Planning and financial management

Under the Public Health and Wellbeing Act 2008 Council has a statutory requirement to develop a four-year Municipal Public Health and Wellbeing Plan. At Melton City Council, the Municipal Public Health Plan is incorporated into the four year Council Plan, creating the Council and Wellbeing Plan.

Council will meet its statutory obligations by ensuring the community have an opportunity to participate in the development of these plans.

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Matter requiring engagement	Level of engagement required
Annual budget	Participatory engagement
Revenue and rating plan	Participatory engagement
Community Vision	Deliberative engagement
Council Plan	Deliberative engagement
Financial Plan	Deliberative engagement
Asset Plan	Deliberative engagement
Making of a local law	Participatory engagement
Selling of land	Participatory engagement
Other statutory and non-statutory plans, strategies or policies, service planning and capital works projects	Level to be selected depending on the complexity of the matter.

As outlined in the 2020 Act, the Mayor will lead the engagement with the municipal community for the development of the Council Plan. This may include activities such as:

- Opening specific community engagement events;
- Championing the importance of the engagement and their influence on Council decision-making.
- Other roles as required.

#### 5.7 Informing the community of outcomes

Reporting of outcomes and updates will always be available online through Council's Melton Conversations engagement platform, as well as provided directly to those who have provided contact details and provided input, made a formal submission or asked to be kept informed.

All outcomes of Council decisions made at Council meetings are also publically available on Council's website via the meeting minutes.

A summary of engagement projects and their outcomes are published in Council's Annual Report.

#### 5.8 Application of Policy

The process of community engagement strengthens local democracy by providing opportunity for the community to have their voices heard. Community engagement does not necessarily mean achieving consensus, however it does involve seeking broad input from a representative sample to inform the best possible solution for Council and the community.

Council will apply community engagement methodologies appropriate to the circumstances and desired outcomes of any specific engagement, as per the Community Engagement Guidelines. Council will measure the effectiveness of Council's engagement activities and processes and maintain a record of Council's community engagement.

Under the 2020 Act Council must undertake formal deliberative engagement processes for the following strategic documents:

- A long term Community Vision
- The four-year Council Plan

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- Financial Plan
- Asset Plan.

Other key policies are required to undertake formal engagement processes as required, including:

- Annual Budget
- Revenue and Rating strategy
- Review of local laws.

**5.9 Training, Resources and Capacity Building**

Internal training and information-sharing opportunities are provided for staff and Councillors involved in community engagement. The Community Engagement Guidelines provide advice on the steps necessary for undertaking a successful engagement project. Other resources are available via the Community Engagement Toolkit and will be continuously reviewed, improved and expanded to provide the tools necessary for staff to develop and maintain best practice in community engagement.

**6. Monitoring and Evaluation**

Council commits to monitoring processes, performance measurement and evaluation to understand the overall level of success of the policy and associated engagement projects.

**7. Responsibility /Accountability**

7.1	Manager – Community Planning <ul style="list-style-type: none"> <li>• Responsible for this policy</li> </ul>
7.2	Executive and Managers <ul style="list-style-type: none"> <li>• Promotion of implementation and adherence of this policy</li> </ul>
7.3	Staff <ul style="list-style-type: none"> <li>• Adhere to and implement the policy</li> </ul>
7.4	Consultants <ul style="list-style-type: none"> <li>• Adhere to the policy</li> </ul>
7.5	Community Engagement Committee <ul style="list-style-type: none"> <li>• Internal consultancy and advisory role, including policy review</li> </ul>

**8 References and links to legislation and other documents**

Name	Location
Local Government Act 2020 (Vic)	<a href="http://www.legislation.vic.gov.au">www.legislation.vic.gov.au</a>
Charter of Human Rights and Responsibilities Act 2006 (Vic)	<a href="http://www.legislation.vic.gov.au">www.legislation.vic.gov.au</a>
Local Government Act 1989 (Vic)	<a href="http://www.legislation.vic.gov.au">www.legislation.vic.gov.au</a>




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Item 6.1 Community Engagement Policy

Appendix 2 Current Community Engagement Policy - dated 24 June 2019

	<b>Community Engagement Policy</b>
<b>Version No.</b>	Draft 0.1, 11 April 2019 Version 1.0, 16 May 2019
<b>Endorsement</b>	Executive, 16 May 2019
<b>Authorisation</b>	Council, 24 June 2019
<b>Review date</b>	24 June 2023
<b>Responsible officer</b>	Manager Community Planning
<b>Policy owner</b>	Coordinator Community Capacity

**1. Purpose**

To provide direction and principles for Council's whole-of-organisational commitment to high-quality, rigorous, consistent and well evaluated community engagement and community participation processes that contribute to Council decision making. This document forms part of Melton City Council's Community Engagement Framework, which consists of:

- Community Engagement Policy (this document)
- Community Engagement Guidelines
- Community Engagement Toolkit

The aim of the Framework is to increase the ability of employees, Councillors and communities to reach higher levels of productive engagement by:

- Realising Council's commitment to inclusive and respectful engagement and decision-making processes in the organisation and the community;
- Establishing consistent, coordinated and transparent processes for Council's community engagement activity
- Understanding the principles and practices that underpin and support good engagement
- Providing a framework for understanding and planning engagement; and
- Increasing the participation of the community.

**2. Scope**

This policy applies to all facets of Council operations, as well as day-to-day business activities. Further, it defines the principles underpinning Council's engagement activities, the role of Council staff and consultants responsible for engaging with the community on behalf of the City of Melton, and the mechanisms which Council will use to engage the community.

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Appendix 2 Current Community Engagement Policy - dated 24 June 2019

**3. Definitions**

Word/Term	Definition
Collaborate	Partner with the community in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.
Community	All residents, interest groups, community organisations, business persons and those who have a vested interest in the future direction of the Melton City municipality.
Community Engagement	For the purposes of this document: all primary data collection occurring within, or in relation to, the City of Melton community.
Community Engagement Committee	This committee develops, monitors, reviews and supports Council's Community Engagement Framework internally. The committee is made up of Council officers and is chaired by the CEO.
Consult	Obtain community feedback on analysis, alternatives and/or decisions.
Council	Melton City Council, including the Mayor, Councillors, Chief Executive and staff.
Empower	Providing opportunities and resources for communities to contribute to solutions by valuing local talents and skills and acknowledging their capacity to be decision makers in their own lives.
Engagement	The process by which we seek to involve the community in decision making processes.
IAP2	International Association of Public Participation Website – <a href="http://www.iap2.org.au">www.iap2.org.au</a>
Inform	Provide the community with balanced and objective information, to assist them in understanding the issue, alternatives, opportunities and/or solutions.
Involve	Work directly with the community throughout the process to ensure that community concerns and aspirations are consistently understood and considered.
Public Participation	Seeking and facilitating the involvement of those potentially affected by, or interested in, a decision, including policy, program and service provision.
Stakeholder	Someone who may be affected by or have a specific interest in the decision or issue under consideration.
Submission	A written response to a document made available for feedback during a public exhibition or consultation period.

**4. Policy****4.1 Policy Statement**

Council exists to provide essential services to the city and its communities. Delivering appropriate services requires a range of engagement with the community. Engagement is a two-way relationship between Council and community. Council conducts community engagement activities to access the diverse knowledge of our community to better understand their perspectives, needs and aspirations and in order to inform decision making and achieve better outcomes. This knowledge improves Council's strategic planning, service delivery, and decision making.

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**4.2 Policy Rationale**

The Framework outlines Council's approach to community engagement. It provides structure and guidance for Council's whole-of-organisational commitment to high quality, consistent and well evaluated community engagement processes that contribute to Council decision making, in order to:

- Gain a better understanding of our communities' perspective on emerging and existing issues that affect them currently and in the future;
- Consider the different needs and appropriate forms of engagement for different groups within our community;
- Enhance civic engagement through assisting Council and its officers to understand, and be informed by, the views of City of Melton communities when making decisions on their behalf;
- Improve the policy or plan being developed, making it more relevant and practical to those affected by the decision;
- Increase the level of community ownership and acceptance of decisions affecting the Local Government Area (LGA);
- Build stronger community advocacy or support for a project or community issue;
- Ensure feedback is provided to the community regarding the impacts of their input on Council decision-making.

Community engagement is linked to the goals and objectives of the Council and Wellbeing Plan 2017-21. Council gathers community feedback to help inform decision-making and achieve better outcomes for the community. Community engagement helps bring differing views together to work towards the best decision for the community. Effective community engagement seeks to ensure that the City of Melton community is well-informed about issues, strategies and/or plans that may directly or indirectly affect them. It also ensures that Council meets its legislative requirements regarding community engagement in all areas of its service delivery.

Council may not be in a position to undertake community engagement activities in situations where:

- A decision needs to be made quickly, for example, any issues relating to community safety or health; or
- A legal, commercial or legislative restriction makes consultation impossible.

Through provision of this Community Engagement Policy, Council aims to deliver effective and consistent community engagement that appropriately informs decision making. This policy covers all engagement processes, including those delivered through its Annual Community Engagement Program.

**4.3 Policy Principles**

Melton City Council's approach to community engagement is based on the International Association for Public Participation (IAP2) Spectrum of engagement activities: Inform, Consult, Involve, Collaborate and Empower.

The following principles underpin Melton City Council's approach to community engagement:

- Be inclusive, listen and create partnerships: Council will drive a culture where engagement is seen as important, is done well and adds value to the project. Council will provide opportunities for diverse members of the community to participate and will listen to and respect differences of opinion.
- Be purposeful and authentic: Council will seek purposeful engagement and regularly involve the community in ways that are timely, open and easily understood as genuine opportunities for the community to influence a decision.
- Be accountable: Council will inform communities about issues and provide feedback as to how input has been used to inform Council decisions.

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- Be innovative and continuously improve: Council is committed to learning from each engagement experience to improve its approach and to seek new ways to engage the community.

**4.4 Application of Policy**

The process of community engagement strengthens local democracy by providing opportunity for the community to have their voices heard. Community engagement does not necessarily mean achieving consensus, however it does involve seeking broad input from a representative sample to inform the best possible solution for Council and the community. Council will apply community engagement methodologies appropriate to the circumstances and desired outcomes of any specific engagement, as per the Community Engagement Guidelines. Council will measure the effectiveness of Council's engagement activities and processes and maintain a record of Council's community engagement.

**4.5 Policy Commitment**

The following initiatives will enable Council to undertake effective community engagement and align with Council's community engagement principles:

Be inclusive, listen and create partnerships:

- Provide Community Engagement Guidelines and Toolkit  
The Community Engagement Guidelines and Toolkit are available in soft and hard copy format for all Council staff, Councillors and consultants to use when planning community engagement projects. The Guidelines and Toolkit provide specific information, advice and tools for different types of engagement with the community.
- Be purposeful and authentic:  
Build community engagement into our work practices  
Council will drive community engagement as an integral part of Council's operations.
- Be accountable  
Internal Community Engagement Committee  
The Community Engagement Committee, or a subset thereof, will provide internal advice and governance of community engagement projects.
- Be innovative and continuously improve:  
Training, Resources and Capacity Building  
Internal training and information-sharing opportunities are provided for staff and Councillors involved in community engagement. Practical resources are available and will be reviewed, improved and expanded to provide the tools necessary for staff to develop and maintain best practice in community engagement.

**5. Responsibility /Accountability**

<b>5.1</b>	<b>General Manager</b> <ul style="list-style-type: none"> <li>• Owner of this document</li> </ul>
<b>5.2</b>	<b>Executive and Managers</b> <ul style="list-style-type: none"> <li>• Promotion of implementation and adherence of this policy</li> </ul>
<b>5.3</b>	<b>Staff</b> <ul style="list-style-type: none"> <li>• Adhere to and implement the policy</li> </ul>
<b>5.4</b>	<b>Consultants</b> <ul style="list-style-type: none"> <li>• Adhere to the policy</li> </ul>
<b>5.5</b>	<b>Community Engagement Committee</b> <ul style="list-style-type: none"> <li>• Internal consultancy and advisory role, including policy review</li> </ul>

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6. References and links to legislation and other documents

Name	Location
Local Government Act 1989 (Vic)	<a href="http://www.legislation.vic.gov.au">www.legislation.vic.gov.au</a>

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## WHAT IS COMMUNITY ENGAGEMENT?

**Community engagement is a planned process of interaction between Council and the community where we ask the community for input into Council decisions and actions.**

Community engagement is based on the belief that the people affected by a decision have a right to be involved in the decision-making process. It is the conversations we have with people about plans and decisions that may affect them.

Community engagement is a purposeful process and Melton City Council recognises that community engagement and participation processes are a vital part of local democracy and civic participation.

Community engagement in this instance refers to the types or levels of interaction and participation between the City of Melton community, Council and other stakeholders. This includes how Council connects with the community regarding the development and implementation of policies, programs, services and community infrastructure.





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## INTRODUCTION

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### Melton City Council's commitment to community engagement

Melton City Council (Council) is committed to achieving the best outcomes for the community by effective governance and informed leadership, guided by engagement with the communities that make up the Melton municipality. Council's engagement strengthens planning and decision-making and the sustainable future of the municipality.

Council's commitment is for employees to work together to create strong and productive relationships with citizens of the municipality.

### The Community Engagement Framework

Melton City Council has created a Community Engagement Framework, consisting of:

- Community Engagement Policy
- Community Engagement Guidelines (this document)
- Community Engagement Toolkit

The aim of the Melton Community Engagement Framework (the Framework) is to ensure Melton City Council as an organisation that is engagement focused and able to work skilfully and effectively with the community. The Council Community Engagement Framework supports Council staff to undertake engagement with its community in a meaningful manner. It outlines Council's commitment to the community with genuine opportunities to inform projects and decisions that affect them. The Framework also provides tools to assist in the delivery of engagement projects.

The Framework outlines Council's approach to community engagement. It provides structure and guidance for Council's whole-of-organisational commitment to high quality, consistent and well evaluated community engagement processes that contribute to Council decision making.

This Framework provides guidance to employees, Councillors and communities on how to reach higher levels of productive engagement by:

- Realising Council's commitment to inclusive and respectful engagement and decision-making processes in the organisation and the community;
- Establishing consistent, coordinated and transparent processes for Council's community engagement activity
- Understanding the principles and practices that underpin and support good engagement
- Providing a framework for understanding and planning engagement; and
- Providing opportunities to increase the participation of the community.



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**Definitions**

When planning and delivering community engagement, it is important that a common language is understood. For this Framework, the following definitions apply.

<b>Engagement</b>	Engagement is a planned process with the specific purpose of working with individuals and groups to encourage active involvement in a project. Engagement refers to a range of opportunities open to stakeholders and the community to participate in a project. The word implies a level of connection suggesting that all levels of engagement involve commitment to the relationships between stakeholders.
<b>Community</b>	Community is a term that is used to define groups of connected individuals. A community is a group of people who have a relationship or a shared interest. Their connection may be based on a shared location, interests, culture, work or places they visit.
<b>Stakeholder</b>	An individual or group with a strong interest in the decisions of Council and are directly impacted by their outcomes.
<b>Public Participation</b>	Public participation encompasses a range of public involvement, from simply informing people about what government is doing, delegating decisions to the public and community activity addressing the common good.
<b>Council</b>	Melton City Council, being a municipal Council as defined under the <i>Local Government Act 1989</i> .
<b>Councillors</b>	Individuals holding the office of a member of Melton City Council.
<b>Council Officer</b>	Staff of Melton City Council.



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## COMMUNITY ENGAGEMENT CONTEXT

The Framework reflects best practice community engagement and utilises both the International Association for Public Participation (IAP2) Core Values for the Practice of Public Participation and the Victorian Auditor General's Office (VAGO) recommendations for good practice in community engagement.

### Legislative Context

Consultation and engagement requirements for Local Government are outlined within a number of legislative acts in Victoria.

Community engagement is required under the following relevant legislation:

- *Local Government Act 1989*
- *Road Management Act 2004*
- *Victorian Charter of Human Rights and Responsibilities Act 2006*
- *Planning and Environment Act 2007*
- *Health and Wellbeing Act 2008*
- *Commission for Children and Young People Child Safe Standards*

The Victorian Charter of Human Rights and Responsibilities Act 2006 provides further requirements that relate to community engagement by stating that "every person in Victoria has the right, and is to have the opportunity, without discrimination, to participate in the conduct of public affairs, directly or through freely chosen representatives".

The *Local Government Act 1989* outlines Council's role to:

- consider community needs when making its decisions.
- advocate local community interests to other communities and governments
- be a responsible partner in government, taking the needs of other communities into account.
- foster community cohesion and encourage participation

The *Local Government Act 1989* requires Councils to develop a program of regular consultation with its community in relation to the services it provides. Council must be responsive to the needs of its community identified through the engagement process.

### Melton City Council Context

The Framework defines the objectives for community engagement practice at Melton City Council. These objectives are aligned with the Melton 2036 Community Vision "*The City We Imagine*". In the broader engagement landscape, this Framework is a part of a suite of documents that enables and supports engagement across Council.

Delivery of community engagement beyond legislated levels will depend on the following:

- The decision to be made
- The project or service to be delivered
- The opportunity for the community to influence the decision
- The need to understand the views of the community
- The community's interest in participating



## COUNCIL'S ENGAGEMENT PRINCIPLES

The following principles underpin Council's approach to community engagement:

Principle	What the community can expect
<b>Be inclusive, listen and create partnerships</b>	<ul style="list-style-type: none"> <li>• Drive a culture within Council where engagement is seen as important, is done well, and adds value to the project</li> <li>• Listen to and understand different needs and respect differences of opinion</li> <li>• Provide opportunities for diverse members of the community to participate</li> <li>• Provide local opportunities to participate and be visible in local communities</li> <li>• Make sure information is straightforward and available in a variety of ways</li> <li>• Work in partnership across Council and with the community</li> </ul>
<b>Be purposeful and authentic</b>	<ul style="list-style-type: none"> <li>• Be transparent about why we are engaging the community</li> <li>• Create meaningful opportunities for engagement</li> <li>• Be clear about what we want from the engagement and how the community can influence the decision</li> <li>• Be honest about what we can and cannot do</li> </ul>
<b>Be accountable</b>	<ul style="list-style-type: none"> <li>• Provide feedback on the engagement process and the findings, including how community feedback was used</li> <li>• Communicate with participants and stakeholders about the engagement process, findings, outcomes and how any decisions were made</li> <li>• Ensure we are consistent in the way we approach our decision making</li> </ul>
<b>Be innovative and continuously improve</b>	<ul style="list-style-type: none"> <li>• Seek new ways to engage the community and improve engagement practice</li> <li>• Use resources effectively and creatively</li> <li>• Review the way we engage regularly</li> </ul>



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## COMMUNITY ENGAGEMENT AT MELTON CITY COUNCIL

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Melton is a growing and changing municipality. This means more people who need more council services, and have increasingly complex issues to work through. We want our community to be part of the journey, actively working with Council to help shape better services that are inclusive, sustainable and efficient. The community are our partners in shaping the city, and engagement defines the way we work together.

### Why we engage

Council conducts community engagement activities to better understand the perspectives and experiences of our residents. We gather their feedback to help inform decision making and achieve better outcomes for their communities. Community engagement helps bring differing views together to work towards the best decision for the community. It also enables the community to discuss their concerns or aspirations with Council so that we can better understand what role we may have in resolving the issues.

Other reasons we engage with the community include:

- better informed Council decision making
- increased community involvement
- community input can improve the policy or plan being developed, making it more relevant and practical to the community being engaged
- increased transparency and trust in Council processes and decisions
- a better-informed community
- improved satisfaction with Council decisions and processes
- community engagement can build stronger community advocacy or support for a project or community issue

### When we engage

Council will engage with the community and key stakeholders during the planning stages of policy, projects or initiatives, when a change in service, activity or infrastructure is considered, when an issue is raised and requires a decision or when more information or evidence is required. Engagement may be required at multiple stages and levels within any initiative.

Council will engage with the community when:

- There is a legislative requirement to do so
- A decision or plan will substantially impact the community
- The community can have influence about the decision (or a part of it)
- Community input is sought to enhance a decision
- Planning for the development of the Council Plan and Budget, Community Vision, or any other high-level plans and strategies



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**Who we engage**

We engage with a range of stakeholders. These include any individual or group with a strong interest in the decisions of Council and who are impacted by their outcomes. This could include people who live, work, study, recreate or otherwise have a connection with Melton.

It is important we engage with the right people at the right time, not necessarily all of the people all of the time. Not all stakeholders have equal interest or will be equally impacted. Mapping these stakeholders will help determine the strategy for engaging them. The Engagement Toolkit provides assessment tools for determining who is impacted, who has an interest in, and who may have influence in the decision or activity.

Community-based stakeholders usually fall under one of two categories:

- **Place based Groups:** These relate to a defined geographical area, such as Municipal wide, a suburb/s, wards, or a small local neighbourhood.
- **Special Interest/Thematic Groups:** These relate to a community that share a particular characteristic (such as young people, seniors, people with a disability, migrant groups, or people with a shared activity) or community members who share a particular issue, experience, or interest.

We endeavour to engage with a diverse range of people from our community. We will work to ensure our engagement includes participants who are broadly representative of the community being affected. This may include making additional efforts to ensure people from different age groups, cultural backgrounds, and abilities are able to participate.



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### COMMUNITY ENGAGEMENT AT MELTON CITY COUNCIL CONTINUED...

Decisions with a whole of municipality community impact or interest should consult residents in each of the following geographic areas to ensure adequate representation:

- Melton Township
- Eastern Corridor
- Diggers Rest
- Eynesbury/Exford
- Rockbank/Aintree
- Toolern Vale.

Several additional special interest groups have been identified due to the specific needs, perspectives and insights they may contribute. These groups should also be consulted in 'whole of community' decision-making:

- Young people (12 to 25 years)
- Seniors (those aged 65 years+)
- Culturally and Linguistically Diverse communities
- Aboriginal and Torres Strait Islander communities
- People with a disability and their carers
- Families.

### How we engage

Council has adopted the IAP2 Public Participation Spectrum as the foundation for this Policy and approach to engagement. The Spectrum outlines five levels of community engagement, from 'Inform' through to 'Empower' – each level indicating the level of influence community input will have on the decision to be made. The Spectrum assists in correlating your desired outcome with appropriate levels of engagement. The higher the level of community ownership you seek to create, the higher the level of community input must be accommodated, and the 'deeper' the level of engagement that must take place.

See the adapted IAP2 Spectrum on page 11.



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Level of community engagement	1	2	3	4	5
<b>IAP2 Spectrum engagement activities</b>	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
<b>Engagement Goal</b>	Provide the community with balanced and objective information, to assist them in understanding the issue, alternatives, opportunities and/or solutions.	Obtain community feedback on analysis, alternatives and/or decisions.	Work directly with the community throughout the process to ensure that community concerns and aspirations are consistently understood and considered.	Partner with the community in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.	Providing opportunities and resources for communities to contribute to solutions by valuing local talents and skills and acknowledging their capacity to be decision makers in their own lives.
<b>Community Commitment</b>	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 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 look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
<b>Example suitable consultation techniques</b>	<ul style="list-style-type: none"> <li>• Fact sheets</li> <li>• Web site/s</li> <li>• In Person Meeting</li> <li>• Written Letters</li> <li>• Flyer / Newsletter</li> <li>• Notice in Local Paper</li> <li>• Media Release</li> <li>• Displays</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups</li> <li>• Surveys</li> <li>• Public meetings</li> <li>• Suggestion Boxes</li> <li>• Interviews</li> <li>• Focus Group Session</li> <li>• Stakeholder Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Deliberative Polling</li> <li>• Community Workshops</li> <li>• Community Debates</li> <li>• Site Tour / Meeting</li> <li>• Open Days</li> <li>• Ward Meetings</li> <li>• - Community Reference Groups</li> </ul>	<ul style="list-style-type: none"> <li>• Community Advisory Committees</li> <li>• Consensus building</li> <li>• Participatory decision-making</li> <li>• Taskforce or Working Party</li> <li>• Consensus conference</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen judging panels</li> <li>• Ballots</li> <li>• Delegated decisions</li> <li>• Citizens' Juries</li> <li>• Joint Ventures</li> </ul>

Table adapted from The International Association for Public Participation (IAP2) Spectrum.



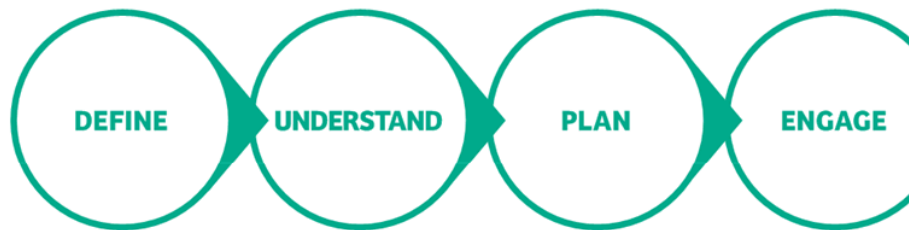
## COMMUNITY ENGAGEMENT THE PROCESS

Community engagement is the responsibility of all Council service areas, teams and employees. The Community Engagement Framework has been established to provide clear and practical guidance to shared processes for staff, Councillors and community to understand.

This process can be integrated into any Council initiative. It guides users to define if and how engagement can take place. It sits within and alongside planning processes and is scalable to a program of any scope; simple to complex.

The following pages describe each step in the process.

Any engagement project should undertake the following seven steps in the process:



### 1 Define

The initial part of the process confirms the purpose and scope of the project. This should include details about the intent of the project and the extent to which the community should be involved. It will outline the context, any known parameters around the project and what aspects the community can influence. This will determine the level of feedback sought.

The roles and responsibilities of the project group should be assigned at this stage.

The evaluation criteria for the project are determined.



### 2 Understand

This stage seeks to determine who needs to be involved, and how they will be involved. What is their level of interest?

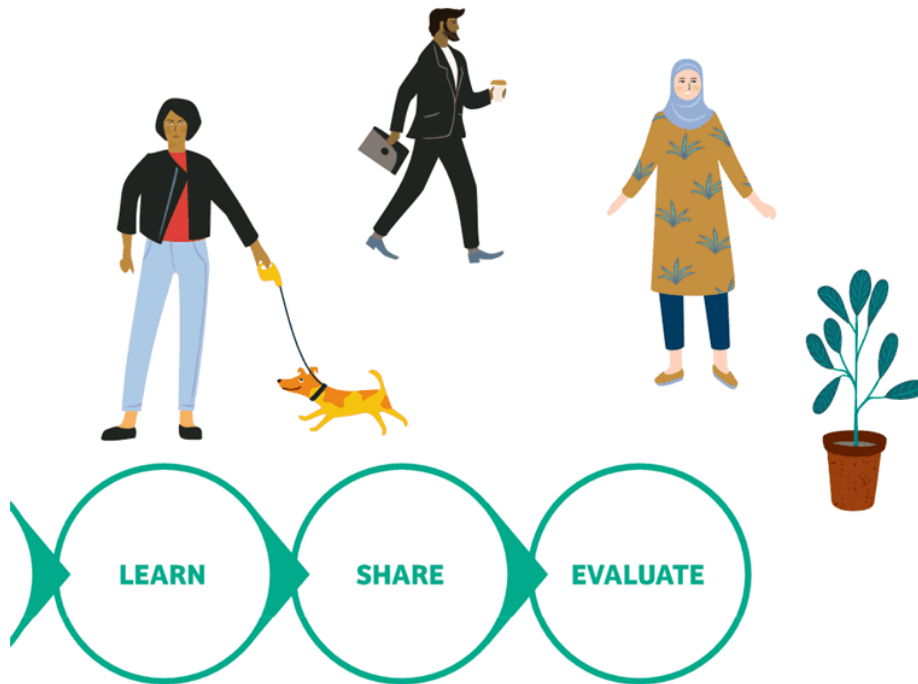
Be mindful that different stakeholders may want different levels of input or information and therefore not all engagement methods will suit all relevant stakeholders. Consider which hard-to-reach groups need to be engaged and how their needs should be accommodated. Gain an understanding of who has previously been engaged in previous projects, and who has not.

Gather information about other community projects or issues that may impact on the project.

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**3 Plan**

This stage defines all the stages of engagement, with the appropriate methods assigned to each stakeholder group. If practicable, ask the community how they want to be engaged.

Provide a range of different engagement methods that will enable a range of accessible options for people to participate. Understand how the feedback from methods chosen can be used to provide relevant data to be included in the decision-making process. Consider supporting any face-to-face opportunities with online options to encourage participation.

Where possible, coordinate with complementary Council engagement activities. Plan to promote the engagement well before the engagement starts to ensure relevant stakeholders are aware of the project and how to get involved if they choose to.

**4 Engage**

This stage delivers the engagement process. It is possible that there may be more than one round of engagement that you need to deliver. If the process is iterative, you may analyse your data (step 5) and use it to develop your next round of engagement.

Ensure the community understands the project and how their feedback will influence the decision-making at the beginning of the engagement process. Be sure to provide them with a timeframe of when and how they can expect feedback about the outcome of the decision under discussion.

Plan to deliver the engagement activities at a variety of locations, days, and times that meet the needs of the community. This may also include providing online opportunities.

Provide a space for differing opinions and interests to express their views safely. This may include making accommodations for people from culturally and linguistically diverse backgrounds.

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COMMUNITY ENGAGEMENT THE PROCESS  
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**5 Learn**

This stage is where we evaluate the feedback and data obtained from the engagement process.

Analyse your sample and consider whether it is representative of the community being engaged. This does not mean it has to be representative of the entire community, rather representative of the community affected by the project.

Consolidate the data and information collected during each engagement activity. If different data collection processes have been used, treat each data set separately. Analyse common data sets or information to identify community preferences, priorities and themes.

Consider any gaps in the data or participants and outline how these will be addressed.

**6 Share**

This stage is where we communicate the community's feedback to decision-makers for their consideration, and to the project team involved.

Once a decision has been made, communicate details about the engagement process, its findings and any decisions made to participants and relevant stakeholders. It is particularly important to provide detail about how any decisions were made. These outcomes should also be shared with Council colleagues and additional key stakeholders.

The final outcomes of the engagement process should be made available via a range of communication methods to the wider public.

**7 Evaluate**

The final stage involves evaluating the process undertaken to identify any key learnings and understand the effectiveness of the process.

Evaluation criteria will ideally be identified at the start of the project. Evaluation should consider not only the effectiveness of the process but also analysis of who was involved and how effective the methods used were in capturing a representative sample of the identified community.

Evaluations should summarise the key learnings and be shared with the project team and Council colleagues. These learnings should be considered before planning new engagement processes and used to further improve our engagement practice.



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## ENGAGEMENT WITH THE MELTON MUNICIPALITY

### Melton specific challenges

Melton City Council has a number of challenges that must be considered when engaging its community. These include specific demographic and geographic challenges, along with the rapid nature of the growth occurring. Any engagement process will need to consider how to address some of these challenges to ensure that the engagement is broadly representative of the community it serves.

#### A young population

Nearly two-thirds of the City of Melton (61.6 per cent) are aged under 40 years. Melton remains a destination for young families; however, this group can be hard to engage, especially when using traditional face to face methods. Data from previous community engagement shows poor attendance from those under 40 years when considering activities such as community forums and focus groups. Future engagement will need to find new ways of engaging with young people, especially those who spend increasing amounts of time online.

#### A rapidly growing population

The City of Melton is one of the fastest growing municipalities in Victoria and Australia. The municipality is expected to attain a population figure of 477,900 by 2051 (or growth of 208%). The current average annual growth rate is more than 7,000 people per year. One of the engagement challenges is engaging with new communities about their needs. Many of these people may not yet reside in the municipality; however, their input is vital to ensuring we provide appropriate services and infrastructure. The rapid growth also means demographic and cultural composition changes as well. In order to ensure Council stays in touch with the needs of this changing community, it must commit to regular consultation and engagement to ensure its services remain relevant to the new communities.

#### A large geographical area that is a mix of urban and rural

The City of Melton comprises a huge geographical area of 527.3 square kilometres, ranging from the townships of Caroline Springs in the east, Eynesbury in the south, Diggers Rest in the north, and Melton in the west. Consequently, creating community cohesion can be problematic. Each local area has a distinct character and sense of identity; therefore, these need to be acknowledged and celebrated, while striving to create a sense of inclusion within the wider municipality. Furthermore, the mix of rural and urban areas necessitates different methods of engaging these communities. While rural areas increasingly have improved access to digital technology, it is still necessary to maintain personal, face to face opportunities when engaging with rural communities, especially providing a presence at local events. This helps build trust and rapport with the smaller, local communities.

#### Large proportion of commuters in the working age population

Nearly three out of four residents (73 per cent) are employed work outside the municipality. An additional 5.2 per cent have no fixed place of work. Workplace destination data shows that both groups regularly travel long distances to their workplaces. Having such a large proportion of commuters means engagement must be easy and efficient. They are less likely to commit to processes that require a large time commitment or having to attend in person, especially during weekdays. This means Council needs to incorporate engagement methods that offer flexibility and are easy to access.



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## MELTON CITY COUNCIL COMMUNITY ENGAGEMENT PRACTICE

Community engagement practice at Melton is developed in line with our engagement principles. The following outline Melton City Council's commitments to ensuring the delivery of best practice community engagement.

### Be inclusive, listen and create partnerships

#### Representative participation

- Ensure engagement projects strive to collect feedback from a representative sample of the community affected.
- Provide opportunities for a diverse range of people to be part of engagement processes, particularly those from culturally and linguistically diverse backgrounds and of different age groups.
- Maintain a database of community groups so that a greater diversity of residents, particularly special interest groups, can be included in engagement projects.
- Provide tailored opportunities for special interest groups to participate where necessary.
- Use Council's Advisory Committees to reach special interest groups.

#### Local opportunities

- Provide the opportunity to participate within the local community affected by the decision/project.
- Maintain regular engagement opportunities at a local level through the My City, My Say listening posts.
- Maintain an engagement presence at family-friendly events such as Harmony Day.

#### Accessible opportunities

- Provide opportunities for a broad range of people to be involved through multiple methods. This includes face-to-face and online engagement.
- Provide engagement opportunities that deliver equitable access to participation.
- Provide an online engagement platform that utilises a range of engagement tools for the different needs of users.

#### Capacity development

- Build relationships between Melton City Council to encourage the community to participate more readily.
- Foster relationships within the community to help allow the community to engage autonomously.
- Provide information about how to become involved in community engagement opportunities across multiple communication channels and to different audiences.
- Raise awareness and build interest in community engagement by promoting the benefits of engagement to the community.



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**Be purposeful and authentic**

- Provide opportunities that allow people have a say in the decisions that affect their lives.
- Provide meaningful participation opportunities when community feedback can make a difference to the outcome/decision.
- Build engagement into projects and programs from the inception so the community are provided information early enough to facilitate participation. Identify key stakeholders at the start of the project.
- Identify stakeholders at the beginning of the process. Be clear to stakeholders about the scope of the pending decision, the decision-making process, the potential for influence and any limitations on this process.
- Provide direction about the roles people are taking and the tasks and responsibilities required.
- Ensure a culture of quality and purposeful engagement is embedded in practice across the organisation of Melton City Council.



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**Be accountable****Reporting and feedback**

- Communicate with participants about the engagement process, findings, and outcomes, including how any decisions were made.
- Respond to the engagement and input of the community in a timely and constructive manner.
- Provide opportunities for feedback from participants about the engagement process.
- Publish updates to the project and the final outcomes of community engagement via appropriate communication channels.
- Share the engagement findings and outcomes with key stakeholders.

**Monitoring and evaluation**

- Measure the effectiveness of the engagement process using formal monitoring and evaluation processes established at the start of the project.
- Maintain a database of engagement and research findings from engagement processes.

**Be innovative and continuously improve**

- Use the project evaluations to shape future engagement.
- Share learnings from previous engagement processes across the organisation.
- Regularly explore new technologies and methods for engagement.
- Maintain networks with external engagement practitioners to share and learn about innovations in the field.
- Showcase new techniques and tools through engagement expos within the organisation. These allow opportunities to improve engagement practice and allow for greater collaboration on projects.

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## MELTON CITY COUNCIL ENGAGEMENT SUPPORT STRUCTURES

Community Engagement practice at Melton City Council is supported a number of formal structures and processes designed to deliver best practice community engagement.

### Governance

#### Community Engagement Policy:

Council maintains a Community Engagement Policy which governs Council's commitment to best practice community engagement and outlines its obligations under the *Local Government Act 1989*. The policy defines the principles underpinning Council's engagement activities, the role of Councillors, Council staff and consultants responsible for engaging with the community on behalf of Melton City Council, and the mechanisms which Council will use to engage the community.

#### Community Engagement Advisory Committee

The Community Engagement Advisory Committee develops Council's community engagement Framework and processes. The Committee helps facilitate a whole of Council approach towards the planning, development, delivery and evaluation of effective community engagement activities.

The role of the Committee includes the following:

- Promoting the Community Engagement Framework and Policy through their involvement with their respective service teams and directorates.
- Encourage discussion about community engagement among Executive, the leadership forum, directorates and service teams.
- Review, update and endorse changes to community engagement policy, practice or other significant developments.
- Review, update and endorse the Annual Engagement Plan and associated documents.
- Provide assistance or support teams in how to understand and use the Framework and engagement planning tools, including the sharing of learning and development experiences to improve knowledge, understanding and practice across the organisation.

### Staff support and development

#### Community Engagement Guidelines (this document)

The Guidelines provide direction on when to engage and the appropriate level of engagement. It provides instructions on how to engage and the planning of engagement activities, as well as how to evaluate engagement activities.

#### Community Engagement Toolkit

The toolkit provides templates, sample questions and models, and other tools to assist in community engagement. The toolkit is available on Council's intranet.

#### Community Engagement Champions Group

The Community Engagement champions are a group of experienced community engagement practitioners from across Council. They act as engagement champions within their own work areas, provide practical support with engagement projects and help build engagement culture across Council. As a group they come together to explore ideas about new and innovative engagement or discuss various engagement projects or issues.

A list of the Community Engagement Champions group is available on the intranet.

#### Community Engagement Training

Council will continue to build the capacity of the organisation to deliver community engagement, by providing staff with the appropriate skills and information to plan for, manage and facilitate engagement activities.

Council offers regular training opportunities for community engagement through its annual corporate training calendar. The training comprises two different levels for staff:



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**Community Engagement Basics training:** This training is designed for staff who are new to community engagement, with little or no experience in the practice.

**Community Engagement Advanced training:** The Community Engagement Basics training (or equivalent) is a pre-requisite for this course. It expands on the skills developed in the Basics training and the individual's engagement experience. This training will offer new tools, techniques or methods each year with the aim to further develop engagement practice at Melton.

Beyond the formal training offered, one-on-one training in a variety of engagement techniques, design, analysis or evaluation can be accessed by contacting the Senior Community Engagement Officer.

Council will maintain IAP2 membership and provide access to IAP2 training where appropriate.

### Staff roles and responsibilities

All services across Council are expected to support the delivery of the Community Engagement Framework. Leaders will contribute to staff induction, guidance and approvals of community engagement in accordance with the Framework.

Leaders are required to, where appropriate, to seek advice from line management or the Community Capacity Team. In particular:

- Seeking advice and guidance regarding appropriate community engagement methodologies before the inception of any project or review.
- Ensuring that the planning, development and implementation of all organisational surveys is coordinated through the Senior Community Engagement Officer.

Community engagement is the responsibility of all employees as appropriate to their role and function. This applies to engagement with the community or within the organisation to support collaborative and richer outcomes

Each Community Engagement project should have a community engagement plan. This needs to have the approval of your line manager prior to implementation.

### Community Engagement Collaboration

Opportunities for cross-Council collaboration on engagement projects should be sought through a member of the Community Engagement Champions group, the Senior Community Engagement Officer or Coordinator, Community Capacity.

### Internal Community Engagement Expo

Melton City Council holds an annual Community Engagement Expo where staff from any department can participate to increase the organisation's awareness of their current or future projects, seek staff feedback about the project, or trial engagement methods before taking them to the community. This allows opportunities to improve engagement practice and allow for greater collaboration on projects.

### Annual Community Engagement Calendar

The Community Engagement Advisory Committee coordinates an Annual Community Engagement Program, which is provided to Council's Executive Team and Councillors, to increase awareness of all engagements for each calendar year.

The calendar assists Council officers by promoting upcoming activities and opportunities which could potentially have synergies to other projects. It also assists with forward planning for community engagement projects and enables collective evaluation and reporting of Council's engagement activities and outcomes to the community.





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## MELTON CITY COUNCIL ENGAGEMENT SUPPORT STRUCTURES CONTINUED...

### Reporting and Feedback

Reporting the outcomes of your community engagement is extremely important in maintaining Council's relationship with the community. Closing the loop on the engagement process is vital in making participants feel that their feedback is valued. Participants have devoted their time to give you their input, and will want to know how you are going to use this, and what the final outcome will be.

### Reporting of engagement findings

Feedback from engagement processes should be treated like other research data and formally analysed and reported. If the feedback is going to be influential in the decision-making process, it is important that the data is handled in a way that produces robust and reliable results.

The report should include:

- The context for the engagement, including details about how community input will influence the decision
- The engagement methods used
- Demographic data, including analysis of how representative the sample captured is of the community of interest
- Quantitative results of any closed questions from surveys or voting processes
- Qualitative feedback coded into themes, including a description of how the data was analysed
- Commentary on any results that show significant variation between demographic groups
- A summary of the decisions made and how the feedback from the engagement was used.

This report should form the basis of the feedback you provide to participants and the community.

### Feedback to participants

The level of feedback about an engagement project and its outcomes will vary depending upon the level of involvement of participants. Those participants who have devoted any significant time or effort to a consultation or engagement process (attending a community forum or focus group, for example) should be informed of the outcomes of the project, the decision that was made and how their feedback was used.

### Council reports

Formal reporting to Council on the issue that sought the engagement needs to include a relevant level of detail in the "Consultation/Public Submissions" Section of Council's standard Agenda Reports.

### Feedback to the community

It may be appropriate that information about the engagement and its findings are shared beyond those who participated. Others in the community may also be interested in the findings, and you can provide snapshots of the data or summaries of the community engagement project that can be made available through various communication channels.

### Monitoring, Evaluation and Review

Melton City Council values and supports innovation and creativity in driving continuous improvement. We constantly review what we do and strive to deliver the best possible outcomes. As such, we are committed to:

- Transparent processes of reporting outcomes of engagement back to our community
- Learning from each engagement experience to improve our approach to engagement.



**Individual engagement projects**

It is expected that all engagements undertake a formal evaluation process. The evaluation criteria should be determined at the start of the engagement project. At a minimum, the evaluation plan should set out to assess the following:

- The sample of participants captured.
- The effectiveness of the engagement methods used.
- How the engagement process contributed to the project.
- How the feedback influenced the final decision.

Evaluation may not always happen at the end of an engagement project. If there is more than one stage of an engagement process, it may be useful to evaluate during the project. That way, adjustments can be made if necessary. This is particularly important when evaluating whether the sample of participants is representative of the community of interest. If anomalies are found, additional efforts should be made to capture demographics that are under-represented.

It is also important to share key learnings with the project team, and other Council colleagues where appropriate.

**Council engagement overall**

Council commits to establishing an annual monitoring, evaluation and review process to measure the level of success of Council’s engagement overall. This process will include monitoring, evaluation and review of:

- The effectiveness of engagement for specific projects or programs.
- Individual engagement approaches across all levels of engagement.
- The overall level of reach achieved by community engagement across the community, particularly focussing the demographic reach of methods employed

Council also commits to using evaluation metrics to develop continuous improvement processes to ensure community engagement practice is continually evolving.

**Continuous Improvement**

Evaluation processes should not only be used to assess individual engagement projects but should help guide how practice is improved and developed. The findings from the engagement process evaluation should shape future engagement projects. Where there are learnings that are applicable across the organisation, these should be shared via the Engagement Champions group or the Community Engagement Advisory Committee.

Council will continue to encourage its officers to apply innovation and creativity to engagement methodologies, to ensure broad and accessible community access to influencing Council decision making, particularly with use of interactive web-based technologies. Council will develop the online engagement platform to accommodate new digital technologies and engagement tools.

Council will continue to showcase and trial new engagement techniques and methods at its annual Internal Engagement Expo.

Council will foster and maintain networks with external engagement practitioners to share and learn about innovations in the field.



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## REFERENCES

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Name	Location
Annual Consultation Program and Consultation Register	Community Planning
Code of Conduct for staff	Policy and Procedures Intranet
Community Engagement Guidelines	Policy and Procedures Intranet
Community Engagement Toolkit	Policy and Procedures Intranet
Council Plan	<a href="http://www.melton.vic.gov.au">www.melton.vic.gov.au</a>
Defamation Act 2005 (Vic)	<a href="http://www.legislation.vic.gov.au">www.legislation.vic.gov.au</a>
Disability Discrimination Act 1992 (Cth)	<a href="http://www.austlii.edu.au/au/legis/cth/consol_act">www.austlii.edu.au/au/legis/cth/consol_act</a>
Engaging Children in Decision Making: A Guide for Consulting Children	<a href="http://www.melton.vic.gov.au">www.melton.vic.gov.au</a>
Equal Opportunity Act 2010 (Vic)	<a href="http://www.legislation.vic.gov.au">www.legislation.vic.gov.au</a>
Freedom of Information Act 1982 (Vic)	<a href="http://www.legislation.vic.gov.au">www.legislation.vic.gov.au</a>
Human Rights and Equal Opportunity Commission Act 1986 (Cth)	<a href="http://www.austlii.edu.au/au/legis/cth/consol_act">www.austlii.edu.au/au/legis/cth/consol_act</a>
Information Privacy Act 2000 (Vic)	<a href="http://www.legislation.vic.gov.au">www.legislation.vic.gov.au</a>
International Association of Public Participation	<a href="http://www.iap2.org.au">www.iap2.org.au</a>
Local Government Act 1989 (Vic)	<a href="http://www.legislation.vic.gov.au">www.legislation.vic.gov.au</a>
Local Government Performance Reporting Framework	<a href="http://www.dtpli.vic.gov.au/local-government">http://www.dtpli.vic.gov.au/local-government</a>
Customer Service Charter	<a href="http://www.melton.vic.gov.au">www.melton.vic.gov.au</a>
Online Engagement Policy	Policy and Procedures Intranet
Melton City Council Privacy Policy	<a href="http://www.melton.vic.gov.au">www.melton.vic.gov.au</a>
Planning and Environment Act 1987	<a href="http://www.legislation.vic.gov.au">www.legislation.vic.gov.au</a>
Privacy and Data Protection Act 2014 (Vic)	<a href="http://www.legislation.vic.gov.au">www.legislation.vic.gov.au</a>
Privacy Act 1988 (Cth)	<a href="http://www.austlii.edu.au/au/legis/cth/consol_act">www.austlii.edu.au/au/legis/cth/consol_act</a>
Records and Document Management Policy	Policy and Procedures Intranet
Privacy and Data Protection Act 2014 (Vic)	<a href="http://www.legislation.vic.gov.au">www.legislation.vic.gov.au</a>
Road Management Act 2004	<a href="http://www.legislation.vic.gov.au">www.legislation.vic.gov.au</a>
Victorian Disability Act 2006	<a href="http://www.legislation.vic.gov.au">www.legislation.vic.gov.au</a>

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**Melton Civic Centre**

232 High Street, Melton

T 9747 7200

**Melton Library and Learning Hub**

31 McKenzie Street, Melton

T 9747 7200

**Caroline Springs Library  
and Learning Hub**

193 Caroline Springs Boulevard

Caroline Springs

T 9747 7200

**WWW.MELTON.VIC.GOV.AU**



Cr Shannon left the meeting at 10:41am

Cr Shannon returned to the meeting at 10:49am

Cr Ramsey left the meeting at 11:15am

Cr Ramsey returned to the meeting at 11:17am

Cr Carli left the meeting at 11:41am and did not return.

## 6.2 COUNCILLORS AND DELEGATED COMMITTEE MEMBERS RESOURCES, FACILITIES & EXPENSES POLICY

**Responsible Officer:** Kel Tori – Chief Executive Officer  
**Document Author:** Christine Denyer - Manager Legal and Governance  
**Date Prepared:** 22 January 2021

### 1. Recommendation:

That Council approve the *Councillors and Delegated Committee Members Resources, Facilities & Expenses Policy* (Draft Policy), at **Appendix 1**.

The Panel discussed the Draft Councillors and Delegated Committee Members Resources, Facilities & Expenses Policy at length and agreed that it be taken to a Councillor Briefing Session for further discussion.

## 2. Background

### 2.1 The Policy

The sections of the 2020 Act which relate to this policy commenced on 1 May 2020 and provide the Council adopted the first expenses policy under the 2020 Act on 31 August 2020.

It has been requested by Councillors, and it is appropriate that this new Council now review the Policy.

Recommended changes to the current policy are set out in redline.

The relevant sections of the Act provide as follows:

#### Resources and Facilities

Section 42 - Council must make available to the Mayor and Councillors, resources and facilities reasonably necessary to enable them to effectively perform their role including having regard for those with a disability and Carers in a Care Relationship as defined by the Carers Recognition Act 2012 (CRA).

### Expenses

Section 40 - Council must reimburse a Councillor or a member of a delegated committee for out of pocket expenses which the Council is satisfied the three limb test set out in the Act, and identified in the Policy, is met.

The three limb test is for out of pocket expenses which the Council is satisfied:

- (a) *are bona fide expenses; and*
- (b) *have been reasonably incurred in the performance of the role of Councillor or member of a delegated committee; and*
- (c) *are reasonably necessary for the Councillor or member of a delegated committee to perform that role.*

Section 41 sets out the minimum policy considerations. These include that the policy must specify a procedure for reimbursement, provide for the reimbursement of child care costs reasonably required for the Councillor/Delegated Committee member to perform their role and have 'particular regard to' those who are carers in a Care Relationship pursuant to the CRA.

### **2.2 Sources/benchmarking**

Apart from the provisions of the 2020 Act (outlined above), the following were considered:

- LGV draft template (**Appendix 2**) noting that the template does not deal with specific resources.
- Recommendations arising out of the Local Government Inspectorate's report, 'Councillor expenses and allowances: equitable treatment and enhanced integrity' (September 2020) (**Appendix 3**)
- Recommendations arising out of the Victorian Auditor-General's Office (VAGO), 'Fraud and Corruption Control – Local Government' (June 2019) – copy not attached but can be provided upon request.

### **2.3 Consultation**

Internal consultation was undertaken for the previous draft in August 2020 – it was not considered necessary for this review in such close proximity.

### **2.4 Communication and Implementation**

The policy will be communicated to all Councillors who are not present at the Council meeting at which it is resolved.

The policy will be available on Council's website.

Soft copy forms will be available for Councillors for easy of completion and return.

### **2.5 Compliance**

The Draft Policy complies with the *Local Government Act 2020* and the *Charter of Human Rights and Responsibilities Act 2006*.

**2.6 Measures of Success**

If Councillors comply with the Policy then it is considered successful. Compliance with the Policy can probably only truly be measured by an Audit. Governance Review/Audits are conducted from time to time by the Inspectorate.

All out of pocket expense claims will be reported to the Audit Committee as provided for in its annual work plan and as required by the Act.

**LIST OF APPENDICES**

Nil



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**7. GENERAL BUSINESS**

Nil.

**8. CONFIDENTIAL BUSINESS**

Nil.

**9. NEXT MEETING**

To be determined.

**10. CLOSE OF BUSINESS**

The time being 11:57am, the Mayor and Chair of the Panel, Cr Kathy Majdlik, declared the meeting adjourned to a date and time to be determined.

Confirmed

Dated this

.....CHAIRPERSON