# COMMUNITY ENGAGEMENT STRATEGY 2022-2026

SNOWY MONARO REGIONAL COUNCIL

# Acknowledgment of Country

Snowy Monaro Regional Council acknowledges the Traditional Custodians of the region's land and water: the Ngarigo, Walgalu, Southern Ngunnawal and Bidhawal Peoples.

We pay our respects to Elders past, present and emerging.

# Record of Versions

| Version | Date Published | Reason for Amendments | Resolution | Author/Document Owner |
|---|---|---|---|---|
| 1.0 | 11/10/2022 | Report to Council requesting draft be placed public exhibition | | Communications |
| 2.0 | 24/10/2022 | Revisions post Councillor feedback | 290/22 | Communications |
| 3.0 | 20/02/2023 | Revisions post Councillor workshop and IAP2 specialist review | | Communications |
| 4.0 | 07/05/2024 | 2024 Review | | Communications |
| | | | | |

# Contents


Introduction ..... 5
Vision ..... 6
Values guiding engagement ..... 7
Community engagement principles ..... 8
Our region ..... 9
Our community ..... 10
Community engagement practices ..... 11
Code of ethics ..... 12
Risk and opportunities ..... 13
Encouraging conversations ..... 14
Community engagement process ..... 15
Community engagement plan ..... 16
Stakeholder mapping and engagement tools ..... 19
Preferred methods of engagement ..... 20
Goals ..... 21
Monitoring and measuring progress ..... 23
Review ..... 24

# Introduction

The purpose of the Community Engagement Strategy is to enhance our engagement through a framework that guides how we involve and listen to our Snowy Monaro community. This framework will help shape our region's aspirations, build foundations for our community, and provide opportunities for all voices to be heard. Our goal is to achieve meaningful planning and service delivery outcomes that reflect our community's priorities and needs.

This document outlines the expected levels and methods of engagement that Council will undertake over the next four years.

Our five corporate values form the foundation on which our Community Engagement Strategy is built. This strategy will play a crucial role in Council achieving our vision of being a trusted community partner.

# Vision

The Community Engagement Strategy provides a framework to guide how we involve and listen to stakeholders and the community. Through clear and meaningful community engagement, Snowy Monaro Regional Council will seek out, create, and facilitate opportunities for community members to provide input, be heard, and shape our collective future in a meaningful and tangible way through their participation.

We will report back to our community on what we hear to demonstrate how your engagement leads to action that reflects the needs and priorities of our community.

We aim to ensure that everyone across our region receives reliable and timely information on which to base their views and opinions. Put simply: you'll receive the information you want when you need it, and when you speak with us, your input will matter. Our role is to facilitate a constructive two-way avenue of communication between Council and our community, partnering together to build a better future for the region.

# Our region

**We are a region that takes pride in its history. Snowy Monaro Regional Council acknowledges that Aboriginal people – the Bidhawal, Ngarigo, Walgalu, and Southern Ngunnawal - are the original inhabitants and remain the custodians of the land on which we live and work.**

Our region is culturally diverse, thanks in part to the Snowy Scheme that saw more than 100,000 people from over 30 countries flock to the area to work on one of the civil engineering wonders of the modern world. To this day, our region enjoys the many benefits of our multicultural society, with the number of countries, ethnic backgrounds, language groups, and people continuing to grow.

The Snowy Monaro region is home to 21,659 people* and reflects a degree of cultural diversity that has its roots in agriculture, early gold mining, the Snowy Mountains Scheme, timber logging, and tourism.

The region covers 15,162 square kilometres with major urban areas surrounded by rolling plains and mountain ranges. While Council's head office is located in Cooma, an additional three locations in Berridale, Bombala, and Jindabyne provide services to our community.

*Population data as of the 2021 Australian Census, residents who note this region as their usual place of residence.

# Our community

*This information is a snapshot from more comprehensive Census 2021 data.*

## POPULATION DENSITY

1.43
persons per sq km

21,659
Total population

## FINANCES

Median weekly household income

$1,593

Median monthly mortgage repayments

$1,500

Median weekly rent

$300

## MEDIAN AGE

43years

## AGE STRUCTURE %

| | |
|---|---|
| Babies and pre-schoolers (0 to 4) | 4.6 |
| Primary schoolers (5 to 11) | 7.8 |
| Secondary schoolers (12 to 17) | 7.6 |
| Tertiary education & independence (18 to 24) | 7.3 |
| Young workforce (25 to 34) | 13.0 |
| Parents and homebuilders (35 to 49) | 18.1 |
| Older workers and pre-retirees (50 to 59) | 14.5 |
| Empty nesters and retirees (60 to 69) | 13.3 |
| Seniors (70 to 84) | 11.7 |
| Elderly aged (85 & over) | 2.2 |

4.4%
Needs assistance with core activities

## EMPLOYMENT

97.2%
Participation rate in labour force

2.8%
Unemployed

## UNPAID WORK

11.1%
Unpaid assistance

20.7%
Volunteers

## EDUCATION

8.8%
Vocational qualification

8.3%
University qualification

## EMPLOYMENT BY INDUSTRY %

| | |
|---|---|
| Accommodation and food services | 16.9 |
| Construction | 10.7 |
| Agriculture, forestry and fishing | 10.0 |
| Retail trade | 8.7 |
| Health care and social assistance | 7.7 |
| Education and training | 7.5 |
| Arts and recreation services | 7.3 |
| Public administration and safety | 6.5 |
| Professional, scientific & technical services | 3.4 |
| Manufacturing | 3.4 |

## LANGUAGE SPOKEN AT HOME %

| | |
|---|---|
| German | 0.7 |
| Mandarin | 0.7 |
| Spanish | 0.5 |
| Italian | 0.4 |
| Thai | 0.3 |

## BIRTHPLACE

| | |
|---|---|
| Total overseas born | 13.7 |
| Australia | 78.9 |

## ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

2.2%

## HOUSING TYPE %

| | |
|---|---|
| Separate house | 77.9 |
| Medium density | 16.3 |
| High density | 3.1 |
| Caravans, cabin, etc | 0.6 |

## HOUSEHOLDS %

| | |
|---|---|
| Couples with kids | 21.9 |
| Couples no kids | 26.3 |
| One parent families | 7.5 |
| Other families | 0.6 |
| Group household | 3.8 |
| Lone person | 25.3 |
| Other households | 4.8 |
| Visitor households | 9.8 |

## HOUSING TENURE %

| | |
|---|---|
| Fully owned | 37.1 |
| Mortgage | 27.6 |
| Renting total | 24.8 |
| - Social housing | 1.3 |
| - Private | 23.3 |

## DWELLING TYPE

93.2%
Separate Houses

# Community engagement practices

Council is committed to delivering communication aligned with the International Association of Public Participation (IAP2) principles of the Public Participation Spectrum. The Code of Ethics for Public Participation Practitioners supports and reflects IAP2's Core Values for the Practice of Public Participation. These Core Values define the expectations and aspirations of the public participation process.

The following table, based on the IAP2 Spectrum of Public Participation, is designed to assist with the selection of the level of participation that defines the public's role in any community engagement program.

The Spectrum demonstrates that differing levels of participation are legitimate depending on the goals, time frames, resources, and levels of concern in the decision to be made. Most importantly, the Spectrum sets out the promise being made between Snowy Monaro Regional Council and our community at each participation level.

| Increasing impact on the decision | | | | | |
|---|---|---|---|---|---|
| | **Inform** | **Consult** | **Involve** | **Collaborate** | **Empower** |
| **Public participation goal** | To provide the public with balanced and objective information to assist them in understanding the problem, alternatives opportunities and/or solutions | To obtain public feedback on analysis, alternatives and/or decisions | To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered | To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution | To place final decision making in the hands of the public |
| **Promise to the public** | We will keep you informed | We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision | We will 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 decision | We will look to you for 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 |

**This information is sourced from the IAP2 Public Participation Spectrum*

# Values guiding engagement

Snowy Monaro Regional Council is committed to providing meaningful and consistent community engagement that is guided by and reflects the International Association for Public Participation (IAP2) Core Values, each of which complements our organisation's corporate values.

## IAP2's Core Values

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process
2. Public participation includes the promise that the public's contribution will influence the decision
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers
4. Public participation seeks out and facilities the involvement of those potentially affected by or interested in a decision
5. Public participation seeks input from participants in designing how they participate
6. Public participation provides participants with the information they need to participate in a meaningful way
7. Public participation communicates to participants how their input affected the decision

| Council's Corporate Values | |
|---|---|
| Solutionary | · Collaborate with others to find solutions<br>· Proactively draw on other people's knowledge, skills and experience<br>· Experiment with different ways of doing things |
| Together | · Include others and keep them in the loop<br>· Cooperate positively and do our part<br>· Be helpful inside and outside the organisation |
| Accountable | · Honest and own successes and failures<br>· Transparent and work to the best of our ability<br>· Receptive to constructive feedback |
| Innovative | · Look for better ways to complete our work<br>· Willing to learn new things<br>· Review what we've done to find improvements for the future |
| Caring | · Respectful of other people<br>· Appreciate other people and give praise where praise is due<br>· Show a genuine interest in others |

# Community engagement principles

Snowy Monaro Regional Council is committed to providing meaningful and consistent community engagement that will be proactive and accessible through a diverse range of mediums.

## We aim to

- Participate in meaningful, accessible, and diverse engagement with outcomes and actions measured both internally and externally
- Provide a well-coordinated, planned approach to engagement
- Monitor and review our engagement practices to ensure they remain relevant in meeting our community's needs and expectations
- Connect with and listen to our community
- Build and maintain relationships with all of our region's stakeholders
- Identify not only those who are engaged but also those who may be impacted
- Report back to the community on the results of engagement activities
- Keep up with best practices by recognising and responding to trends and behavioural changes to remain connected with the community and to learn and improve how we engage

# Roles and responsibilities

| | |
|---|---|
| Mayor and councillors | · Demonstrate commitment to the community through effective engagement, including liaison with community, collaboration, and contribution to engagement<br>· Establish partnerships while representing and advocating for the best interests of the community |
| Chief Executive Officer | · Ensure compliance with legislative obligations, oversee adequate delegation, and endorse initiatives that are appropriate and inclusive |
| Employees | · Ensure planned processes are consistent, aligned with relevant regional, state, and federal equivalents, and delivered in alignment with Council's values<br>· Report back on how data collected through engagement has influenced the decision<br>· Regularly monitor and evaluate the effectiveness of processes<br>· Remain open to feedback and continuously improve engagement practices |
| Community | · Openly and actively participate in a variety of engagement opportunities<br>· Provide respectful contributions through various means to ensure the community's voice is heard in decision-making activities<br>· Deliver feedback on practices or processes where improvements are identified |

# Code of ethics

Council incorporates IAP2's Code of Ethics into our actions and will provide the community with a clear understanding of the guiding principles. These principles will be defined alongside the following social justice principles:

- Access and rights
- Equality and diversity
- Participation and supportive environments

In addition to these principles, Council will adhere to the IAP2 Code of Ethics as outlined in the table below.

| IAP2 Code of Ethics | |
|---|---|
| 1. Purpose | We support public participation as a process to make better decisions that incorporate the interests and concerns of all affected stakeholders and meet the needs of the decision-making body |
| 2. Role of practitioner | We will enhance the public's participation in the decision-making process and assist decision-makers in being responsive to the public's concerns and suggestions |
| 3. Trust | We will undertake and encourage actions that build trust and credibility for the process among all the participants |
| 4. Defining the public's role | We will carefully consider and accurately portray the public's role in the decision-making process |
| 5. Openness | We will encourage the disclosure of all information relevant to the public's understanding and evaluation of a decision |
| 6. Access to the process | We will ensure that stakeholders have fair and equal access to the public participation process and the opportunity to influence decisions |
| 7. Respect for communities | We will avoid strategies that risk polarising community interests or that appear to "divide and conquer" |
| 8. Advocacy | We will advocate for the public participation process and will not advocate for interest, party, or project outcome |
| 9. Commitments | We ensure that all commitments made to the public, including those by the decision-maker, are made in good faith |
| 10. Support of the practice | We will mentor new practitioners in the field and educate decision-makers and the public about the value and use of public participation |

# Encouraging conversations

Adhering to IAP2 Core Value 6, we will ensure that stakeholders have fair and equal access to the public participation process and the opportunity to influence decisions. Council's core delivery principle for engagement is inclusive and equity-centred.

To bring this principle to life, where possible, Council is committed to ensuring open access through:

- Use of accessible venues
- Promotion of accessibility options
- Ensuring a range of engagement methods are used
- Provision of easy-to-read materials or direct support to interpret documents
- Choosing venues that are safe, located in visible and public spaces, and directly accessible

It is critical to note that this list is by no means exhaustive and is designed to provide a guide for engagement delivery. When designing individual engagement programs, Council will consider the individual context and impacted and interested groups to ensure IAP2 Core Value 6 can be met.

## CHILDREN

- Use clear and informal language, free from jargon and acronyms
- Avoid potentially intimidating techniques and venues
- Inform young people about what Council does

## YOUNG PEOPLE

- Use clear and informal language, free from jargon and acronyms
- Consider incentives
- Choose venues accessible to public transport
- Use existing relationships (eg. children and youth services)

## WOMEN

- Use clear and informal language, free from jargon and acronyms
- Consider venue options that are appropriate
- Consider timing and childcare needs

## OLDER PEOPLE

- Use clear and informal language, free from jargon and acronyms
- Use large print
- Choose accessible venues
- Consider transport options
- Use existing relationships

## ABORIGINAL PEOPLE

- Use clear and informal language, free from jargon and acronyms
- Invite and encourage involvement of respected elders
- Use existing relationships

## PEOPLE WITH A DISABILITY

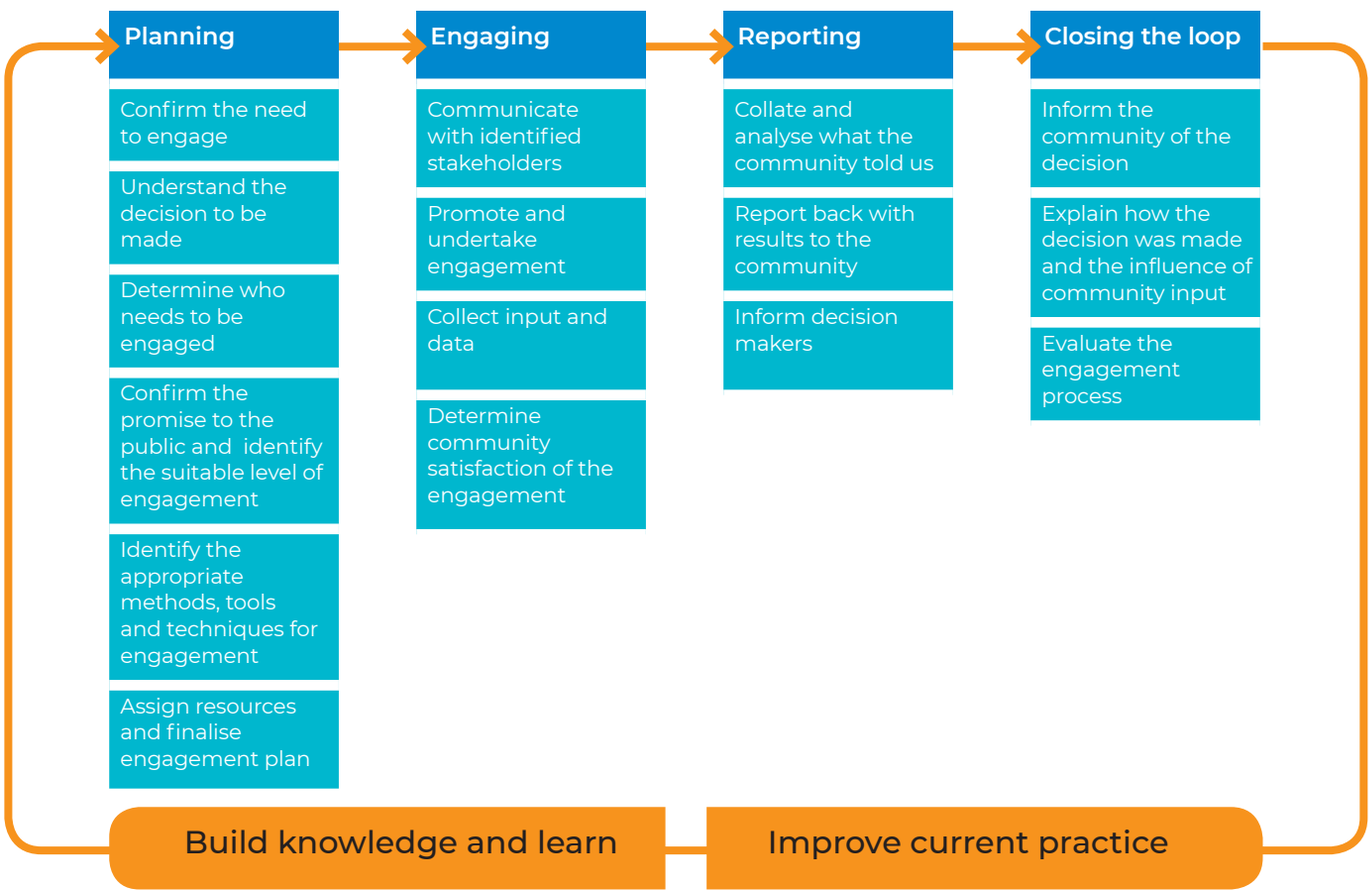
- Use clear and informal language, free from jargon and acronyms
- Avoid activations that require long periods of concentration
- Encourage participants to bring a support person
- Consider information format
- Ensure adequate lighting
- Be on the same level
- Avoid or reduce background noise whenever possible
- Repeat and rephrase as required
- Consider Auslan Interpreter Service

## CULTURALLY DIVERSE COMMUNITY

- Use clear and informal language, free from jargon and acronyms
- Consider use of interpreters
- Translate printed material
- Respect cultural differences
- Invite respected community leaders
- Consider dietary requirements

# Community engagement process

Our region follows the process below when implementing community and stakeholder engagement. This ensures a planned approach that is consistent and aligned with our principles for community engagement.




**High impact**
There is a high level of impact or risk (perceived or real) on the region as a whole or a section of the community. There is potential for any decision to create controversy and/or have varying levels of acceptance within the community.

**Medium impact**
There is a medium level of impact or risk (perceived or real) on the region as a whole or a section of the community. It is likely that the majority of the impacted community will accept the decision; however, the decision may inconvenience some sections of the community.

**Low impact**
There is a low level of impact or risk (perceived or real) on the region as a whole or a section of the community. It is likely that the community will widely accept the decision and view it as having positive outcomes or being necessary.

# Community engagement plan

In preparing for engagement, Council aims to involve inclusive conversations in our communities, including those community members who may require alternate considerations, such as those with a disability, women, young people, older people, working families, remote living (connectivity limitations), and culturally diverse communities.

Council will advise the community on the negotiable elements for each project, asking for input on community expectations. At times, there will be occasions where community engagement cannot define the outcome of the decision-making due to (but not limited to):

- Legislation and compliance
- Work, health and safety
- Budget, revenue and funding stipulations
- Procurement

## Stakeholder identification

| | |
|---|---|
| Community | For community wide-issues, providing general information, eg. rates and property matters. |
| Elected representatives | Local, State and Federal representatives act as advocates for the people in a wide variety of matters. Councillors are an important connection point/source with our community |
| Other government agencies | Council has a large advocacy role to play in advising other levels of Government of the needs and expectations of the community. |
| Business and industry | In matters where Chamber of Commerce, local business, or industry group representatives are active and can provide information regarding the needs of the business community. |
| Service users | Park and recreational users, travellers and visitors, waste facility users, contractors or suppliers, tourists, libraries, and halls. |
| Specific target groups | Specific groups may be targeted for their expertise in certain areas; these could include age- or gender-specific, cultural, Aboriginal and Torres Strait Islander, disability, environmental, and sporting groups. |
| Interest groups | Relevant groups or committees (community or social) comprising local residents should be consulted in relation to their particular interest areas and needs |
| Employees | For projects and issues that may impact or influence service or operational delivery of other departments, opportunities exist to integrate program delivery and share knowledge and expertise to add value to the process. Most employees are residents of the Snowy Monaro and as such, an important connection with our community. |
| Interest groups | Relevant groups or committees (community or social) comprising local residents should be consulted in relation to their particular interest areas and needs. |

Once Council reviews collated data from engagement activities, there will be different levels of community sentiment delivered on the commitment, with outcomes that will be reported as:

| Risk level | Outcome |
|---|---|
| High risk | Varying levels of community perception or potentially controversial. |
| Medium risk | Accepted by most of the community, additionally recognising some community members were not supportive. |

For our community, we will provide a wide range of various levels and appropriate innovative cost-effective activities to facilitate conversations with key stakeholders and targeted audiences in our community.

| Engagement methods | Inform | Consult | Involve | Collaborate |
|---|---|---|---|---|
| Information sessions | | | | |
| Meetings | | | | |
| Information and briefing sessions | | | | |
| Workshops or focus groups | | | | |
| Media: newspaper articles, media release or public notices and advertisement, radio, etc. | | | | |
| Printed promotional material: brochures, flyers, letters, posters, rates inserts, newsletters or static displays | | | | |
| Your Say Snowy Monaro website: survey, polls, forum or mapping tools | | | | |
| Council website | | | | |
| Social media | | | | |
| eNewsletter: digital production fortnightly distribution | | | | |
| Email: direct or via communications/industry groups | | | | |
| SMS message – emergency only | | | | |

* The methods provided above are examples only and not an exhaustive list

# Stakeholder analysis matrix

The following Stakeholder Analysis Matrix example outlines the proposed community engagement approach, including target group, level of engagement, interest, influence, and impact expected. This is one of the tools used to inform our engagement plans, which will remain flexible to allow for new opportunities to reach our diverse community, their changing needs, and add value to our engagement process.

## Stakeholder analysis matrix

| Stakeholder group | Role/Connection | Benefits of involvement | Level of interest | Level of influence | Level of impact |
|---|---|---|---|---|---|
| Community | Residents, ratepayers, and visitors | Provide input and feedback on community-wide issues | High | Medium | High |
| Elected representatives | Local, State, and Federal representatives | Act as advocates for the people and provide a connection point with the community | High | High | High |
| Other government agencies | Collaborators and partners | Provide guidance and support on community needs and expectations | Medium | High | Medium |
| Business and industry | Chamber of Commerce, local business, and industry group representatives | Provide information on the needs of the business community | Medium | Medium | Medium |
| Service users | Park and recreational users, travellers, visitors, waste facility users, contractors, suppliers, tourists, libraries, and halls | Provide input and feedback on specific services and facilities | Medium | Low | Medium |
| Specific target groups | Age- or gender-specific, cultural, Aboriginal and Torres Strait Islander, disability, environmental, and sporting groups | Provide expertise and input on specific areas and needs | High | Medium | High |
| Interest groups | Community or social groups comprising local residents | Provide input on particular interest areas and needs | High | Medium | Medium |
| Employees | Council staff and representatives | Provide input on service or operational delivery and act as a connection with the community | High | High | High |

# Stakeholder mapping and engagement tools

We continuously review and evolve the ways in which we communicate and engage with our community, based on identified needs and evaluation of new and emerging technologies and techniques.

| Stakeholder categories | Information sessions | Community meetings | Information and briefing sessions | Individual meetings | Workshops | Media | Displayed promotional material | Letterbox drop | Your Say Snowy Monaro | Council website | Social media | eNewsletter | Email | Text message/SMS |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Whole of community | | | | | | | | | | | | | | |
| Absentee rate payers | | | | | | | | | | | | | | |
| Elected representatives | | | | | | | | | | | | | | |
| Other government agencies | | | | | | | | | | | | | | |
| Business and industry | | | | | | | | | | | | | | |
| Service users | | | | | | | | | | | | | | |
| Specific target groups | | | | | | | | | | | | | | |
| Community and interest groups | | | | | | | | | | | | | | |
| Employees | | | | | | | | | | | | | | |
| Media | | | | | | | | | | | | | | |

# Preferred methods of engagement

The Snowy Monaro is a geographically diverse region, covering a vast area with a disparate array of terrain, ecology, environments, and climates.

The communities in these different areas can — and often do — have vastly different needs, priorities, and challenges than one another. Our Community Engagement Strategy recognises and celebrates that this geographic diversity is important and needs to be taken into consideration when planning and executing engagement activities across the region.

| Methods of engagement | | | |
|---|---|---|---|
| **Method** | **Stakeholder groups** | **Engagement category** | **Considerations** |
| Information sessions | Community, specific target groups, interest groups | Inform, consult | Accessible venues, clear communication, engaging presentations |
| Meetings | Elected representatives, other government agencies, business and industry, specific target groups, interest groups, employees | Inform, consult, involve, collaborate | Agenda, minutes, action items, balanced representation |
| Information & briefing sessions | Community, service users, specific target groups, interest groups | Inform, consult | Clear and concise information, engaging presentations, Q&A opportunities |
| Individual meetings | Elected representatives, other government agencies, business and industry, service users, specific target groups | Inform, consult, involve | Structured agenda, active listening, follow-up actions |
| Workshops | Community, business and industry, service users, specific target groups, interest groups, employees | Consult, involve, collaborate | Facilitator, focused topics, balanced representation, interactive activities |
| Print media | Community, service users | Inform | Clear and concise information, engaging design, wide distribution |
| Displayed promotional material | Community, service users | Inform | High-traffic locations, eye-catching design, clear information |
| Letterbox drop | Community, service users | Inform | Targeted distribution, clear and concise information, engaging design |
| Your Say Snowy Monaro | Community, service users, specific target groups, interest groups | Inform, consult, involve | User-friendly platform, engaging content, regular updates |
| Council website | Community, Service users, Specific target groups, Interest groups | Inform | Clear navigation, accessible information, regular updates |
| Social media | Community, service users, specific target groups, interest groups | Inform, consult | Regular posts, engaging content, timely responses to comments |
| eNewsletter | Community, service users, specific target groups, interest groups | Inform | Engaging content, clear and concise information, regular distribution |
| Email | Elected representatives, other government agencies, business and industry, service users, specific target groups, interest groups, employees | Inform, consult | Clear and concise information, engaging subject lines, timely responses |
| Text message/SMS | Community, service users, specific target groups | Inform | Short and concise messages, timely information, opt-in/out options |
| Radio | Community, service users | Inform | Clear and concise information, engaging content, timely broadcasts |

# Goals

1. Build robust processes and systems to support our communication and community engagement activities
2. Develop a culture of proactive communication and community engagement practices

| 1.Build robust processes and systems to support our communication and community engagement activities | | | |
|---|---|---|---|
| No. | Action | Timeframe | Measures |
| 1.1 | Review and implement a communications and engagement toolkit for Council employees | March 2025 | · Framework developed<br>· Training rolled out throughout the organisation<br>· Communications and Engagement module added to corporate induction process<br>· All engagements close the communication loop with our community by reporting back what was heard |
| 1.2 | Review Communications and Social Media Policy | September 2024 | · Policies adopted<br>· Include in corporate induction process |
| 1.3 | Develop Council's Crisis Management Protocol | September 2024 | · Develop a procedure aligned with external stakeholders |
| 1.4 | Conduct a review of Council's Style guide and templates | August 2026 | · Style Guide developed<br>· Templated developed<br>· Brand transitioning in line with new branding<br>· Include in corporate induction process |

| 2. Develop a culture of proactive communication and community engagement practices | | | |
|---|---|---|---|
| **No.** | **Action** | **Timeframe** | **Measures** |
| 2.1 | Collaborate with business units to create situational awareness and engagement opportunities | Ongoing | · All department are visible in our community<br>· Engagement opportunities continue to increase annually and across more diverse areas<br>· Refer to the stakeholder engagement at monthly business unit meeting, ensuring activities, projects and campaigns are adequate and well planned for<br>· Implemented mechanisms have shifted internal culture in embracing alternate methods of engagement in keeping up-to-date and relevant with digital demands and trends |
| 2.2 | Ensure adequate communication and engagement resources are planned for, and included in, all Council projects, event, and activity planning | Ongoing | · Provide value to the community by being budget conscious in managing community expectations |
| 2.3 | Ensure adequate communication and engagement is undertaken for any activities that will impact the community | Ongoing | · Provide value to the community by being budget conscious in managing community expectations |
| 2.4 | Continue to foster our stronger relationships with hard-to-reach communities and undertake review of community contacts | February 2025 | · Community mapping completed |
| 2.5 | Engagement success is measured by established metrics to gain, collate and use statistically valid data to ensure accurate representation that is reflective of our community | Ongoing | · Engagement data reflects participation from across our region, demographics and stakeholder groups. Level of participation across demographic categories is in-line with verified demographic data |
| 2.6 | Deliver innovative strategic engagement within the community to strengthen a positive corporate image, resulting in the community having pride in their region | Ongoing | · Personalise our external and internal customer service with Council employees |
| 2.7 | Continue to investigate and implement, as appropriate, new engagement practices and technology to best serve our community | Ongoing | · Regularly review and assess emerging engagement practices and technologies<br>· Implement at least one new engagement practice or technology annually, based on community needs and feedback |

# Monitoring and measuring progress

Council's Communications Portfolio now has the foundations and skills to grow, adapt, and connect more comprehensively than ever with our community through existing and emerging networks. This strategy provides the framework to ensure our processes are open, honest, and transparent to our community, and it will provide pathways for residents to contribute to making the Snowy Monaro a desirable place to live, work, and visit.

Council will proudly grow its reputation through various engagement activities, events, and services to the community, being more visible, proactive, and approachable.

With the Community Engagement Strategy, Council seeks to remain a trusted community partner by being mindful, open, respectful, and responsive.

We will engage with our community, listen to the voices of our community, and build a foundation for innovative achievements, always striving for continuous improvements, evolving practices, and better methods to ensure we remain contemporary and relevant. We will use consistent best practices to continuously and proactively assess the success of our engagement activities.

Measured against demographic data and judged by the relevance and quality of the data obtained through the engagement, it is our goal that everyone in the Snowy Monaro has the opportunity to engage with us on the subjects and issues that they care about.

It is our responsibility to ensure that equality of access and opportunity is available to all, and where we find that we have fallen short, we will do what is necessary to ensure every member of our community can participate and play a substantive role in our collective decision-making.

We will achieve this through reviews of data, consultation exit surveys, follow-up questionnaires, a community satisfaction survey, and whatever means is appropriate to not only self-assess but also hear from participants how we did and where we, as a Council, can improve.

Furthermore, we aim to be transparent, open, and share this data and these measures of our success with the community.

# Review

With the Community Engagement Strategy, Council seeks to remain a trusted community partner by being mindful, open, respectful, and responsive. We will engage with our community, listen to the voices of our people, and build a foundation for innovative achievements, always striving for continuous improvements, evolving practices, and better methods to remain contemporary and relevant.