

VML:CD
Vicki Lukritz
3810 6221

22 November 2018

Sir/Madam

Notice is hereby given that a Meeting of the **COMMUNITIES COMMITTEE** is to be held in the **Council Chambers** on the 2nd Floor of the Council Administration Building, 45 Roderick Street, Ipswich commencing at **10.30 am or 10 minutes after the conclusion of the Growth and Infrastructure Committee, whichever is the earlier** on **Tuesday, 27 November 2018**.

<u>MEMBERS OF THE COMMUNITIES COMMITTEE</u>	
Greg Chemello (Interim Administrator) (Chairperson)	

Yours faithfully

CHIEF EXECUTIVE OFFICER

COMMUNITIES COMMITTEE AGENDA

10.30 am or 10 minutes after the conclusion of the Growth and Infrastructure Committee, whichever is the earlier on

Tuesday, 27 November 2018

Council Chambers

Item No.	Item Title	Officer
1	Arts, Social Development and Community Engagement Department Quarterly Report – July to September 2018	A/ESRO
2	Community Grants and In-Kind Assistance Program Applicant Guideline Changes	CGC
3	Young Performing Artist Bursary	CGC
4	Redbank Plains Community Centre Social Impact Assessment: 2018 Baseline Study Results	CRO
5	Public Participation and Engagement Strategy	CREC
6	Guiding Principles for Strengthening Emerging communities of Place	SPSM
7	**New Agreement for Lease and Lease – Shop Kiosk 1 Karalee Shopping Village – 39 Junction Road, Karalee – CVS Lane Capital Partners Pty Ltd as Trustee for CVS Lane Karalee Retail Trust – Division 5	SPO
8	City Heart Cabs Program	COO(ASDCE)

** Item includes confidential papers

COMMUNITIES COMMITTEE NO. 2018(02)

27 NOVEMBER 2018

AGENDA

1. **ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT DEPARTMENT
QUARTERLY REPORT – JULY TO SEPTEMBER 2018**

With reference to a report by the Acting Executive Support and Research Officer dated 20 November 2018 concerning the Arts, Social Development and Community Engagement Departmental Quarterly Report for the Quarter ending September 2018.

RECOMMENDATION

That the report be received and the contents noted.

2. **COMMUNITY GRANTS AND IN-KIND ASSISTANCE PROGRAM APPLICANT GUIDELINE
CHANGES**

With reference to a report by the Community Grants Coordinator dated 7 November 2018 concerning a change to the Community Grants and In-Kind Assistance Program Applicant Guidelines.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

That Council (Interim Administrator of Ipswich City Council) approve the amendment to the Community Grants and In-Kind Assistance Program Applicant Guidelines as outlined in the report by the Community Grants Coordinator dated 7 November 2018, with effect from 30 October 2018.

3. **YOUNG PERFORMING ARTIST BURSARY**

With reference to a report by the Community Grants Coordinator dated 5 November 2018 concerning a request for a Young Performing Artist Bursary from Lulu Reis.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

That Council (Interim Administrator of Ipswich City Council) approve the provision of a Young Performing Artist Bursary to Lulu Reis, care of Mrs Rebecca Reis, in the amount of \$500.00 towards costs associated with participating in the Brisbane City Youth Ballet training in January 2019.

4. REDBANK PLAINS COMMUNITY CENTRE SOCIAL IMPACT ASSESSMENT: 2018 BASELINE STUDY RESULTS

With reference to a report by the Community Research Officer dated 8 November 2018 concerning the Social Impact Assessment of the Redbank Plains Community Centre.

RECOMMENDATION

That the report be received and the contents noted.

5. PUBLIC PARTICIPATION AND ENGAGEMENT STRATEGY

With reference to a report by the Community Research and Engagement Coordinator dated 8 November 2018 concerning an organisation-wide Public Participation and Engagement Strategy.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

- A. That the Community Engagement and Stakeholder Engagement Guide, as detailed in Attachment B to the report, as per Item No. 3 of the Community and Customer Service Committee No. 2013(09) of 10 September 2013 and adopted at Council on 17 September 2013, be repealed, with effect from Wednesday, 5 December 2018.
 - B. That the Public Participation and Engagement Strategy, as detailed in Attachment C, be adopted, with effect from Wednesday, 5 December 2018.
 - C. That the Chief Executive Officer be authorised to approve the branding and design of the Public Participation and Engagement Strategy document.
-

6. GUIDING PRINCIPLES FOR STRENGTHENING EMERGING COMMUNITIES OF PLACE

With reference to a report by the Social Policy and Strategy Manager dated 5 November 2018 concerning the development and implementation of principles that frame and guide the development of strong new and emerging communities in Ipswich.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

That the *Guiding Principles for Strengthening Emerging Communities of Place* as detailed in Attachment B to the report by the Social Policy and Strategy Manager dated 5 November 2018, be adopted.

7. **NEW AGREEMENT FOR LEASE AND LEASE – SHOP KIOSK 1 KARALEE SHOPPING VILLAGE – 39 JUNCTION ROAD KARALEE – CVS LANE CAPITAL PARTNERS PTY LTD AS TRUSTEE FOR CVS LANE KARALEE RETAIL TRUST – DIVISION 5

With reference to a report by the Senior Property Officer dated 6 November 2018 in relation to entering into a new Agreement for Lease and Lease for Shop Kiosk 1, Coles Karalee Shopping Village, 39 Junction Road, Karalee between Ipswich City Council (Council) and CVS Lane Capital Partners Pty Ltd as trustee for CVS Lane Karalee Retail Trust (CVS Lane).

RECOMMENDATION

- A. That the Interim Administrator of Ipswich City Council ("Council") enter into an Agreement for Lease and Lease with CVS Lane ("the landlord") for a period of three (3) years as per the commercial terms negotiated in the Confidential Background Paper (Attachment B).
 - B. That the Chief Executive Officer be authorised to negotiate and finalise the terms of the Agreement and the Lease, to be executed by the Chief Executive Officer of Ipswich City Council and to do any other acts necessary to implement Council's decision in accordance with section 13(3) of the *Local Government Act 2009*.
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8. CITY HEART CABS PROGRAM

With reference to a report by the Chief Operating Officer (Arts, Social Development and Community Engagement Department) dated 13 November 2018 concerning the City Heart Cabs Program.

RECOMMENDATION

That Options 1 and 2 outlined in the report be discussed.

** Item includes confidential papers

and any other items as considered necessary.

Communities Committee	
Mtg Date: 27.11.2018	OAR: YES
Authorisation: Caroline McMahon	

20 November 2018

MEMORANDUM

TO: CHIEF OPERATING OFFICER
(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)

FROM: ACTING EXECUTIVE SUPPORT AND RESEARCH OFFICER

RE: ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT DEPARTMENT
QUARTERLY REPORT – JULY TO SEPTEMBER 2018

INTRODUCTION:

This is a report by the Acting Executive Support and Research Officer dated 20 November 2018 concerning the Arts, Social Development and Community Engagement Departmental Quarterly Report for the Quarter ending September 2018.

ATTACHMENT:

Name of Attachment	Attachment
Arts, Social Development and Community Engagement Department Quarterly Report – July to September 2018.	Attachment A

RECOMMENDATION:

That the report be received and the contents noted.

Nicole Preston
ACTING EXECUTIVE SUPPORT AND RESEARCH OFFICER

I concur with the recommendation contained in this report.

Caroline McMahon
CHIEF OPERATING OFFICER
(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)

Arts, Social Development and Community Engagement

Quarterly Activity Report
July – September 2018



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Introduction

The primary objective of the Arts, Social Development and Community Engagement (ASDCE) department is to strengthen and contribute to the sense of community, and to enhance the lives of the City's residents and visitors through implementation and development of innovative programs and services.

The department has four strategic priorities: building cultural capital; increasing community capacity; facilitating social development; and improving liveability.



This quarter's activity report focusses on the outcomes delivered by the department based on these four priorities.

Building Cultural Capital

Through a broad range of activities, the Department promotes increased community participation in the arts (including literary, visual and performing arts) and facilitates economic benefits to the city through increased cultural tourism. By strengthening the capacity of individuals, community groups and organisations within the creative sector, the Department facilitates the independence and sustainability of Ipswich's local arts community. Through the implementation of key actions in the city's Arts and Cultural Strategy, the department will be proactive in realising the aspirations of both Council and the community.

Increasing Community Capacity

The delivery of learning resources, experiential learning opportunities, and education programs designed to meet specific needs ensures that the capacity of individuals, community groups and organisations is strengthened. Through the application of Council's community grants and other funding programs, community organisations are positioned to actively contribute to community outcomes, while establishing a strong evidence base to attract future funding from alternative sources, thereby ensuring their ongoing sustainability.

Facilitating Social Development

The Department has a clear role to play in identifying and addressing areas of social risk within the community and opportunities for social development. This involves taking an evidence-based approach (likely to involve targeted research and engagement) to developing a prioritised program of work (within key risk areas) designed to deliver improved social outcomes for the community. This work may include targeted program delivery, strategic advocacy and partnerships with other levels of government to improve local outcomes.

Improving Liveability

Through its strong connection with community and on the basis of social data analytics, the Department drives social outcomes that align to community needs and best practice policy platforms. Evidenced-based community assessment and expertise in community development methodology allows the Department to facilitate improved outcomes within communities of need; influence planning for community facilities; and advocate for the delivery of social and other services that contribute to Ipswich's status as a liveable city.

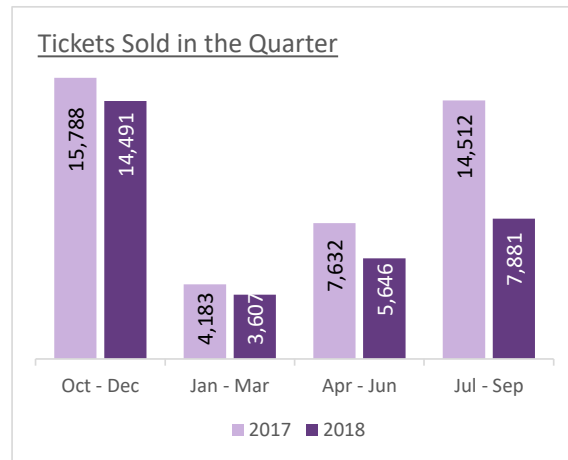
Building Cultural Capital

Civic Centre

The Civic Centre plays an important role in connecting our community with the performing arts. Accommodating international touring productions, inter-state theatre and dance companies and local community theatre groups, the Civic Centre is a quality regional performing arts facility, operating across two permanent venues and attracting over 41,000 theatre goers annually.

The Civic Centre aims to stimulate and increase community participation in the performing and creative arts. By delivering diverse performances across a broad range of genres we contribute to the cultural diversity of Ipswich. A primary indicator of our success in this area is the number of people engaging with the arts.

18 Productions, generating 25 performances across both the Civic Centre and Studio 188 were delivered during the quarter. This accounted for 7,881 tickets issued at an average audience number of 315 people per show.

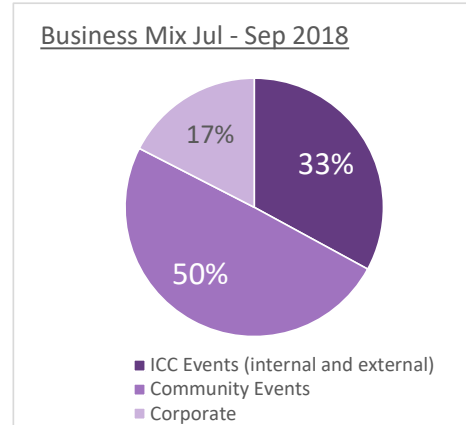


Despite the September quarter delivering a 40% increase in ticket sales on the previous period, it still showed a significant shortfall compared to same period last year. This variance is due to a lack of popular and relevant touring product, coupled with only one season (totalling 6 performances) of community theatre (Strictly Ballroom by IMTC). The same quarter in 2017 delivered three additional seasons (18 performances), including the ever popular Wiggles, which significantly boosted ticket sales for that period in 2017.

The comparative quarterly performance highlights the underlying challenges associated with delivering a full and vibrant performing arts program for Ipswich. Our proximity to QPAC and subsequent competition for share of seats; the ageing nature of the primary venue; price sensitivity of our patrons; difficulty in establishing a national profile as a suitable touring destination – all of this contributes to peaks and troughs in our performance program, but is symptomatic of regional performing arts across the board.

Community Use of the Civic Centre & NIRCC

By making the Civic Centre's facilities available for community organisations, we assist in the cultivation of creativity and engagement of our community and its artists. The September quarter evidenced a significant increase in community based activities, facilitated by the addition of the North Ipswich Reserve Corporate Centre (NIRCC) as an additional venue under management by the Civic Centre. Community group users included Ipswich Hospice, Mercy Community Services, Apprenticeships Queensland and Rugby League Ipswich.

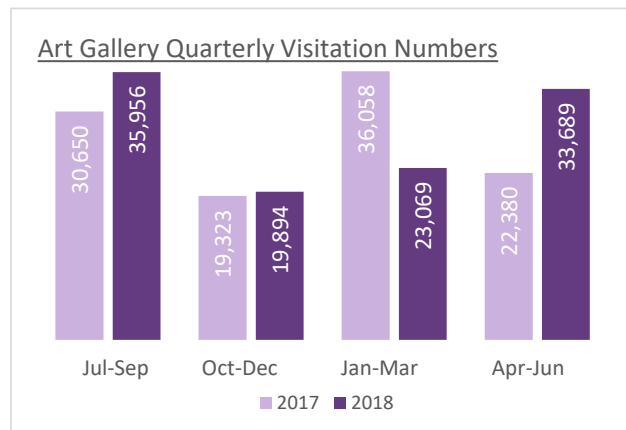


The addition of NIRCC has provided extra capacity for Council to accommodate the needs of groups (both community and commercial), which, in previous years, we would have had to decline. This demand will only increase as NIRCC establishes itself as a quality meeting and event space in the local area.

Ipswich Art Gallery

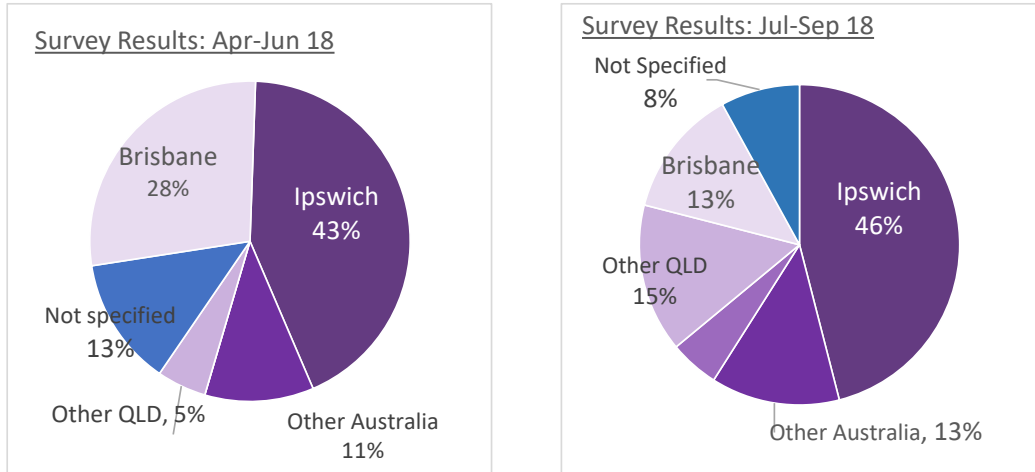
The Art Gallery aims to increase participation in the visual and creative arts. By making the arts accessible and interesting, we contribute to the cultural development of Ipswich.

A primary indicator of our success in this area is the number of people engaging with the arts. Visitors in the July - September quarter were attracted to the popular *Treasure Hunt* school holiday activity and the *Silver and Gold* exhibition from the National Gallery of Australia.




Where are the Art Gallery visitors from?


A survey taken in the quarter indicated that, while local community interest in the Gallery's exhibitions was slightly higher than the previous quarter, there were comparatively fewer visitors attracted from Brisbane postcodes. This may be due, in part, to recent negative media about Ipswich.



Exhibits and Installations

Silver & Gold: Unique Australian objects 1850-1910		
Target Audience	General public, historians and decorative art enthusiasts	
Attendance	27,573 (July & August)	
Cultural Value	<p><i>Silver + Gold: Unique Australian objects 1850-1910</i> showcases exceptional 19th and early 20th century Australian silver and gold objects drawn from the National Gallery of Australia's significant collection of colonial decorative arts and design. The exhibition attracted interest from decorative arts collectors and historians, as well as visiting families and children.</p>	

Treasure Hunt		
	Target Audience	Children and families
	Attendance	21,267 (July only)
	Cultural Value	<i>Treasure Hunt</i> provides a playful experience for children and their parents to learn about fossicking and geology.

Theory of flaw: new work by Matthew Cheyne		
Target Audience	General public, local artists	
Attendance	6,737	
Cultural Value	This exhibition by Karalee-based local artist Matthew Cheyne and complementary artist talk event provides an opportunity for the local arts community to network.	



Iconic Australian Houses: an exhibition by Karen McCartney		
	Target Audience	General public, architecture and design enthusiasts
	Attendance	8,063 (Sept only)
	Cultural Value	This exhibition, toured by Sydney Living Museums in partnership with the Architecture Foundation Australia, explores the design and construction of 30 of the most significant and distinctively Australian homes of the past 60 years. Included are the work of Harry Seidler (Rose Seidler House), Peter Stutchbury (Reeves House), Ken Woolley (Palm House) and Donovan Hill (The D-House).

Engagement of Community

Several prominent clubs organised trips to Ipswich to enjoy a special tour of the *Silver + Gold* exhibition followed by lunch at nearby restaurants and cafés and a tour of historic Ipswich home Gooloowan. Amongst these groups were Brisbane Forum Group, the Australiana Society, the Australian Silver Society and the Australian Decorative & Fine Arts Society.

To celebrate the opening of the *Iconic Australian Houses* exhibition the Friends of the Gallery hosted a brunch and illustrated talk by curator Karen McCartney attended by 50 guests on Saturday 1 September.

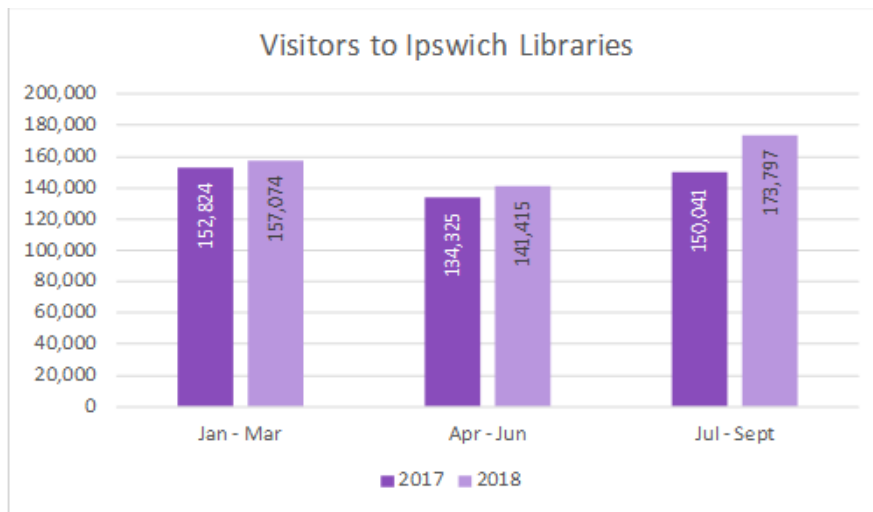
Over 70 local artists and art enthusiasts explored the work of Karalee-based artists Matthew Cheyne at the launch event for his exhibition held on Saturday 28 July.

Ipswich Libraries

Ipswich Libraries continues to support the community by providing access to literature, movies, music and magazines, as well as free and ready access to informational, creative and digital resources and experiences. Aspirational spaces and furniture also continue to draw customers who like to spend time in the Libraries' spaces.

Library Visitors

Library visits have increased each quarter compared to the same period this year. This quarter saw visitors increase considerably with the opening of the new Springfield Library**, with an average of 914 visitors at the branch daily since opening on 25 August.



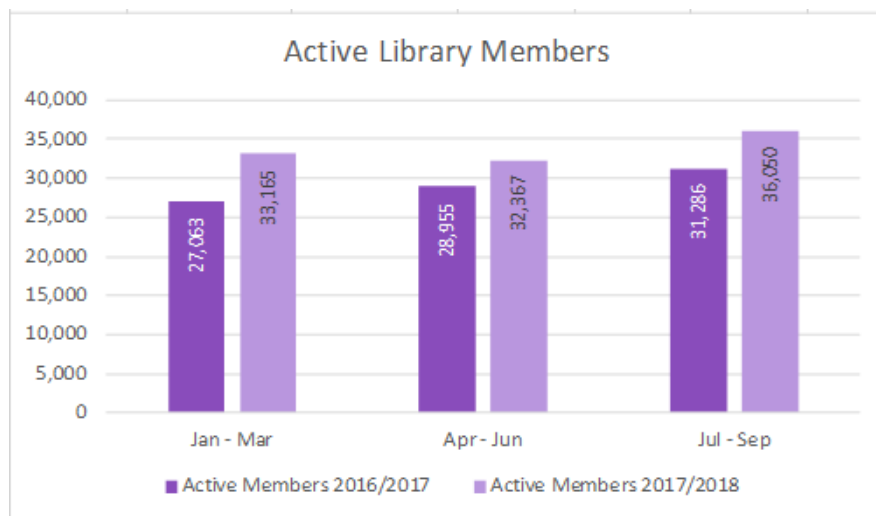
**Visitors to Springfield Central Library are recorded via the Library's security gates at the basement and ground floor entries. A reduction of 5% on the actual count has been included to accommodate incidental foot traffic for people accessing the basement car park or the street level shops through the Library's elevator.

Library Membership

The number of active members has increased steadily over the last twelve months with each quarter outperforming the same period in 2017. Active members are defined as those who have used their Library card to access Library services or resources in the last 2 years.

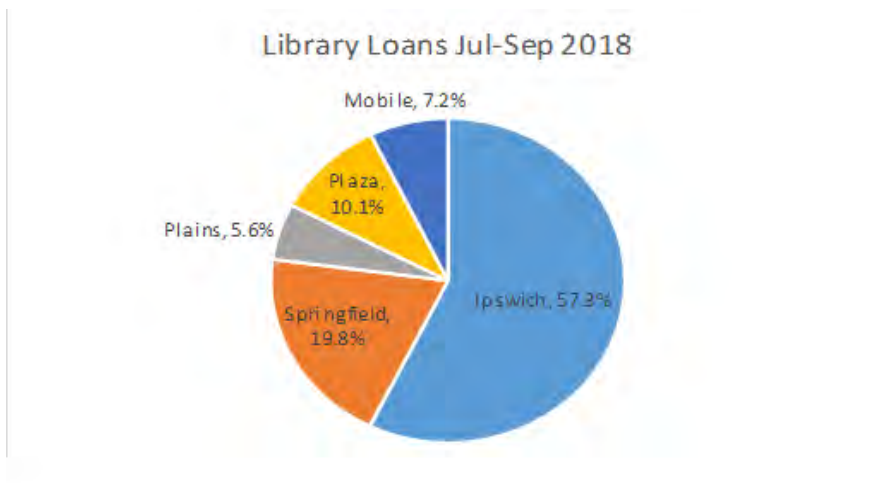
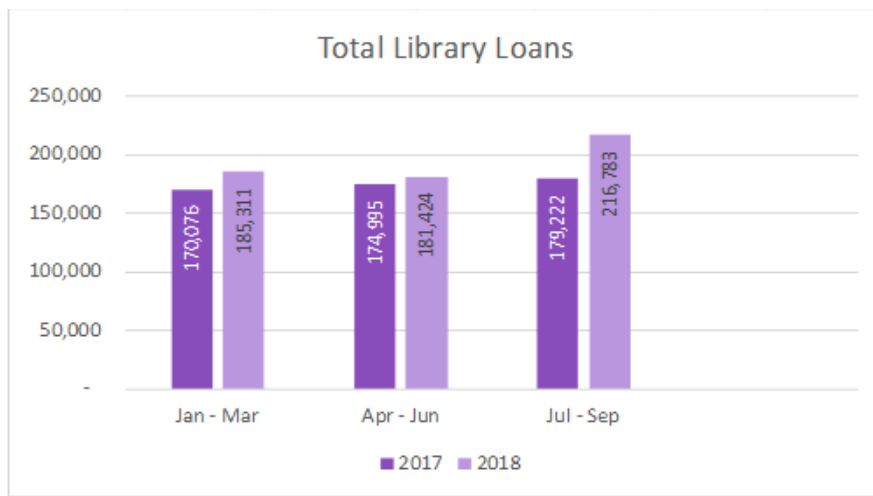
Prior to the migration to the new Library Management System, the Library ‘cleansed’ the data from the previous system, by purging poor or incomplete records. This removal of records produced a correction in the total number of active members in the April – June quarter this year.

The opening of Springfield Central Library has seen 12% increase in members compared with last quarter, with over 2,200 new members joining this quarter at Springfield alone.



Library Loans

Loans have increased in each quarter compared with the same period of the previous year. A large increase in the July – September quarter reflects the popularity of the new Springfield Central library, with 40,619 loans at that branch from opening on 25 August to the end of September. This represents almost 20% of loans for the Library Service for the quarter.



The high level of loans across the service, including at Springfield Central, has been supported by the work of the Library's Content Development and Fulfilment team, based at the Logistics Hub. The team successfully developed and delivered the Springfield Central Library Collection on time and ensured that all collection resources were in place and on shelf prior to the Official Opening of Springfield Central Library.

Once Springfield Library opened there was a continual demand for stock across all areas, but particularly in the Children's areas. The Library restocks twice a day to maintain an adequate selection to meet the continuing demand.

The Marketplace selections continue to perform well, with stock continually refreshed to maintain a high level of topical interest to customers. The community at Springfield Central has embraced the Marketplace, with high demand for all categories in this collection, as well as ongoing positive comments received by staff about the quality, standard and presentation of this collection.

Ipswich Libraries – Virtual Library Branch

Ipswich Library's new Virtual Branch was successfully launched in late September. The Virtual Branch provides a portal into the Library's services and offers 24/7 access to watch a movie, download or read an e-book, e-audio books, or e-magazines, access high quality information via a range of databases, listen to music and access free online tutorials. The site has a contemporary look and feel and has been carefully designed with an emphasis on user experience. The new Virtual Branch is currently enjoying over 5,000 unique visits per week.

Springfield Central Library Opening

The much-awaited opening of the Springfield Central Library in this quarter provided an exciting opportunity to extend the offering of library programs, events and activities to broader audiences in this new and vibrant space. The Library opened to the public with an extravaganza of programming on the weekend of 25-26 August 2018.



A fun and engaging weekend program of events and activities for all ages was offered to the community to mark the opening of the new Springfield Central Library.

The total attendance at these events was almost 3,200, demonstrating the willingness of this community to embrace and utilise library services and programs.

Through providing ongoing programs and events that enhance cultural connections, build community capacity, and facilitate social development, the Springfield Central Library will continue to contribute greatly to the social outcomes and improved liveability of the local residents.

The following table outlines the diverse program of events on offer as part of the Welcome Weekend.

Springfield Central Library - Welcome Weekend – Activities & Attendance			
Date	Activity	Audience	Attendance
Saturday 25-08- 2018	River 94.9 - Live Broadcast, Face Painting, Balloon Art	All	200
	Ben & Holly	Families	229
	Photo Booth	Families	649
	Makey Makey Arcade	Families	227
	Story Time	Families	300
	Learn for Life: Less Mess	Adults	30
	Circus Troupe / Magician	Families	225
	Escape Room: The Bank Job	Ages 13+	11
Sunday 26-08- 2018	Breakfast with Glenn McGrath	Adults/Teens	65
	DUPLO Play	Families	337
	Photo Booth	Families	506
	HOTspot - Robotics Play - Driving Simulator, Tech Trek	Families	240
Monday 27-08- 2018	An Evening with Matthew Reilly & Public Launch	Adults/Teens	162
Total Program Engagement			3181

Rosewood Branch Library

Design work for the new branch library at Rosewood is well under way with learnings from the Springfield Central Library build informing key design requirements.

The new Library will feature the highly successful elements that were first proto-typed at Ipswich Central Library, then implemented at Springfield Central Library including:

- a hands-on digital experience in a purpose-designed Makerspace
- the retail-styled Marketplace for ready access to new and trending books
- booth seating
- public meeting rooms
- event space, to be used by the Library and available to the public

The Library will be designed to accommodate future secure after-hours access by the public to the event and meeting spaces.

It is anticipated that the Rosewood Library build will be completed in late 2019 with Library onboarding to occur between January and March 2020.

Ipswich Libraries – Library Pods

As part of Ipswich Libraries' strategic approach of extending the Library's reach beyond customers having to visit the branches, the Library is aiming to insert Library services where people already congregate. The pod prototype is based on the Library's successful Marketplace collection model. This will create an original collection service offering targeted at residents who may not visit the library branch but would be attracted by a retail kiosk experience that provides self-service browse and borrow with instant satisfaction. Using established radio frequency identification technology (RFID), customers will be able to browse physical and eBooks using their library card, with the ability to immediately join online and borrow a book also available at the kiosk to drive an increase in membership. Over time, location specific borrowing patterns would allow a tailored collection that meets demand. It is anticipated that the Library Pods would be installed at premier shopping centre locations with the first installation due to occur in this financial year.

The Library is committed to ensuring that the pod presents an attractive and contemporary retail aesthetic, as can be seen in the concept image below.



Growth of the value of Ipswich's cultural heritage collection

The following works were acquired for the Ipswich Art Gallery Collection in the July to September quarter 2018:

	<p>Maker unknown <i>Silk rhomboid quilt</i> c.1860 Silk and satins, pieced over papers in the English method, 183 x 162 cm Acquired with funds raised by the Friends of the Ipswich Art Gallery, 2018</p>
	<p>Guykuda Munungurr <i>Mäna (Grey shark)</i> 2016 <i>Mäna (Black shark)</i> 2016 (pictured) Earth pigments on wood 43 x 176 x 84 cm 37 x 160 x 70 cm</p>
	<p>C.G.S Hirst <i>Claremont House, The Residence of George Bashford, near Ipswich</i> 1881 (long term loan) <i>Watercolour on paper, 90 x 70 cm</i></p>


Picture Ipswich



Picture Ipswich continues to increase awareness of the digital archive as well as tell interesting stories from the city's history through the Library's Picture Ipswich Facebook posts. These are delivered weekly and are consistently amongst the Library's most liked Social Media communications.

The Picture Ipswich archive has now been successfully integrated into the Library's newly launched Virtual Branch. The new-look virtual offering provides customers with a user friendly browsing experience through a curated selection of themed discovery cards or the ability to search for specific items through an advanced search option.




Community participation in the arts

The Community Engagement Branch has delivered and supported a program of initiatives or events that celebrate the artistic skills and expertise within the community.

FUSED		
	Event	FUSED
	Cultural Value	Funded by Ipswich City Council, FUSED, Celebrate the Arts, which is coordinated by a passionate and dedicated local community-based arts committee, celebrates the local Ipswich arts community. FUSED Celebrate the Art, Ipswich Festival was held over three days from 7 September to 9 September 2018. The festival included music, street art, piping and drumming, markets, and art exhibitions throughout the city centre.

B2M Workshop		
 	Event	B2M
	Cultural Value	<p>The B2M Workshop was delivered on 24 August 2018. This workshop was delivered by 'B2M-Mamanta' which is currently undertaking a national tour presented by Artback NT with the assistance of the Australian Government through the Australia Council for the Arts. This workshop for Indigenous youth was held at the University of Southern Queensland (Springfield Campus) in the university's television studio. 24 participants engaged in conversation about their day-to-day life and then turned them into lyrics and recorded a song.</p>



PROTÉGÉ Master Classes		
  	Event	QMusic Industry Connect
	Cultural Value	<p>The six (6) part QMusic Industry Connect music workshop series concluded in July 2018 with two workshops titled 'Click Here' and 'The Release Cycle'. Since the completion of the 2018 program, two (2) Ipswich based musicians were given the opportunity to attend September's annual BIGSOUND music conference in the Fortitude Valley, Brisbane.</p> <p>Additionally, Ipswich singer-songwriter, Wild Eyed Wonder aka Dee Bradbery was announced as the recipient of the QMusic Amplify song-writing retreat position for Ipswich. Held in the mountains of Buderim at Heliport Studios, Dee will join other Industry Connect participants from across Queensland in October 2018 for this four (4) day song-writing retreat which gives emerging and developing artists an opportunity to co-write, collaborate, connect and learn.</p>

Ipswich Libraries – Volunteers in the Library

In January 2018, Ipswich Libraries implemented a new Library Volunteers Program, which aimed to provide a broad range of volunteer opportunities that offer genuine benefits to both volunteers and Library Service.

In preparation for the opening of Springfield Central Library, Ipswich Libraries initiated a recruitment drive for Volunteer Greeters to assist during the opening weekend and early months of operation when many local residents were expected to visit and join. A pool of volunteers was selected from the many applications received and induction, formal training and orientation were undertaken during July and August 2018.

The Volunteer Greeters have played an important role in welcoming their neighbours, family and acquaintances to Springfield Central Library and have supported Library Client Services staff by providing directions and event information at peak times. In addition, they have assisted the Library Public Programming team with special events and programs.

Our Volunteer Greeters primarily reside in the Springfield area which enhances community engagement and adds a truly local flavour. In total, 9 Volunteer Greeters have undertaken 279 hours of volunteer work in 13 weeks, working 3 hour shifts to cover peak times, particularly on weekends. They have all commented on how they have enjoyed the opportunity to engage with the library and community.

Community Engagement in Literary and Creative Arts

A snapshot of programs delivered July to September that specifically achieved goals in this area is provided below:


The Creatorspace Program

The Creatorspace program promotes the library as a creative space by providing opportunities for the local community to actively participate in diverse artistic pursuits in an informal and relaxed setting. This quarter's programs included *Texturised Jewellery*, *Tiny World Photography* and *Vintage Styling*.

Creatorspace – Vintage Styling		
	Audience	19 adults
	Venue	Ipswich Central Library
	Community Benefit	This workshop provided local residents with an engaging and creative activity with historical connections. At this hands on workshop, participants experimented with vintage styling ideas and creative designs from a past era.

BEMAC Culture Train

Springfield Central Library was one of 15 locations throughout Queensland to host the Culture Train World Music Tour in celebration of Queensland Multicultural Month.

BEMAC Culture Train	
	Audience
	33 adults
	Venue
	Springfield Central Library
Partner	Queensland Government, BEMAC and Access Community Services
	Community Benefit
	Participants enjoyed traditional and contemporary music and storytelling delivered by the travelling collective of four culturally diverse musicians.

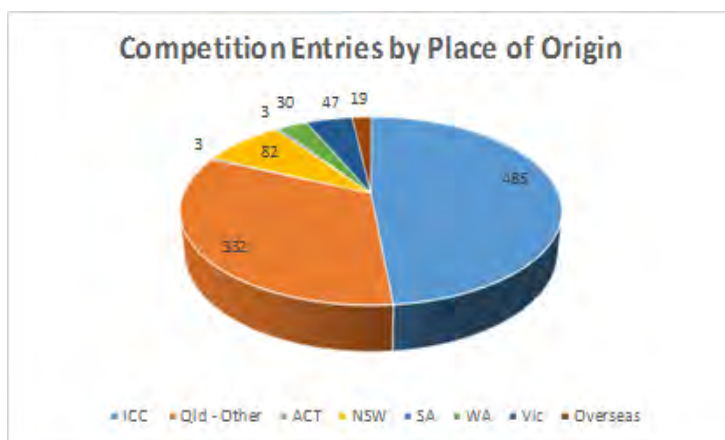
Ipswich Poetry Feast International Poetry Writing Competition

The 2018 competition closed on 27 July with just over 1,000 received across the 9 competition categories. As one of Australia's most respected and prestigious annual writing competitions, this competition attracts local, state, interstate and international entries. Open to all ages and genres of poetry writing, this competition promotes broad community participation by:

- Encouraging creativity and rewarding excellence in poetry writing for young and aspiring poets
- Providing an opportunity for emerging and established poets to showcase their work
- Showcasing Ipswich as a culturally rich and vibrant region

The following graphs demonstrate the distribution of entries by competition category and place of origin.





Young Performing Artist's Bursary

Council received one (1) eligible application for a Young Performing Artist's Bursary in the July – September quarter. The applicant, St Augustine's College, was awarded a bursary of \$700 to support a school group performing at an interstate dance competition.

Facilitating Social Development

Increased independence and capacity of communities

Home Assist

Home Assist aims to remove some of the practical housing-related difficulties experienced by older people and people with a disability who wish to remain living in their home, through the delivery of home maintenance and home modification services. Fully funded through State and Federal Government Grants, the program operates throughout Ipswich, Scenic Rim, Somerset and Lockyer Valley and aims to remove some of the practical housing-related difficulties experienced by older people and people with a disability who wish to remain living in their home. Home Assist services are delivered by Council's Home Assist staff and local Ipswich-based contractors.

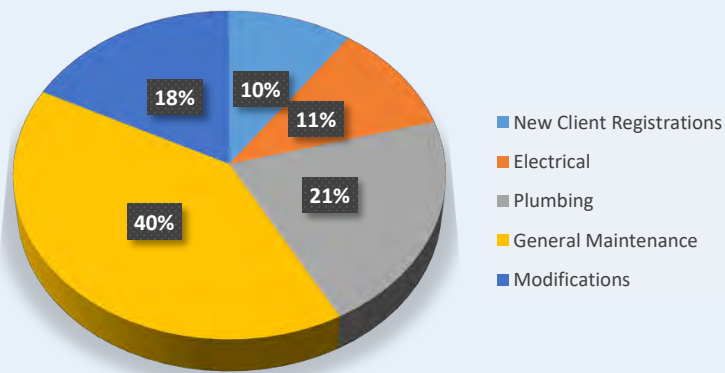
SERVICE SUMMARY	
2,428 services delivered during this quarter	
Continued high demand for plumbing services	
Demand for gutter cleaning and mowing beginning to increase due to storm activity	

SERVICE THROUGHPUT	
New Client Registrations	240
Electrical	264
Plumbing	516
General Maintenance	983
Minor Modifications	423
Major Modifications (completed builds)	2
Total	2428


CLIENT FEEDBACK

- Mrs B of Raceview: thankful to Administration Officer Gail Chalmers and Centenary Glass for the help provided to her in August.
- Mrs G of Boonah: thanks to Field Officer Rob Anderson for the handrails he installed, which allow her to safely enter and exit her home.
- Mrs H of Bundamba: very happy with the plumbing work completed by Bruce Smith in August.
- Mrs J of Tivoli: complimented the professionalism and efficiency of the building crew completing her major bathroom modifications.


JULY-SEPTEMBER SERVICES



Supporting Community

Seniors Week		
	Attendance	500+
	Community Benefit	Seniors Week was held between 18 and 26 August 2018. In Ipswich, this was celebrated with a number of events, including: See, Create, Connect Expo, Marburg Seniors Week Celebrations, First Aid Training, Ageing Stronger, Active Longer Forum, BBQ Breakfast and Seniors Week Cinema Day. Over 500 seniors took advantage of these activities. Council worked closely with a number of local agencies, groups and individuals to support and deliver these events, in particular the University of Third Age, Able Australia, Marburg Residents Association and Gales Community House.

Participation in the workforce

Fresh Futures Market		
Attendance	500+	
Community Benefit	Fresh Futures Market is an expo style event for people with disabilities to connect with local resources and support services regarding post-school options & opportunities. Fresh Futures Market event attracted over 90 local services and over 500 people in attendance.	

Barriers to Employment

Last year's analysis of the Census 2016 data showed Ipswich has a higher rate of unemployment (9%) than Queensland's (7.6%), and that Ipswich's unemployment rate has increased since the last Census. Further investigation of this data was conducted in the July – September quarter to provide a clearer position on who is unemployed in Ipswich and to potentially identify concentrations by area, age group and other demographic factors. This

work will assist in the development of initiatives to identify and address barriers to employment for Ipswich residents.

Economic, social and cultural empowerment of Aboriginal and Torres Strait Islander communities

Ipswich Education, Youth and Sport Program – Winter School

The Community Engagement Branch supported the delivery of the Ipswich Education, Youth and Sport Program – Winter School (IEYSP) in July 2018. IEYSP is coordinated by Kambu Aboriginal & Torres Strait Islander Corporation for Health and is a week-long program designed to maximise the engagement of young Aboriginal and Torres Strait Islander students in education, culture, health and sporting activities within a university environment. Three staff from Council’s Community Engagement Branch undertaking mentoring with students over the course of the program.



NAIDOC Week 2018

NAIDOC Week 2018 was held nationally from Sunday 8 July through to Sunday 15 July 2018. The theme for NAIDOC Week 2018 was 'Because of her, we can!' and celebrated the invaluable contributions that Aboriginal and Torres Strait Islander women have made – and continue to make - to our communities, our families, and our rich history and to our nation. In Ipswich, NAIDOC Week 2018 was celebrated through a Family Fun Day on Thursday 12 July 10am-2pm at Briggs Road Sports Club.

The event attracted 80 stallholders and over 1000 people from across Ipswich, as well as visitors to Ipswich. 100% of attendees surveyed said that the Family Fun Day NAIDOC event was a culturally safe environment for them and their family, and most indicated that the event had increased their awareness regarding the contributions of Aboriginal and Torres Strait Islander women.



National Aboriginal and Torres Strait Islander Children's Day

National Aboriginal and Torres Strait Islander Children's Day is coordinated each year by SNAICC – National voice for our children. SNAICC is the national peak body for Aboriginal and Torres Strait Islander children. SNAICC works for the fulfilment of the rights of our children, in particular to ensure their safety, development and well-being. Children's Day is a time for Aboriginal and Torres Strait Islander families to celebrate the strengths and culture of their children.

The day is an opportunity for all Australians to show their support for Aboriginal and Torres Strait Islander children and learn about the crucial impact that community, culture and

family play in the life of every Aboriginal and Torres Strait Islander child. The theme for Children's day 2018 is 'Celebrating our Children for 30 years'.

This year, the Community Engagement Branch partnered with the Library Services Branch to deliver two days of storytelling, dance and cultural performance in two library locations during August and September.



Coding and Robotics Program for Indigenous Youth

On 3 July, Ipswich Libraries staff delivered sixteen (16) coding and robotics sessions at the *IEYSP Winter School*, an annual school holiday program organised by Kambu Health for indigenous youth held at USQ – Ipswich Campus. Library staff also presented a keynote address showcasing the *Indigicoders* program. This program was developed by Ipswich Libraries in partnership with Kambu Health, with the aim of delivering coding to Year 7-9 indigenous students and their mentors.

The IEYPS Winter School event was attended by 384 children aged 9-18 years and 32 adults, all mentors for the program. Ipswich Libraries involvement in this event offered an extension of digital learning outside of the traditional school



environment. The partnership between Ipswich Libraries and Kambu Health clearly highlights the Library's active role in providing learning and educational opportunities that meet specific needs and achieve positive community outcomes.

Ipswich Libraries – Indigenous Insights



The Indigenous Insights program delivered by Sharron 'Mirii' Lindh aimed at building cultural connections across the community. Through Sharron's involvement in the Queensland Government's 'Early Years Count' campaign all participants received promotional material from this campaign as well as information about early years services available through Ipswich Libraries. Through partnering with the Community Engagement branch this program was able to be offered at two venues this year resulting in a 63% increase in attendance figures.

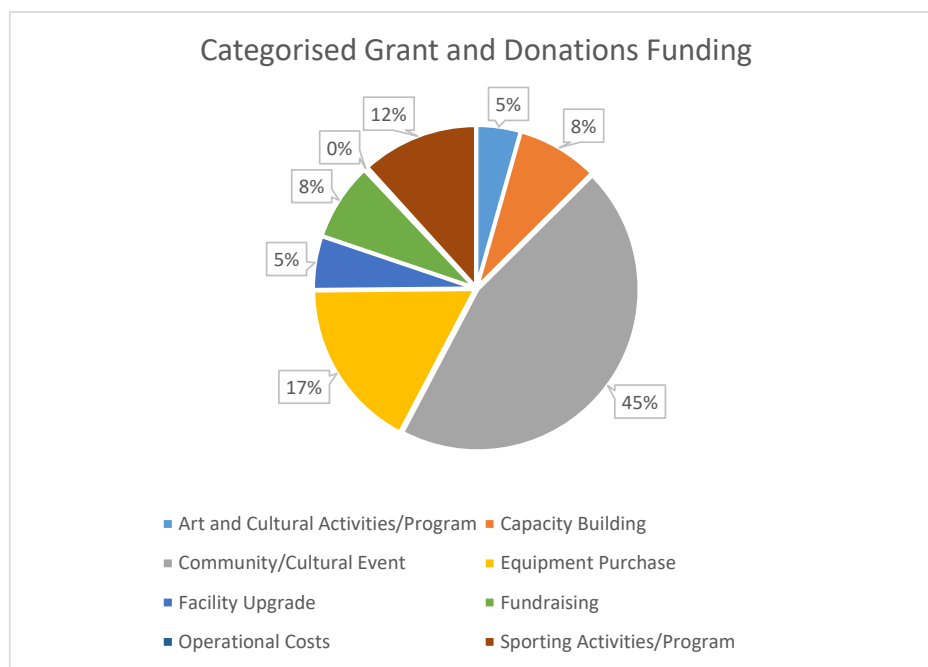
Indigenous Insights 2018		
Target Audience	178 children and 95 adults from Aboriginal and Torres Strait Islander communities and the wider Ipswich population	
Venue	The Mezzanine, Ipswich Central Library & Springfield Central Library	
Partners	Community Engagement Branch	
Community Benefit	Indigenous early childhood educator and presenter Sharron Lindh engaged with children, families and educators through storytelling, dance and cultural performance. The event aimed to increase cultural understanding, participation and usage of library services. Funding and staffing support was once again provided by the Community Engagement branch.	

Increasing Community Capacity

Funding for community outcomes

The Department administered a total of \$290,227 in funding for community in Community and Christmas Grants (\$31,747), and Community Donations (\$258,480) over the July – September quarter. 45% of these funds supported community or cultural events; 12% assisted community organisations to upgrade their facilities or purchase equipment; and 12% of the allocated funds supported sporting activities or programs for the community.

In addition, Council provided 'in kind' support to community events to the value of \$15,587.




Changes to Community Grants Program launched 1 July 2018

The Community Engagement Branch implemented changes to the Community Grants Program effective from 1 July 2018.

Ipswich City Council's Community Grants Program includes four grants categories, each seeking to support the development and implementation of innovative initiatives that deliver targeted social, cultural and community outcomes:

1. Community Development Grants;
2. Quick Response Grants;
3. Triennial Grants; and
4. Christmas/Festive Season Grants.



In addition to these categories, in-kind assistance is provided to community organisations to support the delivery of community and sporting events in the city.

Community Donations

Changes to Community Donations Program launched 1 July 2018

In accordance with Recommendation 13 of the Governance Review,¹ changes to Council's Community Donations Program were implemented and effective from 1 July 2018.

Engagement with youth

The Ipswich Youth Advisory Council (IYAC) is a youth engagement initiative for young people between 16 and 25 years of age in the City of Ipswich. The goal of IYAC is to ensure Ipswich's young people are heard on issues they care about and are empowered to undertake change-making initiatives across the City – designed by young people, for young people.

IYAC has two (2) key objectives:

1. Ipswich's young people are empowered to voice the issues they care about; and
2. Ipswich's young people are empowered to develop, advocate for, and implement initiatives which affect and matter to them.

IYAC is made up of youth aged between 16 and 25 years of age, all ten Council Divisions are represented amongst members and cultural diversity within the group includes Congolese, Aboriginal, Samoan, Fijian, Maori and Australian. There is suitable gender diversity amongst members and there are a mix of members undertaking secondary schooling, vocational training, apprenticeships and university studies.

Following a review of key literature, a number of key indicators have been developed, including youth voice, empowerment, skills, civic engagement, social connections and engagement in decision-making. IYAC members were surveyed over July and August 2018 and asked to respond to questions designed to investigate these key indicators, as well as gather feedback on key issues and goals for members. Of note, all IYAC members indicated that they feel they have a responsibility to take part in community life, with most members indicating that they felt they are able to have a say on important issues in their community and that it is important to work to correct economic and social inequalities.

¹ Reinforcements Management Consulting (July 2017), Report for Ipswich City Council 'Governance Review' https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0003/85251/Governance_Review_Report_31_July_2017.pdf.

The membership of IYAC is highly engaged, involved in their communities, and have a wide range of ideas on key issues to address collectively. Key projects and priorities are currently being scoped and developed by IYAC members and ongoing tracking of participant experiences will continue to be monitored throughout the duration of the program.



Increased participation in learning opportunities

Resource and Educational Programs for Community

Ipswich Libraries provides a broad range of resources and educational programs and initiatives designed to facilitate whole of life learning. The diversity of the Library's reach is demonstrated during the July to September quarter by the following:

Book for Babies Celebration

The annual celebration of the *Books for Babies* project was held at St Andrews Ipswich Private Hospital during Children's Book Week on 22 August. *Books for Babies* is an initiative of Friends of Ipswich Libraries (FOILS) aimed at raising awareness of families and community members of the importance of reading, playing, talking and singing to babies from birth to help build early language skills and instil a love of books to support future success as readers. This projects aims for every baby born at an Ipswich hospital to receive an early literacy gift bag.

The August morning tea is an opportunity to bring together all project partners - FOILS, Ipswich City Council, Ipswich Hospital and St Andrews Ipswich Private Hospital, to celebrate project outcomes. New born babies and their families at the hospital are invited to share in this celebration.



This project, which targets Ipswich's newest residents at birth, helps facilitate social development through increased literacy rates and improved social outcomes for the community.

Over the past twelve months, 3,100 bags were packed by Friends of Ipswich Libraries for distribution by hospitals.

Chasing Our Past

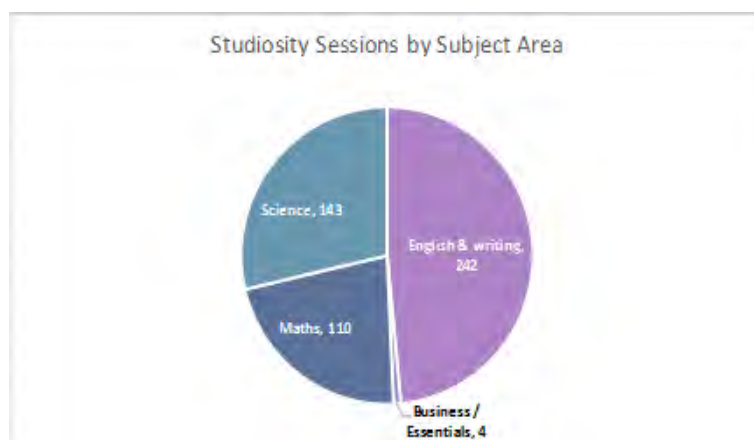
The Chasing Our Past program aims to inform and educate the Ipswich community about Ipswich's rich history as well as providing an opportunity for participants to build information literacy skills that enable them to undertake family history research. This program provides experiential learning opportunities and provides access to cultural and digital heritage resources which increases community capacity to preserve and connect with Ipswich's unique history.

Chasing Our Past – Murder and Mayhem		
	Audience	97 adults + 1 teen
	Venue	Ipswich Central Library Springfield Central Library
	Community Benefit	Local writer, historian and presenter, Jack Sim, facilitated two well-attended and highly engaging sessions focused on Ipswich's famous unsolved crimes and murders.

Ipswich Libraries Homework Help – Studiosity

Ipswich Libraries provides Library members online access to Studiosity through real time, offering one-to-one study help from a pool of subject specialists. Students can connect to expert homework help in a virtual interactive classroom – with tutors who utilise chat, a collaborative whiteboard and file sharing.

The service is very popular, with 12,810 tutor minutes accessed this quarter. Year 12 students engaged in the most sessions (8,376 minutes) with English and Writing, and Science being their most popular subjects.



Ipswich Libraries - Makerspaces

Through the delivery of two Makerspaces – at Ipswich Central Library and Springfield Central Library - Ipswich Libraries is now able to offer both pre-booked digital learning experiences as well as walk-up, immersive opportunities for self-directed learning. These experiences include hands-on experience with 2D and 3D creation software, learning to use 3D printing technology and hands-on opportunities to learn how the latest virtual reality experiences look and feel.

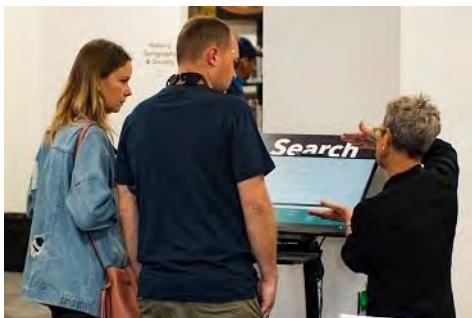
There are opportunities for visitors of all ages to participate in hands-on digital experiences. The digital sandboxes at both locations are popular with children and adults alike. Older children respond well to the opportunity to insert themselves into a virtual world and share those interactions with others. More sophisticated learning is available with the Library's suite of Sprouts, which allow users to create in 2D and 3D, test their designs and print them to a 3D printer or transfer them to a virtual environment for others to enjoy.

Ipswich Libraries – Self-paced online learning

All members of Ipswich Libraries have full access to Lynda.com. Lynda.com is a leading online learning platform that helps anyone learn business, software, technology and creative skills to achieve personal and professional goals. With over 5,500 engaging, top quality courses taught by recognized industry experts, and more than 136,000 video tutorials, Lynda.com allows Library members to create a personal account to track progress, create playlists, take tests and earn certificates. Library members can access Lynda.com at the Library, or from their home, office or from their mobile devices.

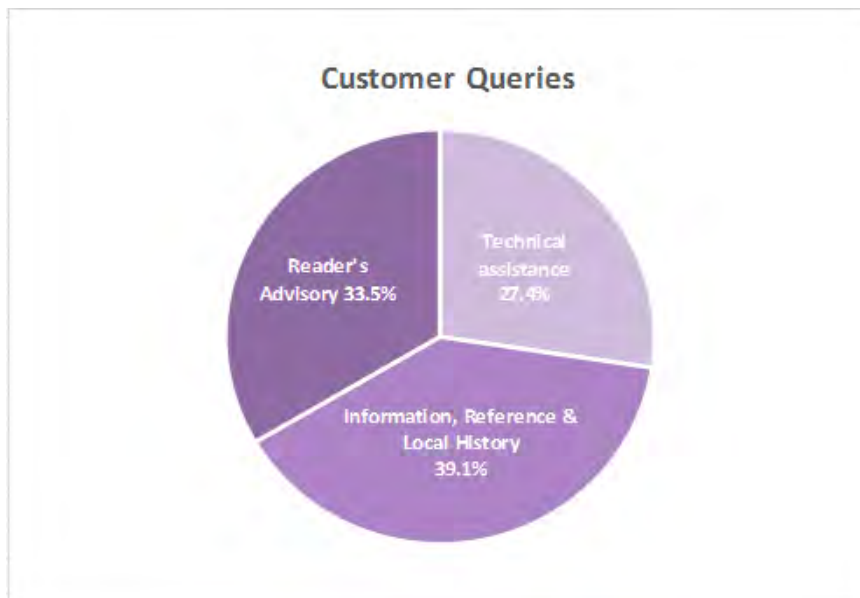
The popular on-demand film streaming service “Kanopy”, funded by the State Library of Queensland, went live on 12 September 2018. Ipswich Libraries members have free access to a large, curated catalogue of educational, entertaining, and enriching films, including learning languages for children and adults. The new service saw over 200 visits by Library members to the website in the first 2 weeks of operation.

Library Customer Queries



Library clients continue to reach out for expert help from our librarians, with 7,902 requests for assistance received this quarter. 72.6% of queries requested assistance with reference, information, local history, and *reader's advisory queries. Customers regularly approach library client services staff to receive point-of-need assistance and 27.4% of queries this

quarter came from customers seeking technical help to access the internet, email and library related technologies.



*Readers' Advisory assistance is provided to customers. Staff help them to find suitable read-alike authors and demonstrate to customers how to use online resources such as *Novelist Plus*, to source next read titles, series, and reading recommendations.



Improving Liveability

Social housing strategy

It is essential that social housing strategy aligns to projected community needs in the Ipswich LGA. Council continues to work with the Department of Housing and Public Works on the development of key housing projects and providing local information to improve and strengthen their approach to the development of a regional housing strategy for Ipswich. The advice provided to the Department was framed strongly around the concept of affordable living and the overall costs of living impacts upon disadvantaged households.

Decision making informed by community needs

Social policy and strategy has been consulted and provided input to a range of processes across departments and outside of Council. During the last quarter, we used the extensive Census data set to underpin the community resilience advice to the Brisbane River Strategic Flood Management Plan whereby stronger recommendations and approaches were tailored to highlight the high levels of vulnerability in flood prone areas of Ipswich. Many flood prone areas have high levels of rental properties and suggested communication strategies via landlords potentially could have left vulnerable houses unprepared for disasters. Furthermore these areas have higher levels of disadvantaged households that may not have the social connections nor capacity to draw upon existing resources and connections to successfully recover from a major incident and SPS formulated targeted mitigation recommendations to address these issues.

Cohesive and resilient communities

Using the Community Building Assessment Framework developed by Social Policy and Strategy branch, two developments have been assessed regarding community development in the Ripley Valley. These are the first assessments of this kind and advice regarding the offset claim has been endorsed by Economic Development Queensland (EDQ). This has been a cross departmental approach to ensure that the advice from Council is consistent and delivers the best value for money to Ipswich residents. The new assessment process is evolving and EDQ recently released a draft Implementation Offset Assessment Framework (IOAF) to be used for future processes. EDQ has acknowledged Ipswich City Council's work was used to develop the document and has asked for Council to review and provide feedback on the draft.

In July, Council (Social Policy and Strategy and Planning and Development) delivered a joint presentation at the Child Friendly Ripley Valley workshop. The presentation included recent census data and the future plans for the Ripley PDA. Council staff participated in the workshop assisting the stakeholders to identify future strategies and areas for work to improve outcomes for children and young people living and moving into the PDA. Some of

the issues discussed included multi-generations responses, flexible spaces, transport, importance of relationship building, hearing young people's as part of decision making and the importance of responsive service and infrastructure delivery into emerging communities.

Social inclusion

Community Kitchen

Community Kitchen is a collaborative project being undertaken by Council's Community Engagement and Media Branches. Utilising food as a unifier, Community Kitchen allows people from different cultural backgrounds to tell their stories while also preparing a traditional dish. Community Kitchen seeks to produce cumulative awareness of the wonderfully diverse and culturally valuable community that Ipswich is. It celebrates inclusiveness, generates awareness and allows people to share pride in their culture and values.

Readers of the Community Kitchen articles (available on Ipswich First) are asked to complete a short survey. Of those survey respondents to date, over 95% of people indicated that they had learnt something new about the culture featured in the article they had read.



Reesa Khatree, who immigrated to Australia from South Africa 11 years ago, shares her Tree of Life Biscuit Puzzle recipe.²

² <https://www.ipswichfirst.com.au/taking-whisks-raeesas-recipe-success-kitchen/>.



Tunde Solanke, from Nigeria, shares his Ewa and Garri recipe.³

Pasifika Spring Festival

Delivered by the Community Engagement Branch, Pasifika Spring Festival was held on 8 September 2018. The multicultural festival was held in Goodna and showcased multicultural performances and food stalls, an elders' marquee, children's activities, free rides and sports clinics.

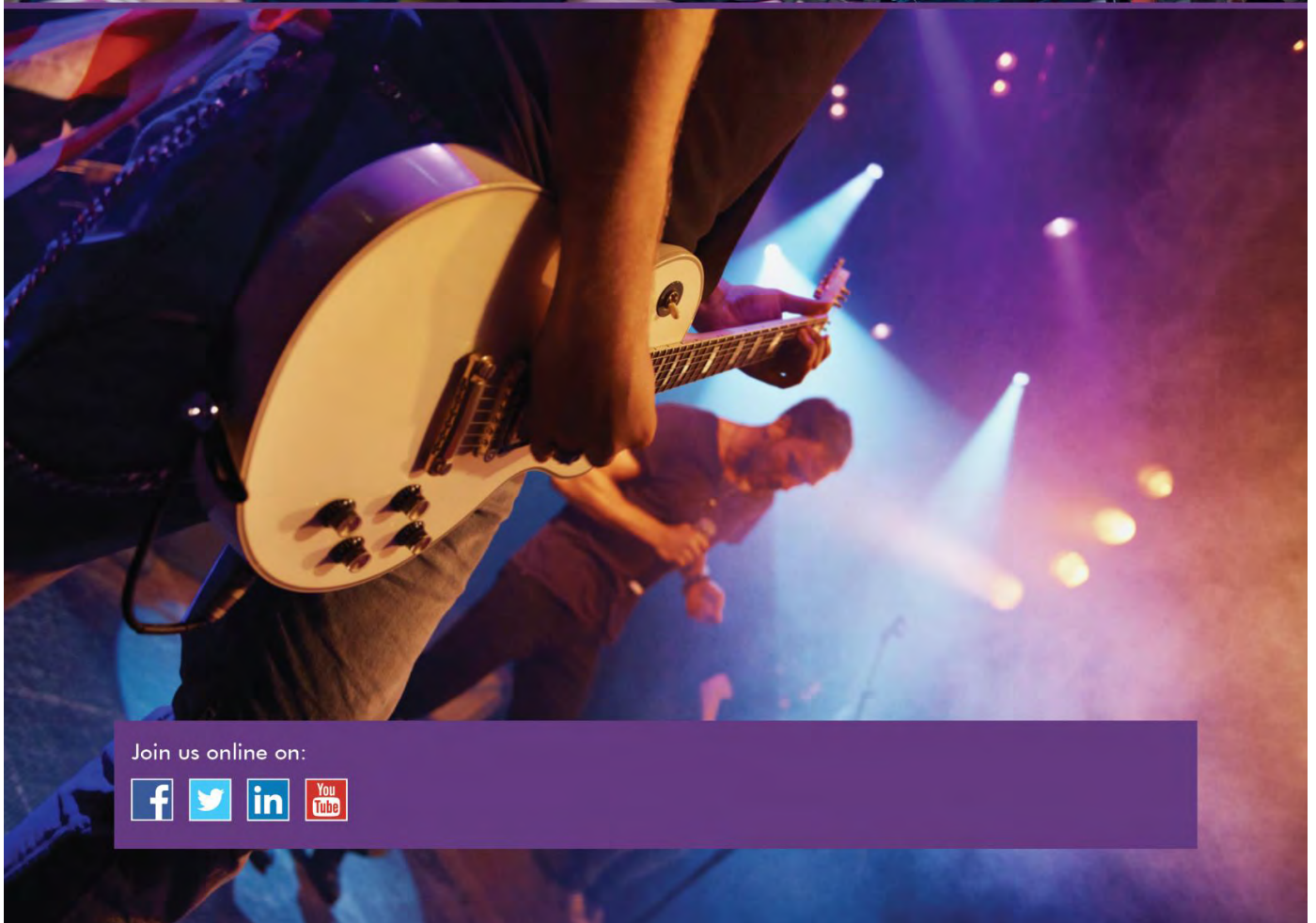


³ <https://www.ipswichfirst.com.au/community-kitchen-nigerian/>



Ipswich City Council
45 Roderick Street
PO Box 191, Ipswich
QLD 4305, Australia

Tel (07) 3810 6666
Fax (07) 3810 6731
council@ipswich.qld.gov.au



Join us online on:



Communities Committee	
Mtg Date: 27.11.18	OAR: YES
Authorisation: Caroline McMahon	

7 November 2018

MEMORANDUM

TO: CHIEF OPERATING OFFICER (ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)

FROM: COMMUNITY GRANTS COORDINATOR

RE: COMMUNITY GRANTS AND IN-KIND ASSISTANCE PROGRAM APPLICANT GUIDELINE CHANGES

INTRODUCTION:

This is a report by the Community Grants Coordinator dated 7 November 2018 concerning a change to the Community Grants and In-Kind Assistance Program Applicant Guidelines.

BACKGROUND:

The Community Grants and In Kind Assistance Program framework and policy was completely overhauled in June 2018. This resulted in the introduction of a new set of community grants, a new Policy and a comprehensive "Applicant Guidelines" document for the Community Grants and In Kind Assistance Program (refer to Attachment A).

In the Applicant Guidelines, the "eligibility exclusions" for In Kind Assistance includes the following:

"If the applicant group/organisation has been successful in receiving a grant for the initiative in question, In-Kind Assistance can only be provided out of the grant funding provided (not in addition to the grant funding provided)"

GUIDELINE CHANGES

The intent of the above exclusion was to ensure transparency of full funding for individual community projects.

Since the implementation of the new Community Grants and In Kind Assistance Program, however, it has been identified that there may be unintended consequences of this clause that impact on community health and safety.

The In Kind Assistance Program ensures that adequate numbers of bins and toilets are provided at community events to service the numbers of people forecast to attend the event. Should organisers' funding arrangements limit their eligibility for In Kind Assistance, then there is the possibility that decisions will be made to 'cut costs' in the form of bin and toilet hire, thereby placing the community at risk.


On that basis, the Chief Operating Officer (Arts, Social Development and Community Engagement) in consultation with the Acting Chief Executive Officer, waived the clause above, effective from 30 October 2018 in order to mitigate community health and safety risks.

Therefore, formal Council approval of the amendment to remove reference to the exclusion criterion relating to In Kind Assistance is sought.

FINANCIAL IMPLICATIONS:

Funds were allocated in the 2018–2019 Community Engagement Branch Budget to support the In-Kind Assistance Program. The budget did not anticipate a decrease in costs for In-Kind Assistance for the current financial year, and there will not be any significant budget impact as a result of the change.

ATTACHMENT:

Name of Attachment	Attachment
Attachment A – Community Grants and In-Kind Assistance Program Applicant Guidelines	 Attachment A

RECOMMENDATION:

That the Interim Administrator of Ipswich City Council resolve:

That Council (Interim Administrator of Ipswich City Council) approve the amendment to the Community Grants and In-Kind Assistance Program Applicant Guidelines as outlined in the report by the Community Grants Coordinator dated 7 November 2018, with effect from 30 October 2018.

Josie Berry

COMMUNITY GRANTS COORDINATOR

I concur with the recommendation contained in this report.

Caroline McMahon

CHIEF OPERATING OFFICER

(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)

ATTACHMENT A

Community Grants and In-Kind Assistance Program

Applicant Guidelines



ipswich.qld.gov.au



Image: Kindergarten in Ipswich. Photo by Talitha Rice Photography.

Messages


Message from the Mayor and Chairperson of Arts and Community Development Committee

Ipswich City Council is proud to support our local community organisations and recognises their commitment to creating a strong and vibrant Ipswich community.

Council's Community Grants and In-Kind Assistance Program is a partnership between Council and community-based organisations for projects and activities that respond to local needs.

We invite you to participate in this program and we look forward to strengthening the partnerships between Ipswich City Council and the community.




Acting Mayor
Wayne Wendt
City of Ipswich




Cr Kylie Stoneman
Chairperson
Arts and Community
Development Committee

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4. Christmas/Festive Season Grants	8
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Guidelines

Grants Program Overview

Through the provision of Community Grants, Ipswich City Council seeks to support the role of community organisations and recognise the significant role they play in developing and delivering initiatives that encourage participation in community life, foster social cohesion, celebrate diversity, and contribute to a vibrant, healthy and sustainable city.

Ipswich City Council's Community Grants Program includes four categories of grants, each category seeking to support the development and implementation of innovative initiatives that deliver targeted social, cultural and community outcomes:

1. Triennial Grants;
2. Community Development Grants;
3. Quick Response Grants;
4. Christmas/Festive Season Grants.

In addition to the above four categories, In-Kind Assistance is provided to community organisations to support the delivery of community and sporting events in the city, discussed on page 13.

1. Triennial Grants

Triennial Grants support community organisations to pilot or trial innovative programs that address gaps in services within the Ipswich community. Triennial Grants are allocated over a three-year period and designed to support community organisations to attract further ongoing funding to assist the initiative to become sustainable.

Timeframe

Applications will open on 1 July and close on 31 August each year to be considered at Council's October meeting.

Applications must be received by close of business on the identified closure date.

Recipients

This is a competitive grant category open to community organisations that meet the eligibility criteria and do not fall within any of the exclusions.

Funding Range

Year 1 – maximum funding of up to \$10,000 is available

Year 2 – maximum funding of up to \$5,000 is available

Year 3 – maximum funding of up to \$2,500 is available

Funding Available

The total funding available for Triennial Grants each year is subject to variation, depending on Council's annual budget allocation.



Eligibility Criteria

To be eligible for Triennial Grants funding, community organisations must:

- be committed to providing direct benefits to the residents of the City of Ipswich (local community organisations are prioritised)
- be a not-for-profit community organisation
- have an Australian Business Number (ABN)
- have a committee of management that accepts responsibility for the administration of the grant
- hold an adequate public liability insurance policy to cover the staff, members and the general public as appropriate
- not have their own grant giving program or fundraising program that provides money to finance another organisation's community initiatives
- have satisfactorily accounted to Council for the expenditure of any previous Council grants or other funding (as required)
- comply with all other relevant Australian and Queensland legislation, including accounting and auditing requirements; anti-discrimination laws; privacy, confidentiality and freedom of information laws; registration or accreditation of professional employees; and preparation and dissemination of annual reports
- have an adequate risk management plan in place for the initiative or program (as required)

Exclusions

The following will not be funded:

- Individuals and private profit-making organisations
- Christmas/festive season events – funding is available through the Christmas/Festive Season Grants
- Funding requests that are considered by Council to be the funding responsibility of other levels of government
- Applications from primary or secondary schools (Council encourages partnerships between schools and community organisations (e.g. P&Cs), but the community organisation must be the applicant)
- Initiatives or activities run by, or involved with, political or religious groups seeking to promote their core beliefs
- Repeat applications in consecutive years for the same initiatives, activities and/or equipment where evidence of efforts made to ensure the sustainability of the initiative, activity and/or equipment has not been provided to Council and/or community outcomes are not evident
- Funding of competitions, prizes, sponsorships, donations, gifts or fundraising activities
- Interstate or overseas travel
- Initiatives or activities that have already started or have been completed
- Initiatives where professional fees (i.e. labour, salary or wages) or administrative costs (i.e. stationery) represent more than 50% of the total grant funding requested from Council
- Operational expenses such as insurances and rental subsidies
- Organisations who have outstanding acquittals or have not satisfactorily acquitted Council funds
- Applications received outside of the application timeframes
- Applications where the financial budget has positive income (i.e. income exceeds expenses)



2. Community Development Grants

Community Development Grants support community organisations developing and delivering a one-off community initiative that addresses local needs and achieves community development outcomes.

Timeframe

Two funding rounds per year (February and July).

Applications will open on 1 February and close in mid-March for the first funding round each year to be considered at Council's April meeting. Applications will open on 1 July and close in mid-August for the second funding round each year to be considered at Council's October meeting.

Applications must be received by close of business on the identified closure date.

Recipients

This is a competitive grant category open to community organisations that meet the eligibility criteria and do not fall within any of the exclusions.

Funding Range

Maximum funding of up to \$5,000 is available per initiative per funding round.

Funding Available

The total funding available for Community Development Grants each year is subject to variation, depending on Council's annual budget allocation.

Eligibility Criteria

To be eligible for Community Development Grants funding, community organisations must:

- be committed to providing direct benefits to the residents of the City of Ipswich (local community organisations are prioritised)
- be a not-for-profit community organisation
- have an Australian Business Number (ABN)
- have a committee of management that accepts responsibility for the administration of the grant
- hold an adequate public liability insurance policy to cover the staff, members and the general public as appropriate
- not have their own grant giving program or fundraising program that provides money to finance another organisation's community initiatives
- have satisfactorily accounted to Council for the expenditure of any previous Council grants or other funding (as required)
- comply with all other relevant Australian and Queensland legislation, including accounting and auditing requirements; anti-discrimination laws; privacy, confidentiality and freedom of information laws; registration or accreditation of professional employees; and preparation and dissemination of annual reports
- have an adequate risk management plan in place (as required)
- Applicants and associated entities are eligible to apply for a maximum \$10,000 per financial year



Exclusions

The following will not be funded:

- Individuals and private profit-making organisations
- Christmas/festive season events – funding is available through the Christmas/Festive Season Grants
- Funding requests that are considered by Council to be the funding responsibility of other levels of government
- Applications from primary or secondary schools (Council encourages partnerships between schools and community organisations (e.g P&Cs), but the community organisation must be the applicant)
- Initiatives or activities run by or involved with political or religious groups seeking to promote their core beliefs
- Repeat applications in consecutive years for the same initiatives, activities and/or equipment where evidence of efforts made to ensure the sustainability of the initiative, activity and/or equipment has not been provided to Council and/or community outcomes are not evident
- Organisations who have outstanding acquittals or have not satisfactorily acquitted Council funds
- Funding of competitions, prizes, sponsorships, donations, gifts or fundraising activities
- Interstate or overseas travel
- Initiatives or activities that have already started or have been completed
- Initiatives where professional fees (i.e. labour, salary or wages) or administrative costs (i.e. stationery) represent more than 50% of the total grant funding requested from Council
- Operational expenses such as insurances and rental subsidies
- Applications received outside of the application timeframes
- Applications where the financial budget has positive income (i.e. income exceeds expenses)

3. Quick Response Grants

Quick Response Grants support community organisations delivering small community initiatives that address local needs and achieve community development outcomes.

Timeframe

There are no application deadlines for this grant category and applications are assessed on an ongoing basis.

Applications must be submitted at least three (3) weeks before the proposed activity commences to allow sufficient time for the assessment process.

Recipients

This is a competitive grant category open to community organisations that meet the eligibility criteria and do not fall within any of the exclusions.

Funding Range

Maximum funding of up to \$1,000 is available per initiative.

Funding Available

The total funding available for Quick Response Grants each year is subject to variation, depending on Council's annual budget allocation. Further, while an application for a Quick Response Grant may be made at any time during the year, funding will only be available while such funds set aside in Council's annual budget for this purpose remain unexpended.

Only one successful application (relating to one individual initiative) per financial year is permitted per community organisation.



Eligibility Criteria

To be eligible for Quick Response Grants funding, community organisations must:

- be committed to providing direct benefits to the residents of the City of Ipswich (local community organisations are prioritised)
- be a not-for-profit community organisation
- have an Australian Business Number (ABN)
- have a committee of management that accepts responsibility for the administration of the grant
- hold an adequate public liability insurance policy to cover the staff, members and the general public as appropriate
- not have their own grant giving program or fundraising program that provides money to finance another organisation's community initiatives
- have satisfactorily accounted to Council for the expenditure of any previous Council grants or other funding (as required)
- comply with all other relevant Australian and Queensland legislation, including accounting and auditing requirements; anti-discrimination laws; privacy, confidentiality and freedom of information laws; registration or accreditation of professional employees; and preparation and dissemination of annual reports
- have an adequate risk management plan in place (as required)

Exclusions

The following will not be funded:

- Individuals and private profit-making organisations
- Christmas/festive season events – funding is available through the Christmas/Festive Season Grants
- Funding requests that are considered by Council to be the funding responsibility of other levels of government
- Applications from primary or secondary schools (Council encourages partnerships between schools and community organisations (e.g. P&Cs), but the community organisation must be the applicant)
- Initiatives or activities run by or involved with political or religious groups seeking to promote their core beliefs
- Repeat applications in consecutive years for the same initiatives, activities and/or equipment where evidence of efforts made to ensure the sustainability of the initiative, activity and/or equipment has not been provided to Council and/or community outcomes are not evident
- Funding of competitions, prizes, sponsorships, donations, gifts or fundraising activities
- Interstate or overseas travel
- Initiatives or activities that have already started or have been completed
- Initiatives where professional fees (i.e. labour, salary or wages) or administrative costs (i.e. stationery) represent more than 50% of the total grant funding requested from Council
- Operational expenses such as insurances and rental subsidies
- Organisations who have outstanding acquittals or have not satisfactorily acquitted Council funds
- Applications where the financial budget has positive income (i.e. income exceeds expenses)



4. Christmas/Festive Season Grants

Christmas/Festive Season Grants support community organisations developing and delivering a community Christmas event or activity or other celebratory event relevant for the broader community.

Timeframe

One funding round per year (July). Applications will open on 1 July and close on 31 July each year to be considered at Council's October meeting. Applications must be received by close of business on the identified closure date.

Recipients

This is a competitive grant category open to community organisations that meet the eligibility criteria and do not fall within any of the exclusions.

Funding Range

Maximum funding of up to \$2,000 is available per initiative per funding round.

Funding Available

The total funding available for Christmas/Festive Season Grants each year is subject to variation, depending on Council's annual budget allocation.

Eligibility Criteria

To be eligible for Christmas/Festive Season Grant funding, community organisations must:

- be committed to providing direct benefits to the residents of the City of Ipswich (local community organisations are prioritised)
- be a not-for-profit community organisation
- have an Australian Business Number (ABN)
- have a committee of management that accepts responsibility for the administration of the grant
- hold an adequate public liability insurance policy to cover the staff, members and the general public as appropriate
- not have their own grant giving program or fundraising program that provides money to finance another organisation's community initiatives
- have satisfactorily accounted to Council for the expenditure of any previous Council grants or other funding (as required)
- comply with all other relevant Australian and Queensland legislation, including accounting and auditing requirements; anti-discrimination laws; privacy, confidentiality and freedom of information laws; registration or accreditation of professional employees; and preparation and dissemination of annual reports
- have an adequate risk management plan in place (as required)



Exclusions

The following will not be funded:

- Individuals and private profit-making organisations
- Funding requests that are considered by Council to be the funding responsibility of other levels of government
- Applications from primary or secondary schools (Council encourages partnerships between schools and community organisations (e.g. P&Cs), but the community organisation must be the applicant)
- Initiatives or activities run by or involved with political groups seeking to promote their core beliefs
- Funding of competitions, prizes, sponsorships, donations, gifts or fundraising activities
- Interstate or overseas travel
- Initiatives or activities that have already started or have been completed
- Initiatives where professional fees (i.e. labour, salary or wages) or administrative costs (i.e. stationery) represent more than 50% of the total grant funding requested from Council
- Operational expenses such as insurances and rental subsidies
- Organisations who have outstanding acquittals or have not satisfactorily acquitted Council funds
- Applications received outside of the application timeframes

Grant Funding Principles

Ipswich City Council applies the following principles when providing support through its four Community Grants Programs:

- Asset based thinking and building on the strengths that exist within our community
- Evidence based approach that acknowledges and responds to the needs and aspirations of our community
- Access and equity to ensure a socially inclusive community
- Valuing local collaborations and partnerships
- Valuing the social, economic and environmental sustainability of our City

In addition, Council is committed to the efficient and effective delivery of the Community Grants Program and transparency and accountability in decision making.



Grant Funding Priorities

Ipswich City Council's Community Grants Programs support initiatives that:

Connect People

- Increase participation of people who are at risk of isolation
- Increase trust, awareness and understanding between people and across community groups
- Facilitate inclusion and equitable access to facilities, services, open spaces and activities
- Provide access to information and training

Increase Opportunity

- Facilitate access to education, training and employment opportunities
- Improve social and physical wellbeing through a prevention and early intervention approach
- Encourage participation in civic and community activity for marginalised community members
- Encourage engagement with and/or self determination of vulnerable and disadvantaged community members

Build Community Capacity

- Increase capability and coordination of community services and participation in decision making
- Raise awareness about social sustainability in the community
- Strengthen governance and accountability in community organisations
- Improve collaboration and coordination of community support and services
- Encourage participation in civic and community activity
- Share knowledge through the creative use of existing resources, new technologies and/or the knowledge and experiences of our diverse communities

Appreciation of Arts and Culture

- Increase cultural education
- Increase access to and participation in creative expression and arts and cultural experiences
- Raise awareness about the value and importance of the arts and culture
- Improve collaboration and coordination within the arts and cultural community
- Contribute to artistic and cultural outcomes for marginalised community members



Grant Assessment Process

All grant applications will initially be assessed against the eligibility and exclusion criteria as detailed above. Council Officers will then assess grant applications against funding priorities and the following assessment criteria:

1. Alignment to community outcomes (30% weighting)

- Are the aims and expected outcomes of the proposed initiative clearly identified?
- Has the application articulated a measurement and evaluation plan (that is, has the application detailed how the aims and expected outcomes will be measured)?

2. Community need (30% weighting)

- Is there a clearly identified and demonstrated local need for the proposed initiative?
- Does the proposed initiative clearly and effectively address this need?
- Is there a clear link between the community need, community outcomes and the initiative proposed?
- Is there community support for the proposed initiative?

3. Organisational capacity (20% weighting)

- Is the application well planned and achievable within the allotted timeframe?
- Does the proposed initiative encourage connectedness and/or develop partnerships and collaborations with other organisations?
- Does the applicant have the expertise and capacity to successfully manage and evaluate the initiative?
- Will the project be sustainable beyond Council funding?

4. Financial viability (20% weighting)

- Does the proposed budget accurately reflect the scope and scale of the application?
- Have other funding sources been identified?
- Have the resources that are required to deliver the initiative been clearly identified?
- Is the application financially viable and does it demonstrate sound management?

Additionally, due consideration will be given to the following matters when assessing grant applications:

Expected Program Outcomes

Ipswich City Council expects that initiatives for which a grant is provided will have measureable social, cultural and community outcomes, including, for example:

- Development of new skills and capabilities within the community
- Development of strong networks where organisations share resources and acquire new knowledge and skills
- Strengthened local connections
- Increased awareness and opportunities for residents and others to participate in social, cultural and sustainable grassroots initiatives
- Improved social wellbeing, reduced isolation and increased cultural participation
- Enhanced positive social, cultural and sustainable outcomes for local communities
- More sustainable creative organisations through greater emphasis on self-generated income
- Public spaces activated with cultural and creative initiatives and greater public participation in arts and creative initiatives



Ethics Framework

Ipswich City Council will not support any activities, entities, or individuals associated with entities, that are considered to:

- Discriminate, or encourage discriminatory behavior, including discrimination on the basis of age, disability, race, religion, sex and/or sexual orientation
- Contribute to, or advocate for, the infringement of human rights
- Demonstrate behaviour that does not align to Council's strategic intent for the City and community of Ipswich
- Pollute land, air or water, or otherwise damage the natural environment
- Market, promote or advertise products or services in a misleading or deceitful manner
- Produce, promote or distribute products or services likely to be harmful to the community
- Entice people into financial over-commitment
- Exploit people through the payment of below-award wages or poor working conditions
- Represent a reputational risk for Ipswich City Council to partner with or support, or be seen to partner with or support

Grant Funding Approval Process

Final decisions and approval of successful applications are made by Council at a designated Council meeting.

Terms and Conditions That Apply to Successful Applicants

All successful applicants will receive the approved funding from Council subject to the following terms and conditions:

- With the exception of Triennial Grants, the applicant's proposed initiative must be completed within 12 months
- The applicant will be required to become a signatory to a standard funding agreement which details all grant conditions and agreed performance outcomes/measures. This must be signed before grant funds are issued
- The applicant acknowledges Ipswich City Council in any promotional material or publicity features
- The applicant is required to provide a written initiative evaluation of the initiative/program on completion of the activity. Council will provide an evaluation form to all groups
- Applicants are required to provide an expenditure budget or an audited statement at completion of the funding period. If Council's grant funds are not spent, all remaining funds must be returned to Council
- Council may make funding conditional on other specific conditions being met

Grant Evaluation and Acquittal

To ensure appropriate accountability by grant recipients with regard to the use of grant funding, all funding provided by Council will require an evaluation report and financial acquittal, outlining the use of the funds (including proof of expenditure) and the achieved outcomes of the activity.

Specific evaluation requirements will be outlined in each individual funding agreement and will depend on the nature and size of the grant.



In-Kind Assistance

In-Kind Assistance is provided to community organisations to support the delivery of community and sporting events within the City of Ipswich that engage the broader community and improve the social, economic and/or environmental outcomes of the community.

In-Kind Assistance is limited to Council store items (including star pickets, star picket rammers, barrier mesh, cable ties, and witches hats), provision of refuse bins and portable toilets.

Timeframe

Applications can be submitted at any time during the year.

Any application **must be lodged at least six weeks before the proposed assistance is required**. Late applications due to extenuating circumstances may be considered at the discretion of the Chief Operating Officer, Arts, Social Development and Community Engagement Department, however, any late fees incurred (including delivery or cleaning charges), will be the responsibility of the applicant community organisation, and/or associated entities.

Applicants and associated entities may receive either two successful applications a maximum value of \$10,000 per financial year.

Recipients

This is a non-competitive category open to community organisations that meet the eligibility criteria and do not fall within any of the exclusions.

Funding range

Funding is not available within this grant category, only in-kind assistance.

Funding available

Funding is not available within this grant category, only in-kind assistance. Council's ability to provide in-kind assistance each year is subject to variation, depending on Council's annual budget allocation. Further, while in-kind assistance may be requested at any time during the year, in-kind assistance will only be available while such funds set aside in Council's annual budget for this purpose remain unexpended.

Eligibility criteria

To be eligible for In-Kind Assistance, community organisations must:

- be committed to providing direct benefits to the residents of the City of Ipswich (local community organisations are prioritised)
- be a not-for-profit community organisation
- have an Australian Business Number (ABN)
- hold an adequate public liability insurance policy to cover the staff, members and the general public as appropriate
- have satisfactorily accounted to Council for the expenditure of any previous Council grants (if relevant)
- comply with all other relevant Australian and Queensland legislation, including accounting and auditing requirements; anti-discrimination laws; privacy, confidentiality and freedom of information laws; registration or accreditation of professional employees; and preparation and dissemination of annual reports
- have an adequate risk management plan in place (as required)



Exclusions

The following will not be provided In-Kind Assistance:

- Individuals and private profit-making organisations
- Requests that are considered by Council to be the funding responsibility of other levels of government
Applications from primary or secondary schools (Council encourages partnerships between schools and community organisations (e.g. P&Cs), but the community organisation must be the applicant)
- Initiatives or activities run by or involved with political or religious groups seeking to promote their core beliefs
- If the applicant group/organization has been successful in receiving a grant for the initiative in question, In-Kind Assistance can only be provided out of the grant funding provided (not in addition to the grant funding provided)
- Applications received outside of the application timeframes, unless in extenuating circumstances, where the application has been approved by the Chief Operating Officer, Arts, Social Development and Community Engagement
- Applicants and associated entities may receive either the maximum two successful applications for per financial year with each application relating to one individual initiative) or to a maximum value of \$10,000 per financial year

Grant and In-Kind Assistance Applications

Applications must be made using the online Community Grants and In-Kind Assistance Program application forms. Additional information can be attached as required.

Additional information supporting your application may be included such as:

- research to demonstrate identified needs/emerging issues
- letters of support which demonstrate community support for your project

PLEASE NOTE: Ipswich City Councillors participate in the assessment and decision making process for the Community Grants Program, and it is not recommended that you seek letters of support from Councillors as it may be perceived as a 'conflict of interest'.

Submissions **must** include:

- Copies of quotes received where the purchase of goods and services form part of your proposal. Wherever possible goods and services should be purchased from Ipswich-based providers.

Incomplete applications will not be considered for funding. This includes applications **without** essential documentation.

If you require assistance in preparing your application, please contact the Community Grants Officer on (07) 3810 6657 or email: Josie.Berry@ipswich.qld.gov.au

Funding applications must be submitted via the [online application form](#)

Once submitted you will receive an electronic confirmation notice.

Join us online:



Communities Committee	
Mtg Date: 27.11.18	OAR: YES
Authorisation: Caroline McMahon	

5 November 2018

MEMORANDUM

TO: COMMUNITY ENGAGEMENT MANAGER

FROM: COMMUNITY GRANTS COORDINATOR

RE: YOUNG PERFORMING ARTIST BURSARY

INTRODUCTION:

This is a report by the Community Grants Coordinator dated 5 November 2018 concerning a request for a Young Performing Artist Bursary from Lulu Reis.

BACKGROUND:

Ipswich City Council supports cultural diversity through excellence in the Arts, by providing a range of programs, activities and grants specifically for Performing Arts in Ipswich including; theatre, dance, voice and instrument. The Young Performing Artist Bursary was established in 1994 and offers young regional performing artists the opportunity to further develop their skills by providing financial assistance to attend workshops, and/or be involved in performances and competitions outside of the region.

Maximum funding of up to \$500.00 per individual and \$700.00 for group applications can be allocated from a total annual budget allocation of \$4,000.00.

Lulu Reis

An application has been received from Mrs Rebecca Reis for a Young Performing Artist Bursary for her daughter, Lulu Reis (aged 9), who has been offered a place in the Brisbane City Youth Ballet. This placement is sixteen (16) days of intensive ballet training, culminating in a stage appearance at the Queensland Conservatorium of Music.

Lulu Reis has been dancing for 12 months and has performed in productions at the Powerhouse Theatre Brisbane, Ipswich Civic Centre and local Eisteddfods.

The Brisbane City Youth Ballet 2019 Season training will be held in January 2019. A letter of support has been included in the Young Performing Artist Bursary application from the Helen Clark School of Dancing.

Total costs for Lulu Reis to attend the training is \$1,889.00, and includes tuition fees, uniform, DVD production and accommodation. Tuition fees are \$1,100.00.

The application has been assessed as eligible against the criteria outlined in Council's assessment criteria.

FINANCIAL IMPLICATIONS:

Funds of \$4,000.00 were allocated in the 2018–2019 Community Engagement Branch Budget to support the Young Performing Artist Bursary. After Council approves the Bursary recommended in this report, funds of \$2,800.00 will remain available for allocation under the Young Performing Artist Bursary for the remainder of the 2018-2019 financial year.

RECOMMENDATION:

That the Interim Administrator of Ipswich City Council resolve:

That Council (Interim Administrator of Ipswich City Council) approve the provision of a Young Performing Artist Bursary to Lulu Reis, care of Mrs Rebecca Reis, in the amount of \$500.00 towards costs associated with participating in the Brisbane City Youth Ballet training in January 2019.

Josie Berry

COMMUNITY GRANTS COORDINATOR

I concur with the recommendation contained in this report.

Abbey Richards

COMMUNITY ENGAGEMENT MANAGER

I concur with the recommendation contained in this report.

Caroline McMahon

CHIEF OPERATING OFFICER

(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)

Communities Committee	
Mtg Date: 27.11.2018	OAR: YES
Authorisation: Caroline McMahon	

8 November 2018

MEMORANDUM

TO: COMMUNITY ENGAGEMENT MANAGER

FROM: COMMUNITY RESEARCH OFFICER

RE: REDBANK PLAINS COMMUNITY CENTRE SOCIAL IMPACT ASSESSMENT: 2018
BASELINE STUDY RESULTS

INTRODUCTION:

This is a report by the Community Research Officer dated 8 November 2018 concerning the Social Impact Assessment of the Redbank Plains Community Centre.

BACKGROUND:

The Redbank Plains Community Centre (the Community Centre) opened in May 2018, co-funded by Ipswich City Council and the Queensland State Government. In line with Council's Community Centre Operating Model Policy, Council has partnered with Multicultural Development Australia (MDA) who will manage the daily operations of the Community Centre.

Council, in partnership with MDA, is undertaking a multi-year social impact assessment, to track the social impact of the Community Centre over time. The baseline study for this social impact assessment was undertaken in June and July 2018 and a report compiled detailing the outcomes of this baseline study (see Attachment A).

DEVELOPMENT AND METHODOLOGY:

Assessing the impact of a community centre goes beyond assessing the impact of individual programs that are run out of a community centre. Rather, the impact of a community centre lies in its contribution to place-based community development. This involves strengthening local capacity (economic, social, physical), developing bridging and bonding social capital (such as community consultation, celebrations, procedures for helping people in need), and contributing to the development of social norms and building social cohesion within a geographic area.

Extensive research was undertaken in order to understand the impacts of community and neighbourhood centres, which revealed key impacts and indicators against which the social impact of the Redbank Plains Community Centre could be measured:

Impact	Indicators
Social cohesion and social capital	<ul style="list-style-type: none"> - People from different demographics are engaging with centre activities - Self-assessments of improved cross-cultural linkages - Centre is considered culturally safe - Community is considered safe - Centre is accessible to all - Collaboration between community groups is fostered
Community capacity	<ul style="list-style-type: none"> - Education, employment, skills, literacy improve - Community is organising events - The community centre is linking with community organisations and providing facilities for organisations - Rates of volunteering and volunteering opportunities improve
Community needs: health, nutrition and wellbeing	<ul style="list-style-type: none"> - Quantification of activities - Health services considered valuable - Self-assessments of health and wellbeing - Centre is considered a safe place to access health services
Community needs: local economic development	<ul style="list-style-type: none"> - Centre contributes to local economy - Centre provides opportunities for businesses - Increased opportunities for employment and income
Place-based community development	<ul style="list-style-type: none"> - Community centre recognised as a community hub - Community has the capacity to self-organise - Greater sense of safety - Connections with Traditional Owners - Community centre as a 'third place' - Centre considered a safe place to organise collectively

The above key impacts and indicators were then integrated into the design of the overall social impact assessment which commenced with a baseline study that consisted of:

- A community survey;
- A survey for service providers; and
- A focus group forum with community members.

BENEFITS TO COUNCIL AND THE COMMUNITY:

The data collected in the baseline study report will form the basis upon which future monitoring of results and social impact will be assessed. The social impact assessment will not only track the impact of the Community Centre, but provide an evidence base for the establishment of future community centres and Council initiatives.

Furthermore, while there is a wealth of literature assessing individual programs run out of community centres, there is less literature assessing the impact of community centres in a holistic way, and based on the literature review undertaken, no published assessments that have tracked community centres from inception. It is anticipated that this social impact assessment of the Redbank Plains Community Centre will be a unique piece of research within the development sector.

NEXT STEPS:

In November 2018, the first interim survey will be distributed, aimed at starting to track progress on the key questions and social indicators, with further surveys scheduled to be conducted in 2019, 2020 and 2021.

The baseline study results will also be shared with the community via a series of posters within the Redbank Plains Community Centre and the publication of an executive summary version of the attached report.

ATTACHMENT:

Name of Attachment	Attachment
Attachment A – Redbank Plains Community Centre: 2018 Baseline Study Results	Attachment A

RECOMMENDATION:

That the report be received and the contents noted.

Amy MacMahon
COMMUNITY RESEARCH OFFICER

I concur with the recommendation contained in this report.

Danni Jansen
COMMUNITY RESEARCH AND ENGAGEMENT COORDINATOR

I concur with the recommendation contained in this report.

Abbey Richards
COMMUNITY ENGAGEMENT MANAGER

I concur with the recommendation contained in this report.

Caroline McMahon
CHIEF OPERATING OFFICER
ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT

Redbank Plains Community Centre:

2018 Baseline Study Results



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Disclaimer

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Where the content of this document reflects survey results taken from third parties any associated opinions, views, and survey results may not necessarily reflect the views of Council.

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Acknowledgements

Ipswich City Council would like to acknowledge the valuable contribution of:

- Multicultural Development Australia's Centre Development Manager, Rose MacAuslane, for her support with drafting and distributing the survey, support at the focus group and ongoing feedback;
- Ipswich City Council's Community Development Officer Tanya Appleton, for her support with drafting and distributing the survey;
- Ipswich City Council Community Engagement Branch staff for helping to collect survey responses; and
- The many people of Redbank Plains, including service providers, who provided their insights, knowledge and expertise via surveys and a focus group.

Background

In 2016, Ipswich City Council (Council) engaged in a three-month long community assessment of the Redbank Plains community, in response to a number of social changes happening in the area. The assessment found that the community was fragmented and lacking in social connections, in part as a result of fragmented urban development, major roads splitting the community and rapid population growth. Socio-economic conditions, including lack of local jobs, transport, activities for youth and specialist services were also noted. Rapid growth in high density new housing developments, including homes with affordable rents, had attracted large numbers of low to middle income families to the area, including migrant families. Tensions between new and old residents had emerged. However, opportunities for community development were also noted, given the presence of community leadership, active residents and two new primary schools.

The assessment identified a community centre as an option to facilitate informal social gatherings and place-based community building. The Redbank Plains Community Centre (the Community Centre) opened in May 2018. In line with Council's Community Centre Operating Model Policy, Council has partnered with Multicultural Development Australia (MDA) who will manage the daily operations of the Community Centre.

Council, in partnership with MDA, will be engaging in a multi-year social impact assessment, to track the impact of the Community Centre over time. The following document discusses the outcomes of a baseline study that included two surveys and a focus group, administered in June and July 2018. This data will form a baseline against which future monitoring of results will be assessed. The social impact assessment will not only track the impact of the Community Centre, but provide an evidence base for the establishment of future community centres and Council initiatives.



Assessments of community centres as a tool for community development

While there is a wealth of literature assessing individual programs run out of community centres, there is less literature assessing the impact of community centres in a holistic way, and based on this literature review, no published assessments that have tracked community centres from inception. The following review outlines literature from Australia, assessing the impact of community centres and neighbourhood houses.

Assessing the impact of a community centre needs to go beyond assessing the impact of individual programs that are run out of the centre. Rather, the impact of a community centre lies in its contribution to place-based community development. This involves strengthening local capacity (economic, social, physical), developing bridging and bonding social capital (such as community consultation, celebrations, procedures for helping people in need), and contributing to the development of social norms and building social cohesion within a geographic area.

Community centres and neighbourhood houses offer an opportunity for neighbourhood-based models of community development, whereby communities are given the space and resources to initiate activities that address local needs (Ollis et al, 2017). This includes both giving people the opportunity to respond to local issues, and giving residents greater self-reliance and control over decisions in their communities (Matarrita-Cascante & Brennan, 2012).

Centres provide local-level infrastructure capable of responding to many issues and opportunities (WECH, 2011). Community centres can also function as ‘third places’ social settings, outside of home or work, that provide a space to foster relationships and activities, and within which the community can establish identities and social norms (Jefferes et al., 2009).

Key functions of community centres include:

- Providing direct services, including providing information, adult education, health services, volunteer opportunities, community meals, emergency relief, child care and environmental programs (ANHCA, 2017).
- Acting as inclusive entry points for referral to other services, and building linkages to other services, organisations and institutions (Izmir et al., 2009).
- Developing social capital and social inclusion (WECH, 2011).
- Building community capacity to organise collectively to “influence the provision of services, facilities and activities to their community”, by building trust, respect and engagement (WECH, 2011).
- Place-based community development and developing a community identity of place.

Izmir, Katz and Bruce's (2009) study built on the results of a nationwide survey and a literature review to assess the capacity for community centres to improve the wellbeing of children, families and communities. The study found that:

- Community centres enhance the wellbeing of children, families and communities through the direct provision of services – such as parenting programs, youth development, information and referrals – which improve employment, improve mental health of children and adults, and improve engagement in community services.
- Community centres are effective at reaching disadvantaged communities, and helping to engage these groups in supports and services.
- Neighbourhood centres provide a focal point for volunteers, and volunteers deliver much of community centres' services.
- Community centres work to build social capital, by promoting supportive relationships, building local networks, building trust in communities, providing pathways to volunteering, and facilitating community decision making.
- Community centres are able to target services to the specific needs of their communities, due to their intimate understanding of the local context.
- Community centres are able to be more flexible in the delivery of services, which leads to greater levels of participation.

West End Community House's (2011) study on Brisbane-based community centres and neighbourhood houses used qualitative interviews, surveys and workshops to examine the impact of community centres, with a particular focus on disaster relief. The study found that:

- Community centres are responsive to local needs and issues using grassroots engagement to identify need, and build local capacity.
- Centres run a wide range of activities, unique to local contexts.
- Centres helped to build social cohesion and inclusion.
- Centres act as local hubs and points of referral, and provide an accessible point to connect with other services (eg, Centrelink, GP, mental health services, legal services).
- Centres help to facilitate community involvement in local planning.

- Centres provide resources, services and support before, during and after natural disasters.
- Centres facilitate volunteering and provide a focal point for volunteers.

The Association of Neighbourhood Houses and Learning Centres (2014) assessment of neighbourhood houses in Victoria examined the benefits that neighbourhood houses deliver to individuals, communities and governments. Using a survey that went out to neighbourhood house clients, the study found that:

- While Neighbourhood House clients were diverse, neighbourhood houses were effective at engaging disadvantaged people and those at risk of social isolation, including people with disability, older persons and people with concession cards.
- The most commonly noted benefit of neighbourhood houses was the building of community connections and reducing social isolation.
- Most people were attending neighbourhood houses to attend classes, take part in social groups, exercise classes and playgroups.
- Neighbourhood Houses play an important role in engaging younger people (aged 20-29) experiencing disadvantage or social isolation.

Whyte's (2017) assessment of the Morwell Neighbourhood House in the Latrobe Valley used in-depth qualitative interviews and staff diaries to assess the impacts of the neighbourhood house during the fires at the Hazelwood coal mine. The study found that:

- The neighbourhood house played a crucial role in disseminating information to the community, advocating for the community and seeking answers to community concerns.
- The neighbourhood house facilitated social connections with other communities suffering natural disasters.
- The neighbourhood house facilitated community consultation and engagement with broader political processes.
- These outcomes were underpinned by a strong community development approach that focused on empowering the community to create the community they want to live in, and giving community members control over changes in the community.

Social Impact assessment

Council, in partnership with MDA, are undertaking a multi-year assessment of the social impact of the Community Centre. The purpose is to not only track the impact of the community centre, but to feed into centre planning and programming, and to provide an evidence base for the establishment of future community centres. Drawing on the above literature, the assessment focuses on the following key impacts and associated indicators:

Impact	Indicators
Social cohesion and social capital	<ul style="list-style-type: none"> • People from different demographics are engaging with centre activities • Self-assessments of improved cross-cultural linkages • Centre is considered culturally safe • Community is considered safe • Centre is accessible to all • Collaboration between community groups is fostered
Community capacity	<ul style="list-style-type: none"> • Education, employment, skills, literacy improve • Community is organising events • The community centre is linking with community organisations and providing facilities for organisations • Rates of volunteering and volunteering opportunities improve
Community needs: health, nutrition and wellbeing	<ul style="list-style-type: none"> • Quantification of activities • Health services considered valuable • Self-assessments of health and wellbeing • Centre is considered a safe place to access health services
Community needs: local economic development	<ul style="list-style-type: none"> • Centre contributes to local economy • Centre provides opportunities for businesses • Increased opportunities for employment and income
Place-based community development	<ul style="list-style-type: none"> • Community centre recognised as a community hub • Community has the capacity to self-organise • Greater sense of safety • Connections with Traditional Owners • Community centre as a 'third place' • Centre considered a safe place to organise collectively

Methodology

The key indicators have been integrated into the design of the overall social impact assessment which commenced with a baseline study that has consisted of:

- A community survey (see Appendix A), completed by 116 people in June 2018. Responses were gathered online and in-person, using a range of methods, including approaching people at the community centre, sharing flyers via letterboxes, on social media and emails. This survey included questions on:
 - Key demographics
 - Community strengths
 - Community challenges
 - Perceptions on safety and community cohesion
 - Ambitions and goals for the community centre
- A survey for services providers (see Appendix B), which 13 organisations completed, with questions on:
 - Gaps and strengths in the Redbank Plains community
 - Services they would like to offer
 - Resources required

- A focus group involving 5 community members and the centre coordinator from MDA, held in July 2018. The focus group gathered feedback on:
 - Survey findings
 - Elaboration on key findings
 - Feedback on key strengths and challenges

The ongoing social impact assessment will also include:

- Ongoing surveying and focus groups at 6 months, 12 months, 2 years and 3 years; and
- Ongoing tracking of activity and attendance at the community centre by MDA.



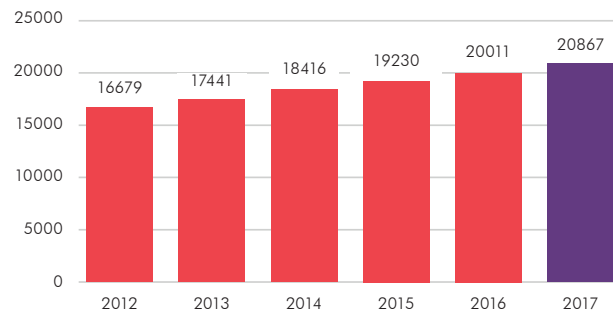
Redbank Plains demographics

Population growth

The following section outlines Australian Bureau of Statistics (ABS) demographics data drawn from the 2016 Census.

Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0).
Compiled and presented by .id the population experts.

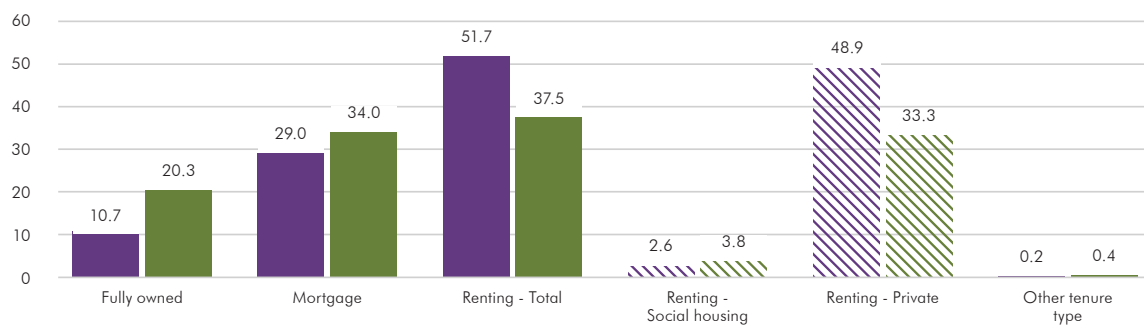
Estimated Resident Population, 2012 - 2017



Housing

Over 51% per cent of households in Redbank Plains are renting.

% Housing, 2016



Source: Australian Bureau of Statistics, Census of Population and Housing 2016.
Compiled and presented by .id, the population experts. Excludes 'not stated'.

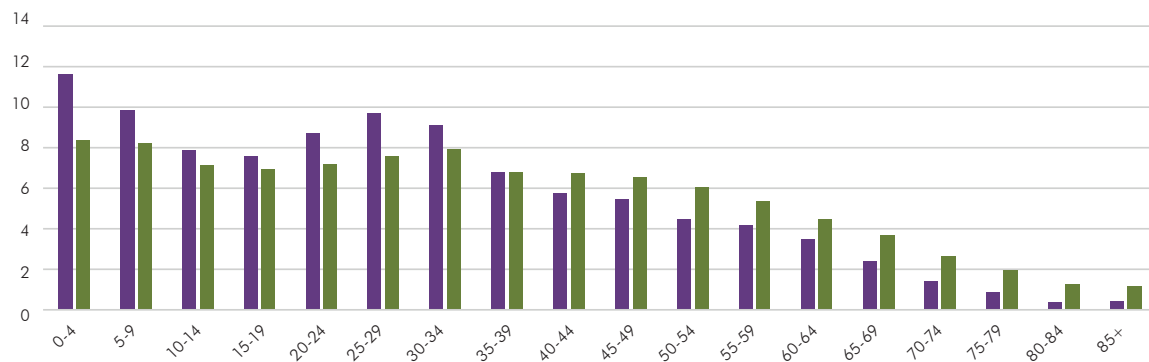
■ Redbank Plains % ■ City of Ipswich %

Age

Census data reflects that Redbank Plains is a young community, with a greater proportion of people aged 34 and younger than the rest of the Ipswich population.

64% of residents in Redbank Plains are aged 34 or younger, compared to 53% for Ipswich.

% Age, 2016



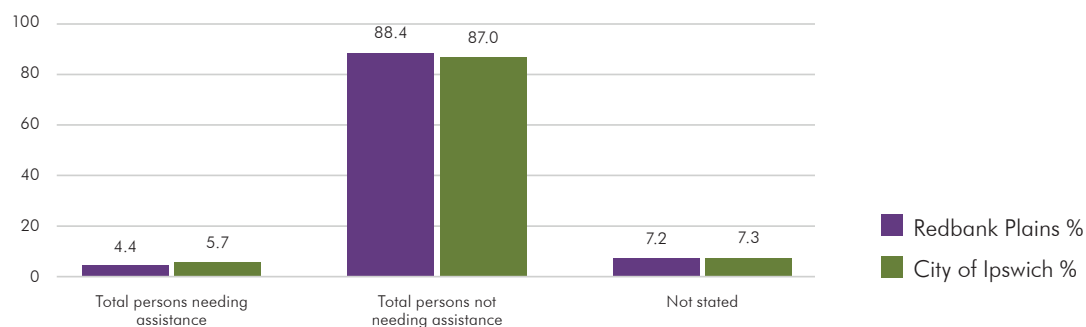
Source: Australian Bureau of Statistics, Census of Population and Housing 2016 (Usual residence) Compiled by .id, the population experts.

■ Redbank Plains % ■ City of Ipswich %

Assistance with core activities

4.4% of people identify as needing assistance with core activities, slightly lower than the 5.7% for the broader City of Ipswich.

% Need for assistance with core activities, 2016

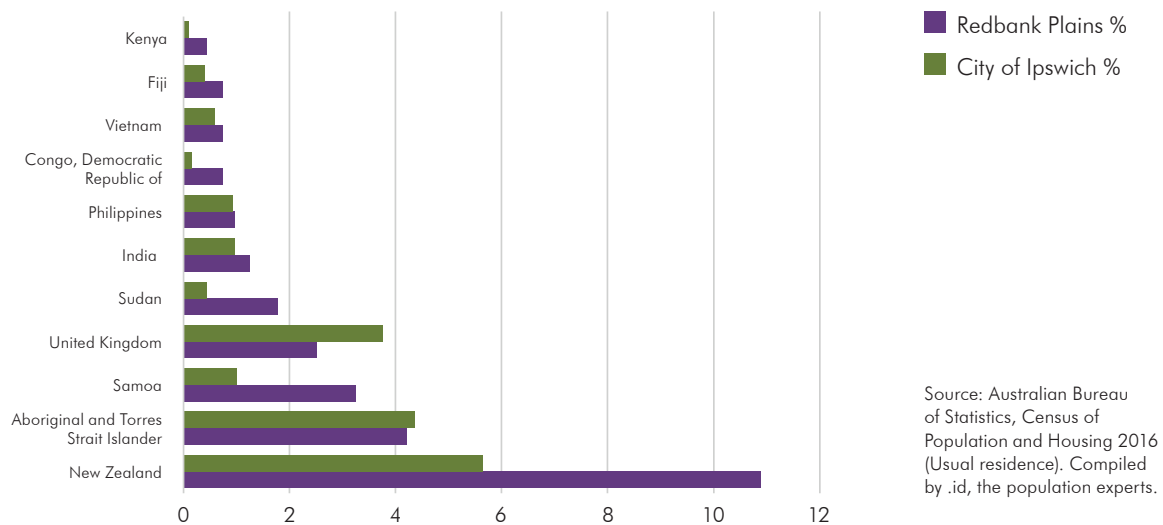


Diversity

While 70% of the population are born in Australia, 30% of the Redbank Plains community are born overseas. There are significant Aboriginal and Torres Strait Islander (4.2%), Samoan (3.2%), Sudanese (1.8%) and New Zealand (10.9%) communities. Over 21.4% of people

speak a language other than English at home (profile.id, 2017). The below table combines country of birth data with data on the Aboriginal and Torres Strait Islander community.

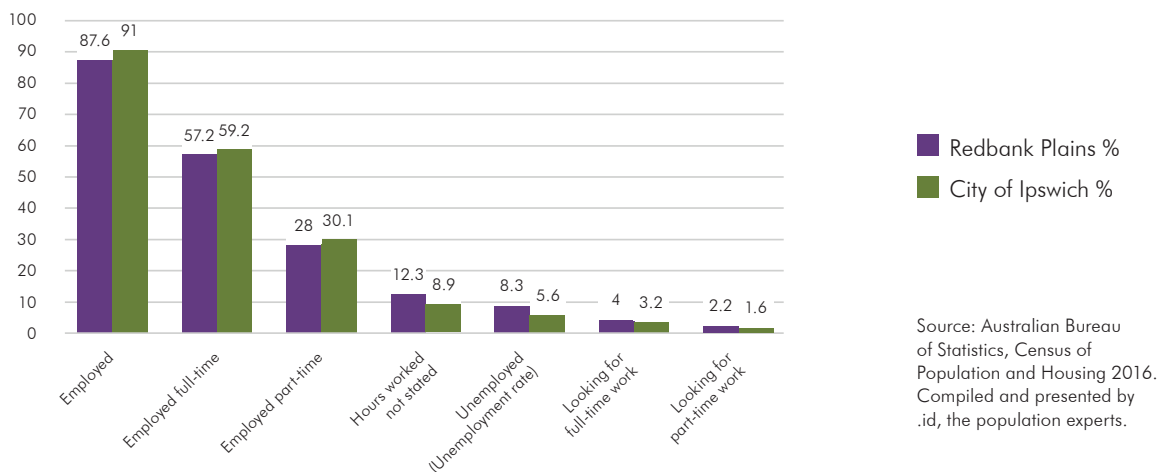
% ATSI population and people born overseas, 2016



Employment

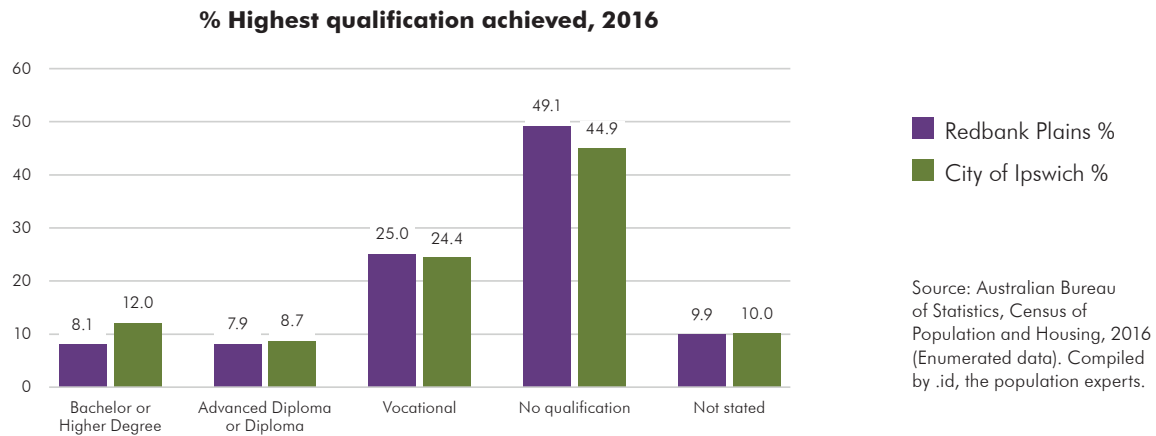
The community has seen an increase in the unemployment rate, currently at 12.3% (profile.id, 2016), above the broader rate of 8.9% for the City of Ipswich, and an increase in people looking for full-time or part-time work.

% Employment status, 2016



Qualifications

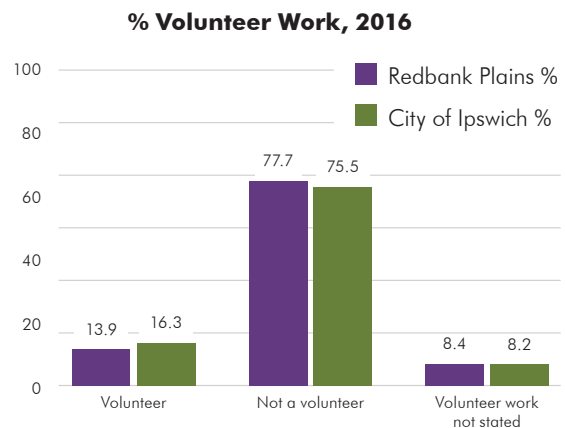
The community has seen an increase in the number of people with technical qualifications, and an increase in the number of people who have attended university (profile.id, 2016).



Volunteering

13.9% of people in Redbank Plains engage in volunteer work, in comparison to 16.3% for Ipswich and 18.8% for Queensland.

Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled by .id, the population experts.



SEIFA Index

The ABS reports that Redbank Plains has a SEIFA Index of 917.8, lower than the 961.0 for the broader City of Ipswich. ¹

¹ Note that a lower SEIFA Index score indicates a higher level of disadvantage.

Study respondents

The following section outlines demographic data for survey respondents. Please note that while the survey aimed to include the voices of as many Redbank Plains residents as possible, the survey respondents are not statistically representative of the Redbank Plains community. This section includes some comparison to census data where appropriate.

Suburb of residence

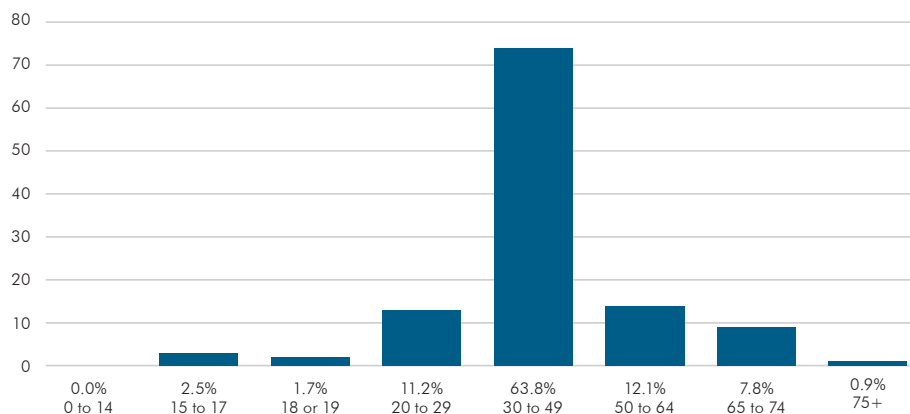
The majority of respondents (86%) resided in Redbank Plains, while 14% lived in nearby suburbs or elsewhere.

What Suburb Do You Live In?		
Redbank Plains	100	86.0%
Goodna	7	6.0%
Collingwood Park	4	3.5%
Other	5	4.5%
Total	116	100%

Age of respondents

The majority of survey respondents (63%) were aged between 30 and 49. This is less representative of the broader Redbank Plains community, where 26.7% of people are aged 30 to 49.

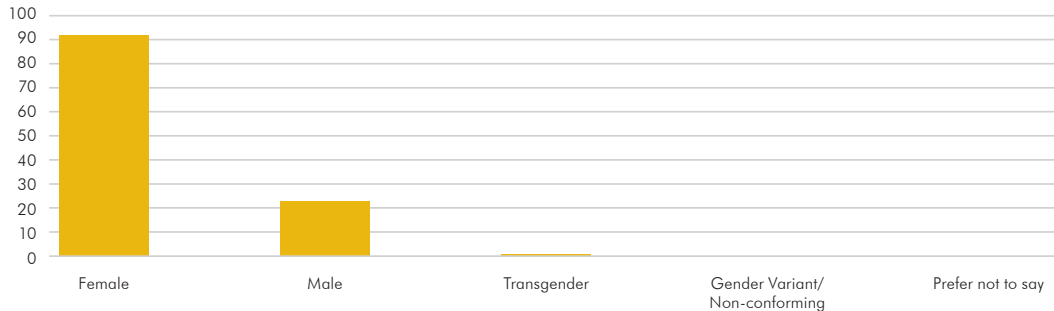
How old are you? (Respondents = 116)



Gender

The majority of survey respondents (79%) identified as female. Census data indicates that 50.7 per cent of people in Redbank Plains are women.

What is your gender? (Respondents = 116)

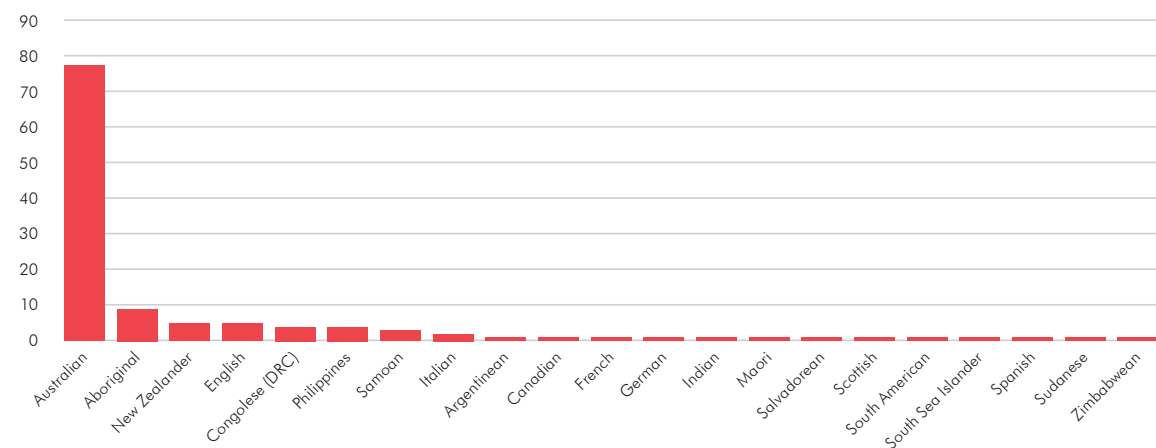


Cultural background

Most respondents (66%) identified their cultural background as Australian, 7% identified as Aboriginal, 4% identified as New Zealander, 4% as English, and 3% as Congolese. In comparison to census data, the survey respondents group was less reflective of the cultural make up of Redbank Plains, 11% of whom are born in

New Zealand, 4% identify as Aboriginal and Torres Strait Islander, 3% born in Samoa, and around 2% are born in Sudan. This data reflects the multicultural nature of the Redbank Plains community. Note that some respondents selected more than one cultural background.

What is your cultural background? (Respondents = 116)



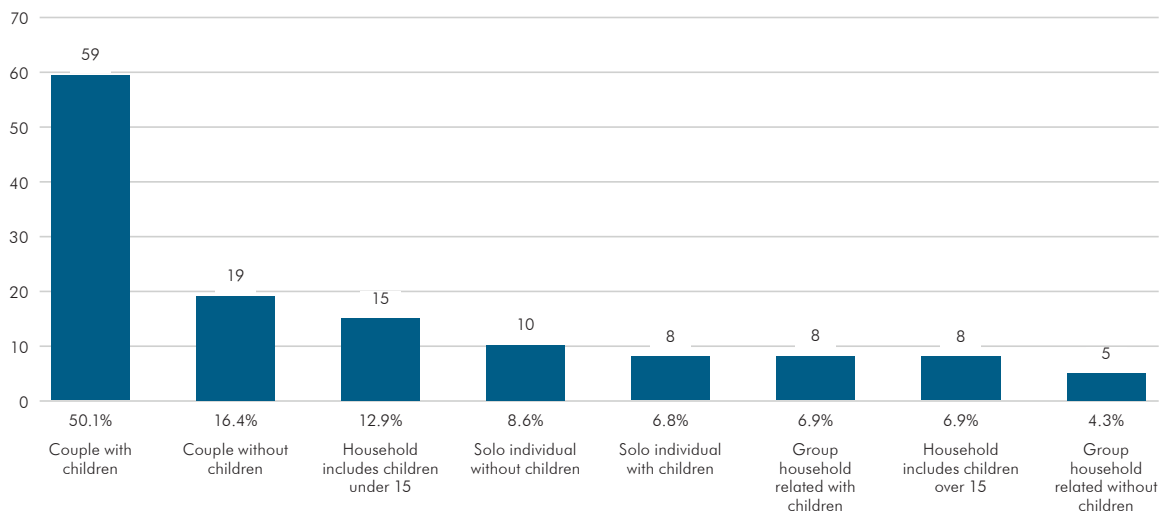
Housing status

51% of survey respondents indicated that they were owner occupiers, while 46% are renting. Drawing from focus group feedback, the high proportion of renters in the area is in part a reflection of the wide availability of rental properties in new development areas, which have been purchased and leased by investors from outside of the area.

Household composition

Survey respondents were mostly from households that included a mix of adults and children, again reflective of the young age profile in the area. Note that some respondents selected more than one option for this question.

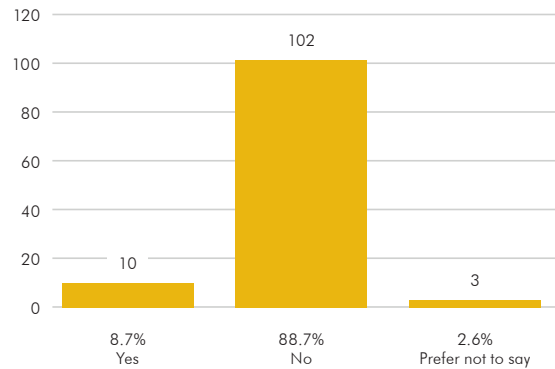
What is your household composition? (Respondents = 116)



Disability

The majority of respondents (88.7%) did not identify as having a disability. This broadly aligns with census data, which indicates that 4.4% of people in Redbank Plains need assistance with core activities.

**Do you identify as having a disability?
(Respondents = 115)**

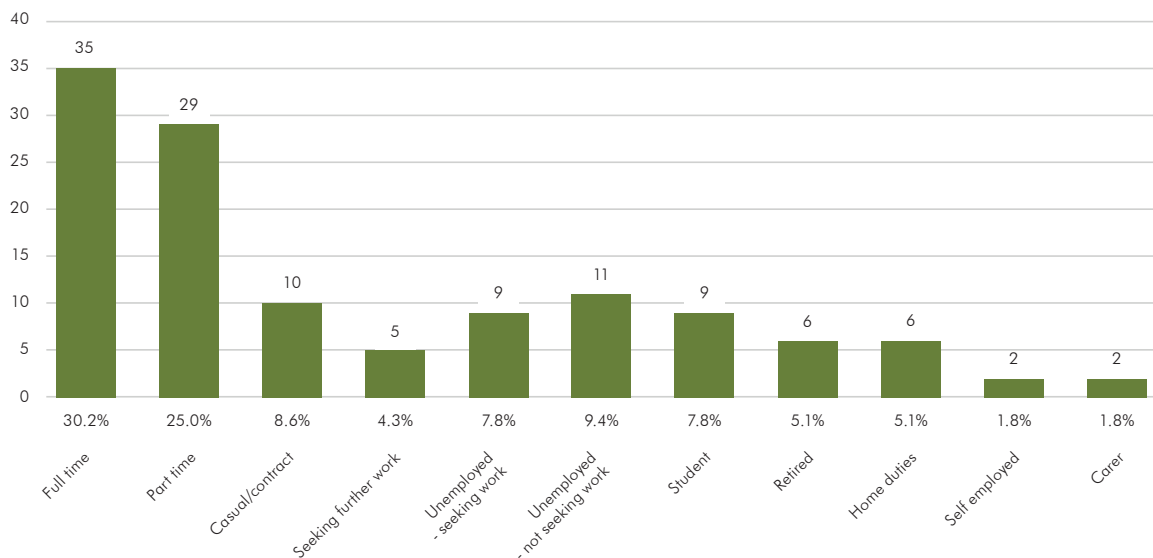


Employment status

While around 66% of respondents indicated that they were engaged in some kind of employment (full time, part time, contract, self-employed). Around 12% indicated that they were seeking work, or seeking further work.

Note that some respondents selected more than one option. Census data indicates that Redbank Plains has an unemployment rate of 12.3%.

What is your employment status? (Respondents = 116)

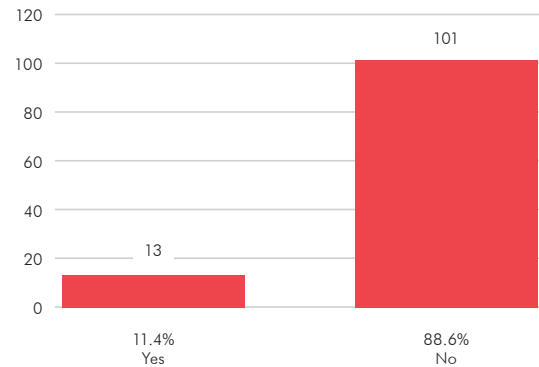


Local business

Respondents were asked if they own or ran a small business in Redbank Plains or Ipswich, with a view to establishing ways in which the Community Centre might assist with local economic development and economic empowerment. Around 11% of respondents indicated that they owned or ran a small business, including:

- Cleaning business
- Auto maintenance
- Home maintenance
- Removals
- Entertainment
- Child care
- Party planning
- Education and training

Do you run/own a small business in Redbank Plains/Ipswich? (Respondents = 114)

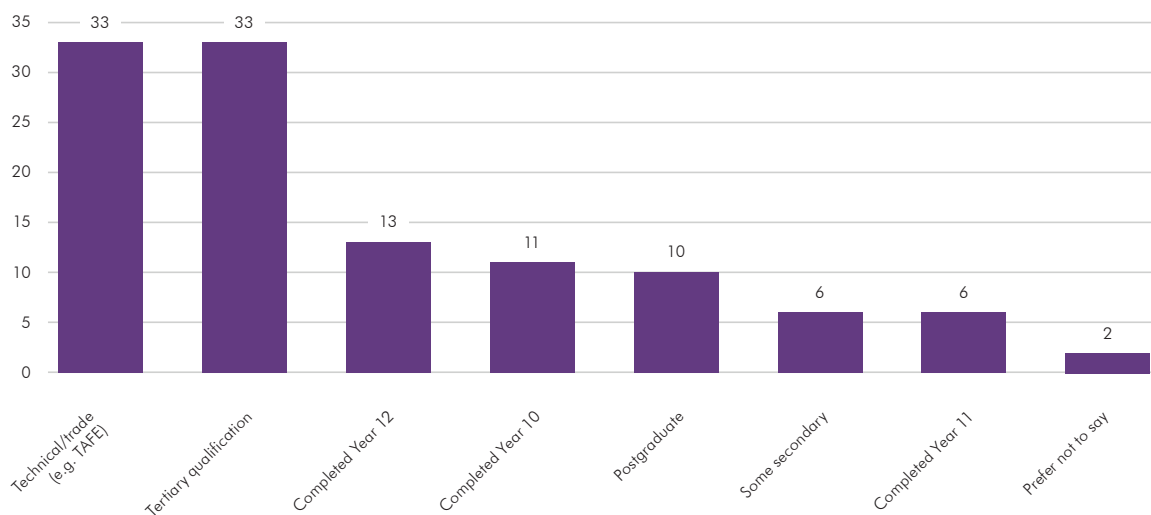


Education

The majority of respondents (57%) reported having either technical or trade qualifications or tertiary qualifications. Census data indicates that 41.0% of the population aged

15 and over hold educational qualifications, and 49.1% had no qualifications, compared with 45.0% and 44.9% respectively for the City of Ipswich.

What is the highest level of formal education you have completed or are completing? (Respondents = 114)



Baseline study results

The following section outlines key characteristics of the community, including strengths, challenges and key trends. The Redbank Plains community is a rapidly growing community, facing a range of challenges associated with community cohesion, engagement, and perceptions of safety and sense of community. However, strengths lie in community diversity, good local schools, housing affordability and emerging community spirit.

Rapid growth

Census data reflects the significant increase in population that has occurred over the past decade. Focus group feedback suggested that this was the result of significant property development that had occurred in the area, with more developments in the pipeline, likely to lead to further population increase. Qualitative feedback suggested that this is seen as both a positive and a negative.

Positive comments included:

"It is rapidly changing for the positive".

"New development, new businesses, growing population".

However, there were some critical comments, and the rapid growth in the community can in part explain the emergence of social and cultural conflict in the area. Comments included:

"Out of control development, this has led to a large transient population. Dense population numbers leads to social problems. Traffic chaos".

"Block division with houses too close to fit too many people in the one area".

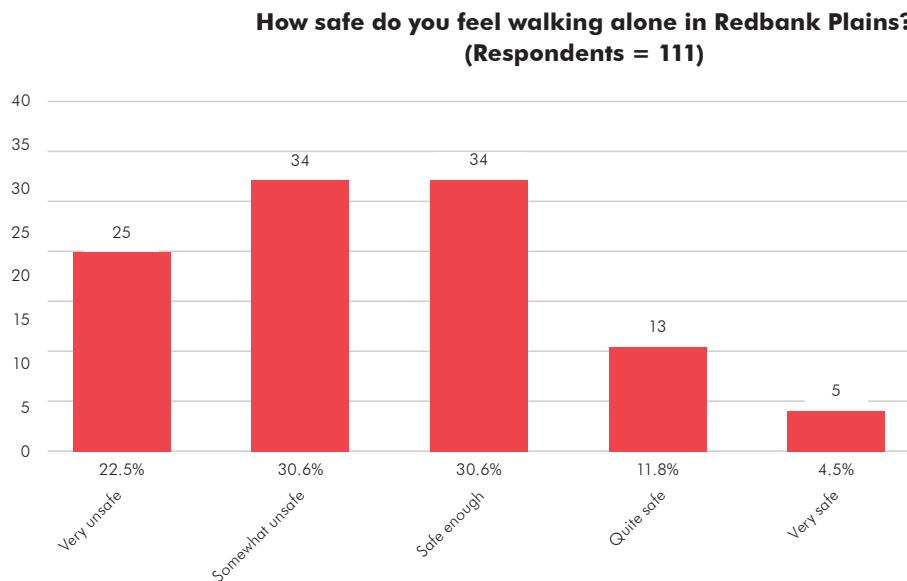
"Too many developments, not enough services".

These findings suggest the need for the provision of targeted services in the area. In addition, there is a need to provide a space for community and relationship building in a rapidly growing community. These should be key goals for the Community Centre. Beyond this, consideration of proactive urban and social planning is suggested, taking into consideration the impacts of density and the need for social infrastructure.

Perceptions of safety

As a measure of community cohesion, respondents were asked to indicate their perceptions of safety when walking around the neighbourhood alone. Over half (around 53%) indicated that they felt somewhat unsafe

or very unsafe walking alone in Redbank Plains. Focus group feedback suggested that the distinction between day time and night time was an important aspect not captured in this question.



Focus group feedback, and qualitative responses, reflected widespread concern regarding safety and crime that centred on one incident of violence, with comments including,

"It's not safe to walk my dog at night".

"Needing vigilance when out exercising. Seems there have been isolated attacks on people so that is my main concern because I love walking and I don't go anymore as I don't feel safe and it seems to be young people targeting us".

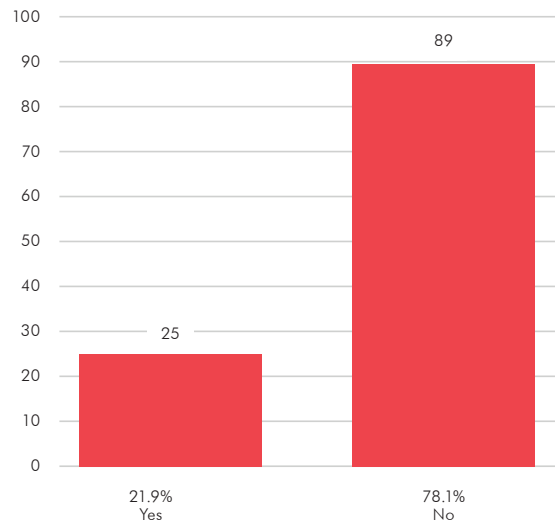
Concern around the lack of police response was contributing to feelings of unsafety. However, focus group feedback suggested that many claims of crime go unreported, calling into question the validity of these claims. This suggests that there are pervasive community perceptions regarding crime. As such, there is work to be done to address the underlying causes of these perceptions, including community building.

Engagement in community meetings

As a measure of community capacity, respondents were asked if they had taken part in any community meetings in the past 12 months. Almost 22% of respondents indicated that they have been involved with community meetings. These findings do demonstrate that there is an existing network of community groups that can be fostered and supported, including:

- P&Cs
- Town Square management
- Library
- Neighbourhood Watch
- Church
- Community Champions Meeting
- Council meetings
- CUPRA
- Congolese community
- ACCESS
- St Vincent de Paul
- Riverview community centre
- Councillor meetings
- Community Hub

Have you taken part in any community meetings in the past 12 months?
(Respondents = 113)

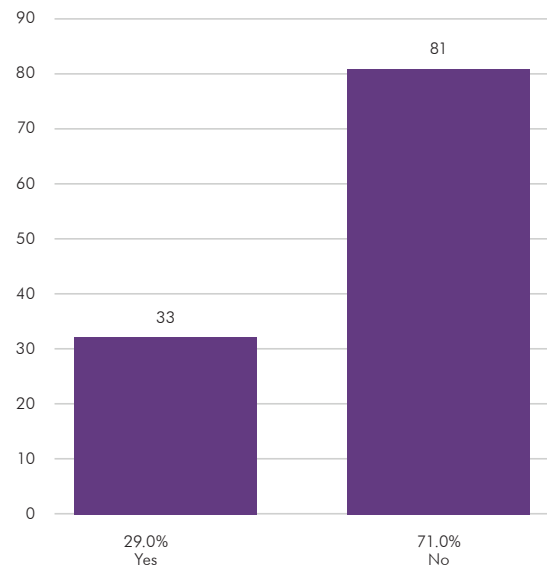


Volunteering

As a measure of community capacity, respondents were asked if they had volunteered or assisted with any community groups in the past 12 months. Levels of volunteering among respondents was at around 29%. Again, this suggests that there is a network that can be fostered, and engaged with, in an effort to encourage community cohesion. For those community members who indicated that they had volunteered in the past 12 months, organisations included:

- Schools
- Community Hub
- Aged Care
- Church Groups
- Sports (netball, soccer)
- Hospital
- JP Signing
- Fire Service
- Op Shop
- Food Banks
- CUPRA
- Exercise Groups
- P&C and P&F
- Family Support Service
- Library
- Neighbourhood Watch
- Community Champions
- ACCESS
- Riverview Community Centre

Have you volunteered in the community or assisted with community groups in the past 12 months? (Respondents = 114)

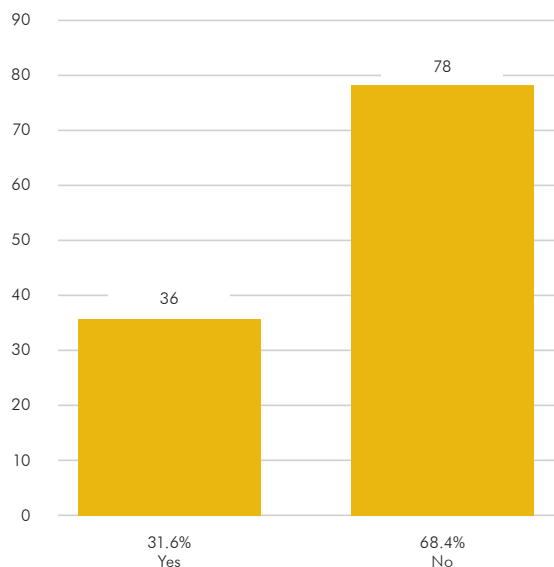


Involvement in community groups

In order to gauge existing levels of community engagement and cohesion, respondents were asked if they were members in community groups. This was interpreted broadly to include community facebook groups. Almost 32% of respondents indicated that they were involved in community groups, which included:

- Goodna Neighbourhood Centre
- Church Groups
- P&C
- White Rock Warriors
- Kambu
- Mums and Bubs groups and playgroups
- Amberley Defence Families
- Neighbourhood Watch
- CUPRA
- Congolese community
- Facebook groups: Redbank Plains Mummies group; Buy, Swap and Sell; Neighbourhood Watch; Sanctuary Estate Group; Fernbrooke Ridge Community Page
- Logan City Community Cadets
- Dance group
- Hymba Yumba Aboriginal School
- Samoan community
- Community Hubs

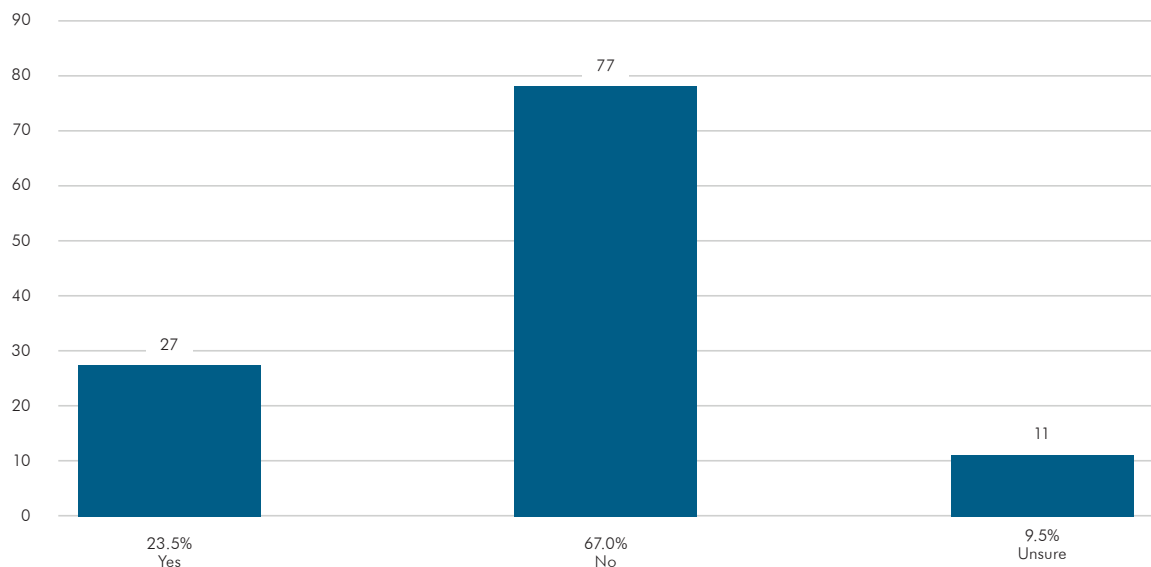
Are you a member of any community groups? (Respondents = 114)



Connections between cultural groups

In order to gauge existing levels of community cohesion and social capital, particularly regarding multicultural communities, respondents were asked if they have any connections with cultural groups other than their own. Almost 70% of respondents said they have no connections to cultural groups other than their own.

Do you have any connections to cultural groups or communities other than your own in the Redbank Plains area?
(Respondents = 115)



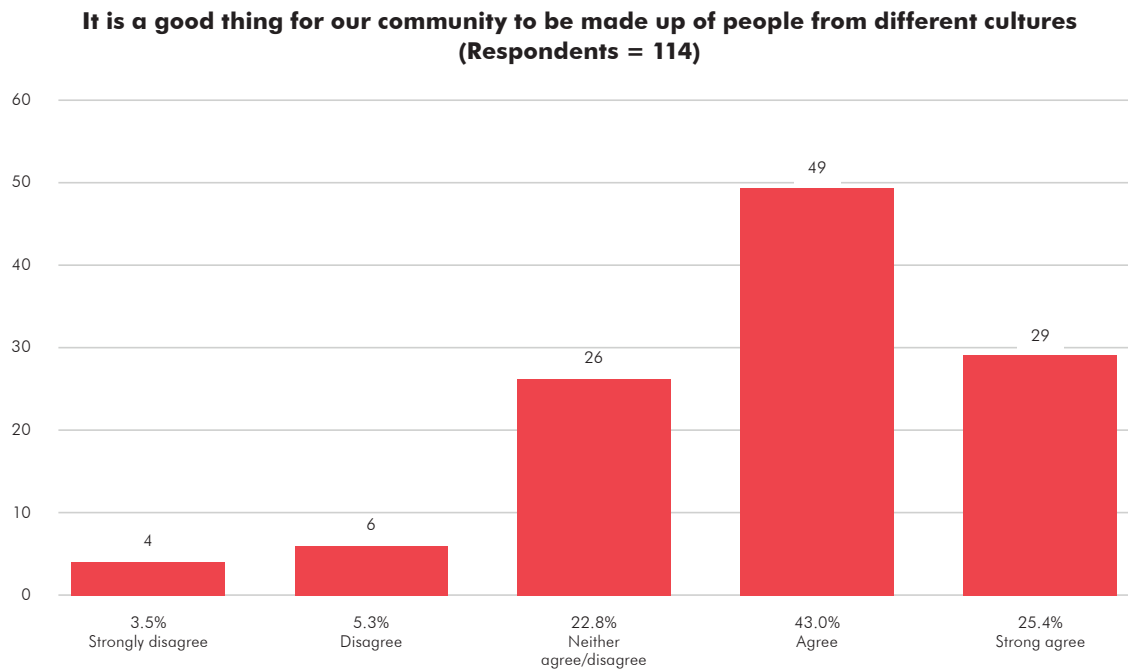
Qualitative responses on this theme included:

"Sometimes I want to talk to other people but don't know if they would feel comfortable".

"We need to learn about each other and ... live harmoniously together. We need to not be scared of each other".

Valuing diversity

Respondents were asked to rate their level of agreement with the statement “It is a good thing for our community to be made up of people from different cultures”. Around 68% of respondents agreed or strongly agreed that it is a good thing for our community to be made up of people from different cultures.



Qualitative comments included:

“A diverse cultural presence is a wonderful thing if it is all in the best interests of everyone. Diversity in cultures from around the world”.

“[Our] Depth of multiculturalism [is a community strength]”.

“[We are facing] Victimisation, discrimination, small minded people”.

“Effectively engaging all cultures [is a challenge]”.

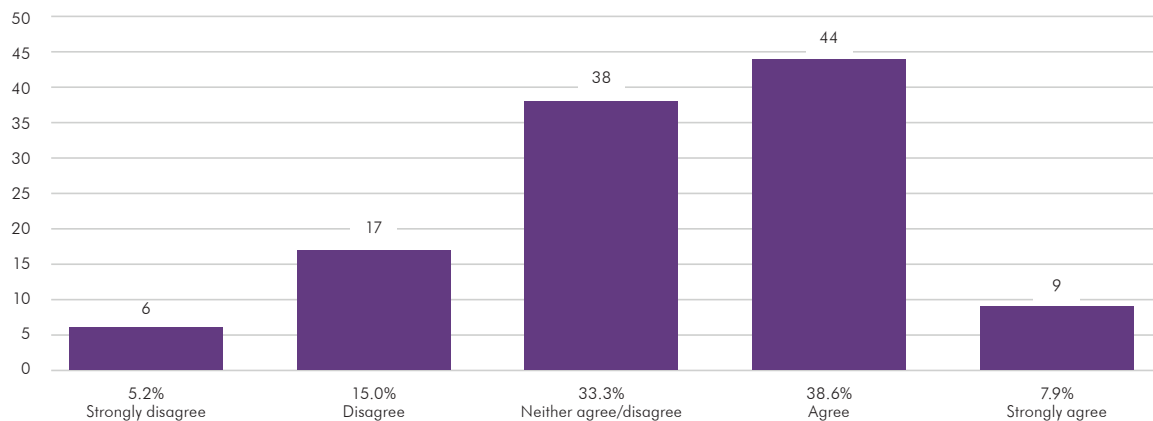
Sense of welcome

Respondents were asked to rate their level of agreement with the statement “I feel welcome in my community”. Results are mixed. Around 46% of respondents agreed or strongly agreed that they feel welcome in the community. Around 20% of people disagree or strongly disagree.

Qualitative comments included:

“Strength is being part of one community and I am surrounded by family and friend[s]”.

I feel welcome in my community (Respondents = 114)

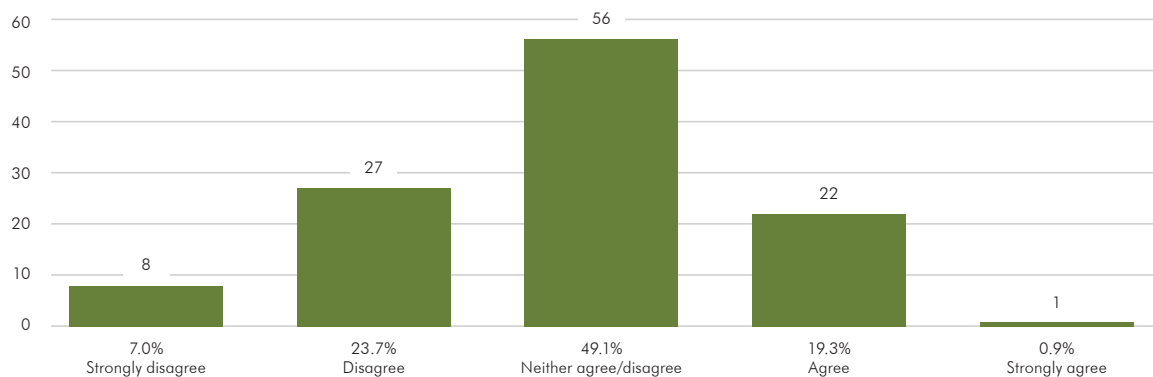


Sense of community

Respondents were asked to rate their level of agreement with the statement “I feel welcome in my community”. Results were mixed. Nearly 31% of respondents disagreed that there is a strong sense of community in the local area,

while around 49% were ambivalent. Only around 20% of people felt that there was a strong sense of community in the area.

There is a strong sense of community in my local area (Respondents = 114)



Community strengths

In order to assess levels of community capacity and cohesion, community members and service providers were asked to provide a qualitative response to the question, 'What Strengths Does the Redbank Plains Community have?' 85% people responded

to this question. The following table provides a thematic analysis of participant responses, including representative quotes. These findings indicate a range of strengths that can be highlighted and built upon.

A great place for families	<i>"Very family orientated".</i> <i>"I like to see the kids playing in the park, and people walking down the street....it's nice to see people out and about, having fun".</i> <i>"Friendly, multicultural, family oriented".</i> <i>"Plenty of free fun entertainment for families".</i>
Great schools and shops	<i>"Close to most of the services people need on a day-to-day basis".</i> <i>"Lots of parks".</i> <i>"Great schools".</i> <i>"A great shopping centre and excellent food outlets".</i> <i>"Library".</i>
Parks and nature	<i>"White Rock is wonderful for getting back to nature".</i> <i>"Lovely open spaces".</i>
Diverse community	<i>"A diverse cultural presence is a wonderful thing".</i> <i>"Diversity in cultures from around the world".</i> <i>"Multicultural".</i> <i>"Acceptance of culture".</i> <i>"The feeling of welcoming people from many different cultures".</i> <i>"[There are good] Aboriginal and Torres Strait Islander community networks".</i>
Affordable housing	<i>"Affordable rent and housing".</i>
Friendly people	<i>"Being part of one community".</i> <i>"I am surrounded by family and friends".</i> <i>"Smiling faces of the neighbours".</i>
A growing community	<i>"New development, new businesses, growing population".</i> <i>"Expanding and new infrastructure".</i> <i>"It is rapidly changing for the positive".</i>
Sports	<i>"Having the sports ground is awesome".</i> <i>"A good football team".</i>
Community spirit	<i>"The community spirit is quite strong and energetic".</i> <i>"Endurance".</i> <i>"Battlers who keep trying".</i> <i>"Neighbourhood Watch".</i> <i>"We are connected through various social media groups supporting and informing each other".</i> <i>"Generous, caring, young and energetic".</i> <i>"Community hubs within the schools".</i> <i>"Community hubs".</i>

Community challenges

In order to gauge community needs, as well as potential deficits regarding community capacity and cohesion, community members and service providers were asked to provide a qualitative response to the question, 'Are there any challenges that the Redbank Plains Community is facing?'. 91 people responded to this question. The following table provides a thematic analysis of participant responses, including representative quotes.

Lacking community connectedness	<p>"[Lacking] a sense of togetherness".</p> <p>"[We are not] coming together".</p> <p>"I am worried that people are so caught up in their own lives, they don't worry about anyone else. There are people that aren't outgoing & they are lonely".</p>
Hooning	<p>"A distinct lack of policing. Hoons & particularly trail bikes are ruling the roost & the rest of us just suffer as they get away with it every day".</p> <p>"People riding trail/ motor x bikes all hours from 3pm to 11pm every day & nothing done".</p>
Rapid growth, crowding and infrastructure not keeping pace	<p>"Population increase... greater demands on roads, traffic and services".</p> <p>"Possibly over development and not enough services (health and social) to meet the demand. Potential Road congestion also due to this".</p> <p>"Block division with houses too close to fit too many people in the one area".</p> <p>"Too many developments, not enough services".</p> <p>"No decent dog parks".</p>
Few activities for young people	<p>"Teenage crime due to nothing to do, no resources or help or knowledge of such".</p> <p>"I think we (like everywhere else) struggle to entertain our youth, especially since we're so far from shops or the train station. There needs to be a call for volunteers and services that will entertain our kids (all ages)".</p> <p>"Would like to see more parks for teenagers in the area".</p>
Public transport	<p>"Absolute rubbish bus service".</p> <p>"No trains to Redbank plains. Not enough buses".</p> <p>"Lack of public transportation".</p> <p>"Yes - public transport, road and footpath availability, road and footpath condition, access to shopping facilities".</p> <p>"[A lack of] Transport from state government level".</p>
Services	<p>"[Limited] access to government services such as community health centres".</p> <p>"More services centres and services would be helpful".</p> <p>"Don't think there is enough support groups for Carers"</p> <p>"Shops are very difficult having to travel to Ipswich City, Springfield centre for services".</p> <p>"Need shops".</p> <p>"You have to catch two buses to access specialist [health services]".</p> <p>"[We need] Service referral gateways".</p> <p>"[We need] Access to Community Health".</p>

Financial difficulties	<p><i>"Financial struggles for families as we have a lot of low income earners moving to the area".</i></p> <p><i>"Poverty".</i></p> <p><i>"Unemployment!".</i></p> <p><i>"[Limited] local employment".</i></p>
Smell from the dump	<p><i>"The smell from the dump and the Swanbank fertiliser company".</i></p> <p><i>"Environmental issues from the surrounding tips etc. producing a stench".</i></p> <p><i>"The smell in the area!".</i></p>
Crime & safety	<p><i>"Robbery".</i></p> <p><i>"It's not safe to walk my dog at night anymore".</i></p> <p><i>"Can't walk alone in the streets".</i></p> <p><i>"Needing vigilance when out exercising".</i></p> <p><i>"Racism and crime".</i></p> <p><i>"I don't feel very safe walking my toddler around due to a lot of stray dogs out and about".</i></p> <p><i>"[We need better] Policing and security".</i></p>
Noise	<p><i>"A lot of hooning and neighbours who constantly party and play music during the weekdays. Hard when you have two parents who work full time and need to get up at 5am to take the kids to before school care and childcare".</i></p>
Rubbish	<p><i>"A lot of rubbish left around the suburb".</i></p> <p><i>"Illegal dumping of rubbish".</i></p> <p><i>"So much rubbish and damage graffiti".</i></p> <p><i>"Good parks however there is a lot of rubbish around".</i></p>
Racism	<p><i>"Victimisation, discrimination, small minded people".</i></p> <p><i>"Some people not as open to all cultures".</i></p> <p><i>"Effectively engaging all cultures".</i></p>
Discriminatory attitudes	<p><i>"Multiple cultures attempting to cohabitate".</i></p> <p><i>"Different cultures just sticking [to themselves]".</i></p> <p><i>"Cultural disharmony".</i></p> <p><i>"There is too much racism".</i></p>

Aspirations for the Community Centre

The following section outlines people's aspirations for their community and the Community Centre. Questions around aspirations were designed as a way of assessing community' felt-need, and to develop priorities for the Community Centre. There are opportunities for community building, improved community health and access to services, community engagement via community groups and volunteering, and support for residents who may be struggling.



What does community mean to you?

In order to gauge aspirations regarding community cohesion and social capital, respondents were asked to provide a qualitative response to the question, 'What Does Community Mean to You?' 92 people responded

to this question. The findings indicate a range of positive goals around connectedness, communication and support. The following table provides a thematic analysis of participant responses, including representative quotes.

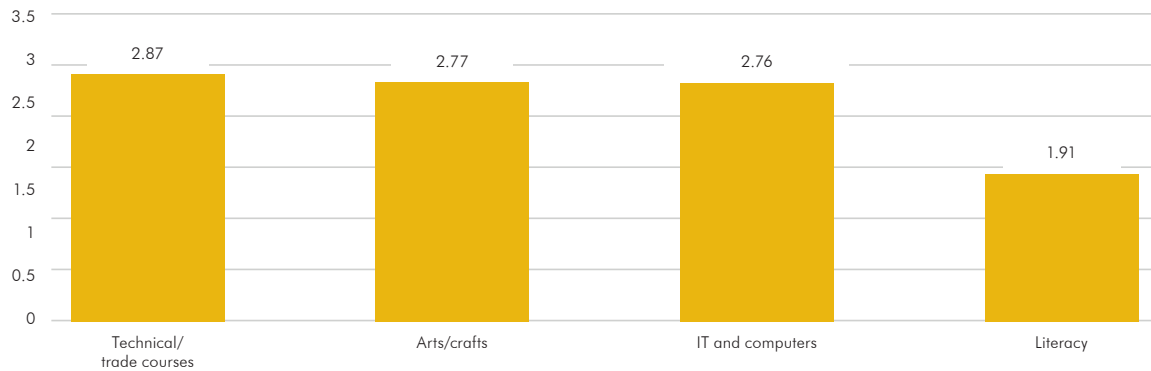
Sharing meaningful connections	<i>"People coming together and working as one".</i> <i>"Sense of connection with others".</i> <i>"Getting to know your neighbours".</i> <i>"Being part of a bigger village".</i>
Feeling safe	<i>"Feeling safe to go for walks or bring the children out to play".</i> <i>"A place to feel safe and be proud of".</i> <i>"I just want to live in safety and peace".</i>
Welcoming diversity	<i>"People with different backgrounds and beliefs living together in peace".</i> <i>"Welcoming and supportive".</i> <i>"Where everyone is included regardless of race".</i> <i>"Uniting... people from everywhere".</i>
Belonging and acceptance	<i>"A safe place where my children can play freely and respected".</i> <i>"Place where you can be yourself".</i> <i>"Respect for all".</i>
People looking out for each other	<i>"Relying on people around you".</i> <i>"Everyone goes through rough patches... it feels so good to help community as well as getting help when needed".</i> <i>"Give help and offer services for people in our community who need it most".</i> <i>"Providing resources for all".</i> <i>"To feel needed and helpful".</i>
A great place for family and children	<i>"A long term home to raise our family".</i> <i>"Safe place to raise our children".</i> <i>"A new start for our family".</i>
Celebrations	<i>"Opportunity to come together and celebrate achievements".</i> <i>"Fun, happiness, fulfilment".</i>
Sharing ideas and skills	<i>"Friendship and communication".</i> <i>"People discussing matters important to them".</i> <i>"Sharing stories, life skills and fun".</i> <i>"Sharing skills and knowledge with other people".</i>
Sharing common goals	<i>"People co-operating and interacting with common interests".</i> <i>"Being part of a group working together for the benefit of everyone".</i> <i>"Being a part of something bigger".</i>

Skill building services

In order to gauge need regarding economic empowerment, skills and community capacity, respondents were asked to nominate from a list of skills-building services that they would be likely to access, if

available at the Community Centre. The most popular was 'Trade and Technical Courses', followed by 'Arts and Crafts' and 'IT and Computer Courses'.

**Which of these skills-building services would you be most likely to access?
1 = least, 4 = most likely (Respondents = 107)**

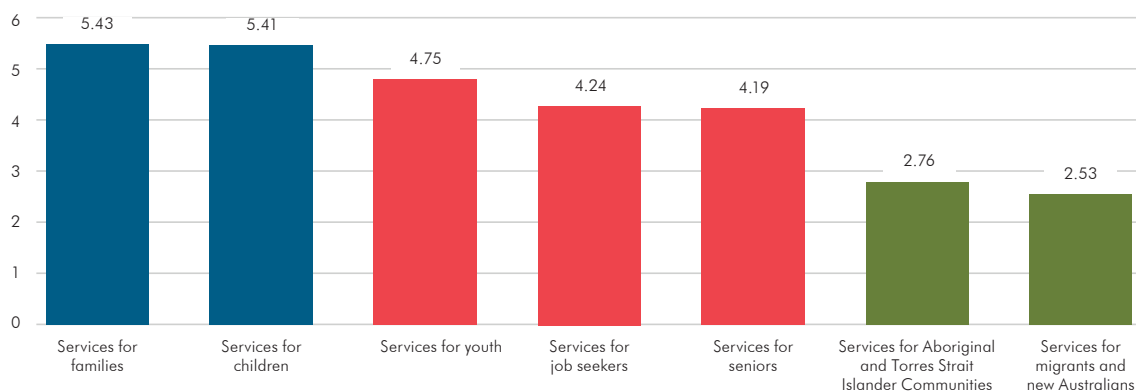


Demographic targeted services

In order to gauge need for specific demographic groups, respondents were asked to nominate from a list of demographic-based services that they would be likely to access, if available at the Community Centre. The

most popular options were 'Services for Families' and 'Services for Children', followed by 'Services for Youth', 'Services for Job Seekers' and 'Services for Seniors'. This broadly reflects the demographics of the area.

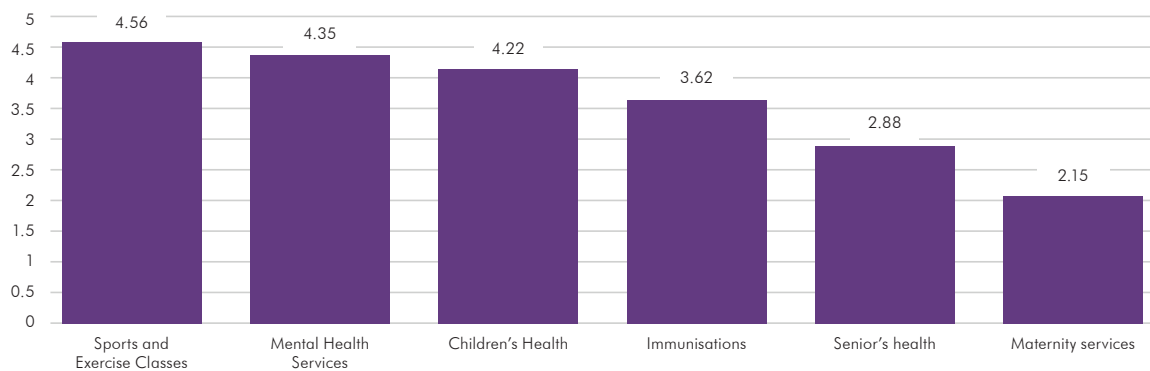
**Which of these services would you be most likely to access?
1 = least likely, 7 = most likely (Respondents = 106)**



Health needs assessment

In order to assess need regarding community health and wellbeing, respondents were asked to nominate from a list of health services that they would be likely to access, if available at the Community Centre. The most popular option was 'Sports and Exercise Classes', followed by 'Mental Health Services' and 'Children's health services'.

**Which of these health services would you be most likely to access?
1 = least, 6 = most likely (Respondents = 110)**



The strong response to mental health services may reflect, based on data, the moderately high levels of mental illness found in Redbank Plains. The following figures are drawn from Public Health Information Development Unit (PHIDU, 2017) data, which includes Redbank Plains along with parts of neighbouring suburbs and suggests that the community could be experiencing moderately high levels of mental illness:

- **Suicide and self-inflicted injuries:** The age-standardised rate (per 100,000 people) for suicide and self-inflicted injuries in New Chum/Redbank Plains is 18, higher than the 15.5 for the Ipswich LGA, and the 13.6 for Queensland.
- **Mental and behavioural problems:** The age-standardised rate (per 100 people) for mental and behavioural problems in New Chum/Redbank Plains is 15.8, higher than the 15.2 for the Ipswich LGA, and the 14.4 for Queensland.

- **Psychological distress:** The age-standardised rate (per 100 people) for people with high or very high psychological distress² in New Chum/Redbank Plains is 19.1, higher than the 15.8 for the Ipswich LGA, and the 12 for Queensland.

The strong response to sports and exercise classes may also reflect the relatively high levels of physical inactivity found in Redbank Plains. Drawn from Public Health Information Development Unit (PHIDU, 2017) data:

- **No or low exercise in the previous week:** The age-standardised rate (per 100 people) for people who engaged in no or low exercise in the previous week in New Chum/Redbank Plains is 77.6, higher than the 74 for the Ipswich LGA, and the 67.9 for Queensland.

² Based on the Kessler 10 Scale (K10).

Aspirations for the community centre

Community members and services providers were asked about their aspirations and hopes for the Community Centre.

Services for families	<p>"Centre to bring people together (like first 5, we came alone, and loved it)".</p> <p>"By bringing the community together, hopefully through functions and events, which include families and cultures in the surrounding areas".</p> <p>"A regular play group on a Monday morning would be fabulous!".</p> <p>"Fun family nights out - movies, dancing, disco".</p> <p>"Children/youth parties, discos".</p> <p>"Child Health, Playgroup, mums and bubs music".</p> <p>"Parent homework classes, teaching parents about oral language, how to support your children with reading at home. How to prepare children for school to be a successful reader and writer. Inclusive education, supporting your child with reading at home".</p>
Services for seniors	<p>"A seniors group is also lacking in the area. Something for the older generations to be able to get out of the house & socialise & make new friends & not feel isolated. Maybe a social group as such".</p> <p>"IT for seniors".</p> <p>"Seniors health and wellbeing".</p> <p>"Seniors and disable people services for [multicultural] people".</p>
A meeting place	<p>"It will give people a place to connect with locals. Sometimes I want to talk to other people but don't know if they would feel comfortable".</p> <p>"I think it can create a space for the community to come together and feel welcome and accepted".</p> <p>"It's a gathering place, a place to meet people. Belonging - a place of fun, a place of celebration, a safe place".</p> <p>"I have grown up in Redbank Plains and moved away for 10 years returning last year and always wondered why there was no support (community centre) especially since we are growing at such a rapid rate. It's nice this centre is open and hopefully our community really responds to making it work out here!!".</p> <p>"Perhaps have a monthly BBQ for the community to connect people and also welcome new tenants".</p>
Activities for young people	<p>"I hope it may offer activities to entertain teen youth and keep them off the streets".</p> <p>"Hopefully offers more for the youths to do outside of school and make more events to attend".</p> <p>"I would like to see events put in place for families and our local youth, I believe this will strengthen the community and help it become a better more welcoming place".</p> <p>"Sports and recreational access to youth, Educational support services -like home work club".</p> <p>"Youth Services".</p> <p>"Children/youth parties, discos, events for disabilities, discos".</p>

Fostering communication	<p>"Where people can get together and talk about ideas and problems".</p> <p>"Opportunities to find shared interests".</p> <p>"By bringing community members closer together and giving them a safe meeting space to share ideas/concerns".</p>
Assistance for people in need	<p>"It will benefit for the underprivileged for some programs for adults and children such as play groups etc. It will also be beneficial for those wanting to meet new people, local to them".</p> <p>"Offering the community opportunities and helping those who need support in finding resources for their needs".</p> <p>"Access to financial services, local access to support".</p> <p>"To offer services to support the families in the area who may be struggling. The teen parents disengaged from school. And the multicultural community".</p> <p>"Would love if they could ask Coles or Woolies for their left over bread so we could offer the community and I'd surely come in on my available days to help out. Or second bite/one harvest and food bank!".</p> <p>"Centrelink".</p> <p>"Educational programs for New Zealanders and New immigrants to get them job ready, etc, such as foundation skills for work and other vocational pathways".</p>
Promote diversity	<p>"Hopefully it will bring different cultures together and find out what works and meshes with the Australian way of life and benefit everyone. Cultural awareness brings with it cultural understand".</p> <p>"As a meeting place & showcase for us to all get together & discuss issues within our community & learn more about each other's cultures".</p> <p>"Get people settled in".</p> <p>"Bringing cultures together harmoniously".</p> <p>"A place for myself and other to go and learn more about diversity".</p> <p>"I think the community centre will benefit hugely as Redbank Plains is made up of different cultures".</p> <p>"Community celebration and unity".</p>
Offer services and meeting spaces	<p>"Providing services to the community. A place for different groups to interact".</p> <p>"It will provide the local community with hub for meetings and using services".</p> <p>"I hope it adds to our community and can provide services".</p> <p>"JP available, help for people needing legal advice, budgeting, filling out legal forms etc, community information about what is happening in the area".</p> <p>"New Community Centre has created hope and possibilities for education, health delivery, training and information".</p> <p>"Providing for NDIS programs for community such as workshops, training".</p>
Activities for all	<p>"Would be nice to have a few non-kids related activities at the centre".</p> <p>"Events - for all - including people without families".</p> <p>"Make it dog friendly".</p>
Training and education	<p>"Educational training for the communities".</p> <p>"Rooms to hire for training".</p> <p>"I would love to see a homework club, short courses for all ages such as first aid or how to build things".</p> <p>"Trade courses".</p> <p>"Job Assisting/volunteering - support for all job seekers within the surrounding areas".</p> <p>"Educational training, aged care provider cert 2 in foundation skills for work and other vocational pathways, Cert 3 in business".</p> <p>"Aboriginal and Torres Strait Islander community engagement with schooling and community services. Parenting/school engagement programs/training".</p>

Health services	<p>"Drop in clinic for under 8 years olds for health and wellbeing".</p> <p>"Community Health Centre".</p> <p>"Dental".</p> <p>"Free exercise groups where children are welcome".</p> <p>"Child health services & mothers and family support".</p> <p>"Zumba is one of the programs that I can think, it would be one of health and wellbeing that can help lonely parents engage more".</p>
Food and gardening	<p>"Cooking classes for kids/adults".</p> <p>"Gardening classes or activities would be great".</p> <p>"Community garden would be lovely, storytelling or low/no cost children's shows".</p>
Arts, sports and culture	<p>"Dancing".</p> <p>"Art lessons- learn to draw".</p> <p>"Arts and opera".</p> <p>"Wrestling broadcast".</p> <p>"Sports".</p> <p>"Music & Craft activities".</p> <p>"Aboriginal and Torres Strait Islander cultural displays".</p> <p>"Live Bands, DJ music (popular, alternative, multicultural music), Film & media screenings - popular, art house cinema, local film-makers (all ages)".</p>
Improve safety	<p>"More security".</p> <p>"Community Watch service".</p> <p>"A police beat".</p> <p>"Crime Prevention and Community Safety - not many 'community events' in this area".</p>
Critical opinions	<p>"I expect that few local residents are aware of it. Some promotion of its existence at the library would help".</p> <p>"It's too far away from actually being in Redbank plains - it would've been better at the library".</p> <p>"No idea. I probably won't use it as I don't think it will benefit me in any way".</p>

Conclusions

Drawing together the above data, the following section gives an overview of the Redbank Plains community alongside the key social impacts and associated indicators identified in the literature and research.

Social cohesion and social capital

There remains persistent challenges around cross-cultural community building, which are contributing to perceptions of a lack of safety and an underwhelming sense of welcome and acceptance. The high proportion of renters (51%) indicates a highly transient community, and the low level of intercultural engagement indicates that cultural groups remain socially isolated from one another, leading to mistrust. This is supported by the high number of people who consider it unsafe to walk alone in the neighbourhood.

In addition, while around 46% of respondents agree or strongly agree that they feel welcome in the community, around 20% of people did not feel they are welcome

in the community. However, there is an overwhelming perception that diversity is a positive factor for the community, indicating that there is capacity for community building that will be positively received. In particular, addressing the perceptions about the lack of safety in the area will help to foster a stronger sense of community, which is more in line with people's aspirations.

We will continue to track social cohesion and social capital based on people's connections to community groups and cultural groups, people's sense of welcome, and people's sense of safety.

Community capacity

Community engagement in community groups, volunteering and community meetings is somewhat limited, potentially further contributing to low levels of social cohesion and social capital. However, community members indicated that community involvement and mutual support are valuable parts of a strong community, indicating that with meaningful opportunities, people may get involved. In addition, there are existing networks of organisations, groups and

even online groups that the Community Centre could connect with, in order to foster connections, activity and opportunities for building capacity.

We will continue to track community capacity, drawing on ABS employment and education data, attendance and engagement in skills-building classes, and the use of the Community Centre for community meetings, community groups and community organising.

Community needs: health and wellbeing

Physical activity services, and mental health services, were rated as a high priority by community members. Existing levels of physical activity may be limited by perceptions of lack of safety, with respondents noting “[I] can’t walk alone in the streets” and “Needing vigilance when out exercising”.

Given an acknowledgement of the social determinants of poor mental health (Allen et al. 2014), the need for mental health support may be driven by the challenges

around poverty, discrimination and community mistrust. In addition, there are difficulties associated with accessing specialist health services, as a result of a lack of public transport.

We will continue to monitor community health and wellbeing based in broader ABS data, engagement in health services at the centre, and ongoing tracking of community need.

Community needs: local economic development

Census data, and the SEIFA index, indicate that there is a moderate level of economic deprivation in Redbank Plains. Community responses also indicated that financial challenges are a significant issue in the community, combined with a lack of access to public transport. The lack of public transport remains a persistent problem that may be hindering employment and community engagement, as well as access to services. There is desire for practical skills-building

work in the community, with a focus on technical and trades based skills. This may in part be a reflection of the higher levels of unemployment found in the area.

We will continue to track local economic development drawing on broader ABS data, people’s engagement with courses and services at the centre, and the Community Centre’s engagement with local small businesses.

Place-based community development

The baseline research has revealed mixed attitudes towards Redbank Plains as a community. Nearly 31% of respondents disagreed that there is a strong sense of community in the local area, while only around 20% of people felt that there is a strong sense of community in the area. Nearly 50% were ambivalent. However, when asked about the strengths of the community, a number of people mentioned a sense of community spirit, friendly people, the benefits of a growing community, and the benefits of diversity.

We will be tracking place-based community development based on people's use of and engagement with the Community Centre, people's sense of community and welcome within Redbank Plains and improved social cohesion.

Next steps

Baseline study results will be shared with community members via a series of posters, and the publication of an executive summary version of this report. In November 2018, the first interim survey will be distributed, aimed at starting to track progress on the key questions and indicators discussed here, with further surveys in 2019, 2020 and 2021.

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- All images taken at the Redbank Plains Community Centre opening event on 23 May 2018.

Appendix A: Community Survey

Redbank Plains Community Centre: Opening Survey (May/June 2018)

Please take a few minutes to fill out this survey. Our purpose in asking these questions is to understand the needs of the Redbank Plains community, to support work being done by the Redbank Plains Community Centre, and to assess the impact of the community centre. The survey is anonymous, however you can provide your details if you would like to be kept up-to-date about activities at the community centre. If you choose to provide your name and contact details, they will be kept confidential. You will not be personally identifiable in any reports that come out of this project. If you have any questions regarding this survey, please contact Community Research Officer, Amy MacMahon, at amy.macmahon@ipswich.qld.gov.au.

1. How old are you? (please complete) _____ years

2. What is your gender? (please tick one of the below)

☐ Female ☐ Male ☐ Transgender ☐ Gender Variant / non-conforming ☐ Prefer not to say

3. What is your cultural background? (please tick the cultural background that you most identify with)

☐ Australian ☐ Aboriginal ☐ Torres Strait Islander ☐ Both Aboriginal and Torres Strait Islander
☐ Samoan ☐ Chinese ☐ Fijian ☐ South African ☐ Dutch ☐ German
☐ Sudanese ☐ English ☐ Indian ☐ Vietnamese ☐ New Zealander

☐ Other: _____

4. What suburb do you live in? (please complete) _____

5. What is your housing status? (please tick one) ☐ Renting ☐ Owner Occupier ☐ Other

6. Which of the following best describes your household? (please tick as many as apply to you)

☐ Solo adult without children
☐ Solo adult with children
☐ Couple with children
☐ Couple without children
☐ Group household (shared) unrelated
☐ Group household related without children
☐ Group household related with children
☐ Household includes children under 15
☐ Household includes children over 15

7. Do you identify as having a disability? (please tick one) ☐ Yes ☐ No ☐ Prefer not to say

8. What is your employment status?

☐ Full-time ☐ Part-time ☐ Casual/contract ☐ Seeking further work
☐ Unemployed - seeking work ☐ Unemployed - not seeking work ☐ Student

9. What is your highest level of education? (please tick one)

☐ Primary School ☐ Secondary School – ☐ Year 10 ☐ Year 11 ☐ Year 12
☐ Technical/TAFE ☐ Tertiary ☐ Postgraduate ☐ Prefer not to say

10. What does community mean to you? (Briefly describe below)

11. What strengths does the Redbank Plains Community have? (Briefly describe below)

12. Are there any challenges that the Redbank Plains community is facing? (Briefly describe below)

13. How safe do you feel walking alone in Redbank Plains? (please circle one of the below)

Very Unsafe	Somewhat Unsafe	Safe Enough	Quite safe	Very Safe
1	2	3	4	5

14. Have you taken part in any community meetings in the past 12 months?

☐ Yes (please detail) _____ ☐ No

15. Have you ever volunteered in the community or assisted with community groups/events?

☐ Yes (please detail) _____ ☐ No

16. Do you have connections to cultural groups and communities other than your own in the Redbank Plains area? =

☐ Yes (please detail) _____ ☐ No ☐ Unsure

17. Do you run/own a small business in Redbank Plains/Ipswich?

☐ Yes (please detail) _____ ☐ No

18. Are you a member of any community groups?

☐ Yes (please detail) _____ ☐ No

On a scale of 1 (strongly disagree) to 5 (strongly agree), how much do you agree or disagree with the following statements:

19. There is a strong sense of community in my local area (please circle one of the below)

Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
1	2	3	4	5

20. I feel welcome in the local community (please circle one of the below)

Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
1	2	3	4	5

21. It is a good thing for our community to be made up of people from different cultures (please circle one of the below)

Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
1	2	3	4	5

22. How do you think the community centre will benefit the community? (Briefly describe below)

23. If offered at the community centre, which of these skills-building activities would you be most likely to access?

Please number from 1 – most likely to access to 5 – least likely to access

☐ Literacy

☐ IT and computers

☐ Trade/technical courses

☐ Arts/crafts

☐ Other _____

24. If they were available at the community centre, which of these services would you be most likely to access? Please number from 1 – most likely to access to 8 – least likely to access

- ☐ Services for Seniors (please detail) _____
- ☐ Services for Children (please detail) _____
- ☐ Services for Youth (please detail) _____
- ☐ Services for Job Seekers (please detail) _____
- ☐ Services for Families (please detail) _____
- ☐ Services for Migrants & New Australians (please detail) _____
- ☐ Services for Aboriginal and Torres Strait Islander communities (please detail) _____
- ☐ Other (please detail) _____

25. If they were available at the community centre, which of these health services would you be most likely to access? Please number from 1 – most likely to access to 7 – least likely to access

- ☐ Mental health services
- ☐ Children's health
- ☐ Seniors' health
- ☐ Maternity services
- ☐ Immunisations
- ☐ Sports and Exercise Classes
- ☐ Other _____

26. To be kept up-to-date about the Redbank Plains Community Centre activities, please provide your contact details

Name	
Email Address	
Phone Number	

Thank you for participating in this survey.

Appendix B: Service Provider Survey

Redbank Plains Community Centre Survey: Service Providers (May/June 2018)

Please take a few minutes to fill out this survey. Our purpose in asking these questions is to understand the needs of the Redbank Plains community, to support work being done by the Redbank Plains Community Centre, and to assess the impact of the community centre. Your name, contact details and name of your organisation will remain confidential. You and your organisation will not be identifiable in any reports that come out of this project. If you have any questions regarding this survey, please contact Community Research Officer, Amy MacMahon, at amy.macmahon@ipswich.qld.gov.au.

1. What is the name of your organisation? _____

2. How would you classify your organisation? (Please tick as many as apply)

- | | | |
|---|---|--|
| <input type="checkbox"/> State government | <input type="checkbox"/> Not-for-profit | <input type="checkbox"/> Health service provider |
| <input type="checkbox"/> Local government | <input type="checkbox"/> Community Organisation | <input type="checkbox"/> For-profit organisation |
| <input type="checkbox"/> Federal government | <input type="checkbox"/> Charity | <input type="checkbox"/> Non-government organisation |

3. What gaps in services exist in the Redbank Plains community? (Briefly describe below)

4. What services are working well in the Redbank Plains community? (Briefly describe below)

5. What services that you specialise in would you like to deliver at the Redbank Plains Community Centre? (Briefly describe below)

6. What facilities would you need to deliver this service? (Please tick as many as apply)

- | | |
|--|---|
| <input type="checkbox"/> Private meeting room | <input type="checkbox"/> Access to a medical room |
| <input type="checkbox"/> Access to IT/ internet services | <input type="checkbox"/> Commercial Kitchen |
| <input type="checkbox"/> Access to projector | <input type="checkbox"/> Other _____ |

7. How often would you anticipate using the Redbank Plains Community Centre to deliver your service? (Please tick one)

- | | | |
|---|---------------------------------------|--------------------------------------|
| <input type="checkbox"/> Once a week | <input type="checkbox"/> Once a month | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Once a fortnight | <input type="checkbox"/> Bi-monthly | |

8. What other activities and services would you like to see run at the Redbank Plains Community Centre? (Briefly describe below)

9. How would you plan to let Redbank Plains community members know about the services you are offering at the centre? (Please tick as many as apply)

- | | |
|---|--|
| <input type="checkbox"/> Your facebook page | <input type="checkbox"/> Your newsletter |
| <input type="checkbox"/> Your mailing list | <input type="checkbox"/> Other _____ |

10. Do you plan to promote the Redbank Plains Community Centre to your client base? (Please tick one)

- | | | |
|------------------------------|-----------------------------|---------------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Unsure |
|------------------------------|-----------------------------|---------------------------------|

11. The Redbank Plains Community Centre will be applying booking fees to the use of the community centre. If you'd like to be sent a booking form and booking fees list, please provide your contact details below

Name	
Email Address	
Phone Number	

Thank you for participating in this survey.



Ipswich City Council
45 Roderick Street
PO Box 191, Ipswich
QLD 4305, Australia

Phone (07) 3810 6666
Fax (07) 3810 6731
council@ipswich.qld.gov.au
ipswich.qld.gov.au

ipswich.qld.gov.au



Communities Committee	
Mtg Date: 27.11.2018	OAR: YES
Authorisation: Caroline McMahon	

8 November 2018

MEMORANDUM

TO: COMMUNITY ENGAGEMENT MANAGER

FROM: COMMUNITY RESEARCH AND ENGAGEMENT COORDINATOR

RE: PUBLIC PARTICIPATION AND ENGAGEMENT STRATEGY

INTRODUCTION:

This is a report by the Community Research and Engagement Coordinator dated 8 November 2018 concerning an organisation-wide Public Participation and Engagement Strategy.

BACKGROUND:

Community engagement is a legislative requirement under the Queensland *Local Government Act 2009* to ensure *democratic representation, social inclusion and meaningful community engagement* for public participation in government decision making.¹ Further, Ipswich City Council prioritises listening, leading and caring for the community, as articulated in both Advance Ipswich 2015 and Council's Corporate Plan 2017-2022.²

Community engagement across Council is currently practised through a decentralised approach, whereby departmental teams develop and implement a range of community engagement activities. In order to increase collaboration across Council, improve visibility of community engagement activities and build a culture of best-practice community engagement across the organisation, the Community Engagement Branch has implemented an across-Council Public Participation and Engagement Working Group (the Working Group).

All departments are represented within the Working Group and the Working Group has been meeting fortnightly since September. To date, the Working Group has primarily focused on the development and implementation of a whole-of-organisation Public Participation and Engagement Strategy.

¹ *Local Government Act 2009* (Qld), s 4(2) (c).

² Advance Ipswich 2015 and Council's Corporate Plan 2017-2022, available here <https://www.ipswich.qld.gov.au/about_council/corporate_publications>.

Currently, Council has a Community Engagement Policy (see Attachment A) and a Community Engagement and Stakeholder Engagement Guide (see Attachment B). It is proposed that the Community Engagement and Stakeholder Engagement Guide be repealed and replaced with the Public Participation and Engagement Strategy (see Attachment C).

The proposed Public Participation and Engagement Strategy clearly articulates Council's vision and commitment to meaningful engagement with the community on issues affecting the city, and on local issues that significantly impact on the community. It also articulates Council's engagement goals and principles and detail Council's approach to engagement and the forms of engagement (utilising the Ontario Public Engagement Framework).

It should be noted that this report presents the final content of the Public Participation and Engagement Strategy; once the strategy itself has been adopted by Council, further work will be undertaken to finalise the document's public-facing branding and design. This work will be completed in collaboration with the Working Group.

It is recommended that the Chief Executive Officer be authorised to approve of a new agreed brand and design for the strategy.

Further, a new Public Participation and Engagement Policy has been drafted (see Attachment D) for adoption once Council has implemented a number of critical platforms for effective community engagement, e.g. the community reference groups and a transparent web-based digital engagement platform.

Subsequent to the adoption of the proposed new strategy, a suite of internal documents (i.e. tools, standards, processes and systems) will be developed, in addition to training programs, to solidify organisational awareness and capability and to continue to build a whole-of-organisation best practice engagement culture.

BENEFITS TO COUNCIL AND THE COMMUNITY:

Public participation and engagement is the foundation of good decision-making, and is mutually beneficial to the community and Council. Diverse perspectives help Council develop a balanced understanding of community experiences and ensures that decision-making is well-informed.

The adoption of the Public Participation and Engagement Strategy solidifies Council's vision and commitment to meaningful two-way engagement with the community on issues affecting the city, and on local issues that significantly impact on the community. Furthermore, it guides the delivery of community engagement processes across the organisation and builds a consistent, transparent and effective approach to engagement with the Ipswich community – placing the Ipswich community at the heart of everything we do.

CONSULTATION:

The development of the Public Participation and Engagement Strategy was undertaken collaboratively with the Working Group. The Working Group actively participated in the drafting and finalising of the Public Participation and Engagement Strategy to ensure that operational and business requirements across the organisation were met and incorporated into the strategy.

Furthermore, Jan Taylor, member of the Interim Management Committee, has been consulted at key milestones throughout the development of the Public Participation and Engagement Strategy.

ATTACHMENTS:

Name of Attachment	Attachment
Attachment A – Community Engagement Policy (current)	Attachment A
Attachment B – Community Engagement and Stakeholder Engagement Guide (current)	Attachment B
Attachment C - Public Participation and Engagement Strategy	Attachment C
Attachment D – Draft Public Participation and Engagement Policy	Attachment D

RECOMMENDATIONS:

That the Interim Administrator of Ipswich City Council resolve:

- A. That the Community Engagement and Stakeholder Engagement Guide, as detailed in Attachment B to the report, as per Item No. 3 of the Community and Customer Service Committee No. 2013(09) of 10 September 2013 and adopted at Council on 17 September 2013, be repealed, with effect from Wednesday, 5 December 2018.
- B. That the Public Participation and Engagement Strategy, as detailed in Attachment C, be adopted, with effect from Wednesday, 5 December 2018.
- C. That the Chief Executive Officer be authorised to approve the branding and design of the Public Participation and Engagement Strategy document.

Danni Jansen

COMMUNITY RESEARCH AND ENGAGEMENT COORDINATOR

I concur with the recommendation/s contained in this report.

Abbey Richards

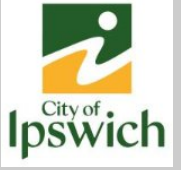
COMMUNITY ENGAGEMENT MANAGER

I concur with the recommendation/s contained in this report.

Caroline McMahon

**CHIEF OPERATING OFFICER (ARTS, SOCIAL DEVELOPMENT AND COMMUNITY
ENGAGEMENT)**

ATTACHMENT A

	Community Engagement Policy	Document Number: A3762616
1.1 Objectives: The object of this policy is to provide direction for Ipswich City Council's community engagement processes and activities.		
1.2 Regulatory Authorities: <i>Local Government Act 2009</i> Local Government Regulation 2012 Advance Ipswich 2015 Ipswich City Council Corporate Plan 2012-2017		
1.3 Policy Statement: Through provision of the Community Engagement Policy, Council aims for effective and consistent community engagement that contributes to quality Council decision making within the Ipswich local government area.		
1.4 Scope: This policy provides Council with a framework to guide the appropriate engagement of the community in relation to Council policy, program and service issues. It applies to all facets of Council operations including financial, asset management, environmental, urban and social strategic planning as well as day-to-day business activities. Further, it defines the principles underpinning Council's engagement activities, the role of Council Officers in engaging with the community and the mechanisms which Council will use to engage the community. This policy is under-pinned by Section 4, Point 2(c) of <i>the Local Government Act 2009</i> , Queensland, which requires Council's to adhere to the local government principles of " <i>democratic representation, social inclusion and meaningful community engagement</i> ". In respect to this policy Council will: <ul style="list-style-type: none">• Undertake appropriate and purposeful engagement with the community• Ensure engagement information and communication is timely and accurate		

- Adopt a consistent and transparent approach to the conduct of Council community engagement
- Consider the different communication and physical needs of the diverse communities in the Ipswich region when undertaking engagement
- Build skills and knowledge across Council in the delivery of community engagement activities and processes
- Measure the effectiveness of Council's engagement activities and processes
- Maintain a record of Council's community engagement
- Communicate Council community engagement findings, achievements and learnings to all relevant internal and external stakeholders

Council recognises that there is a diverse range of engagement methodologies, and will seek to engage the community depending on the outcomes sought for specific issues or projects.

1.5 Roles and responsibilities:

This Policy is to be implemented by all Council Officers.

1.6 Definitions:

Community

Refers to a group of any size whose members reside in the same locality, share common characteristics (e.g. age, sex, ethnic origin, faith), interest and or cause. People can belong to several different communities at any one time.

Engagement

Relates to interactions between governments, citizens and communities on a wide range of policy, program and service issues to inform decision making and develop partnerships. Engagement can be formal or informal, direct or indirect (LGAQ 2010).

1.7 Policy Author:

The Community Development Manager is responsible for reviewing this policy.

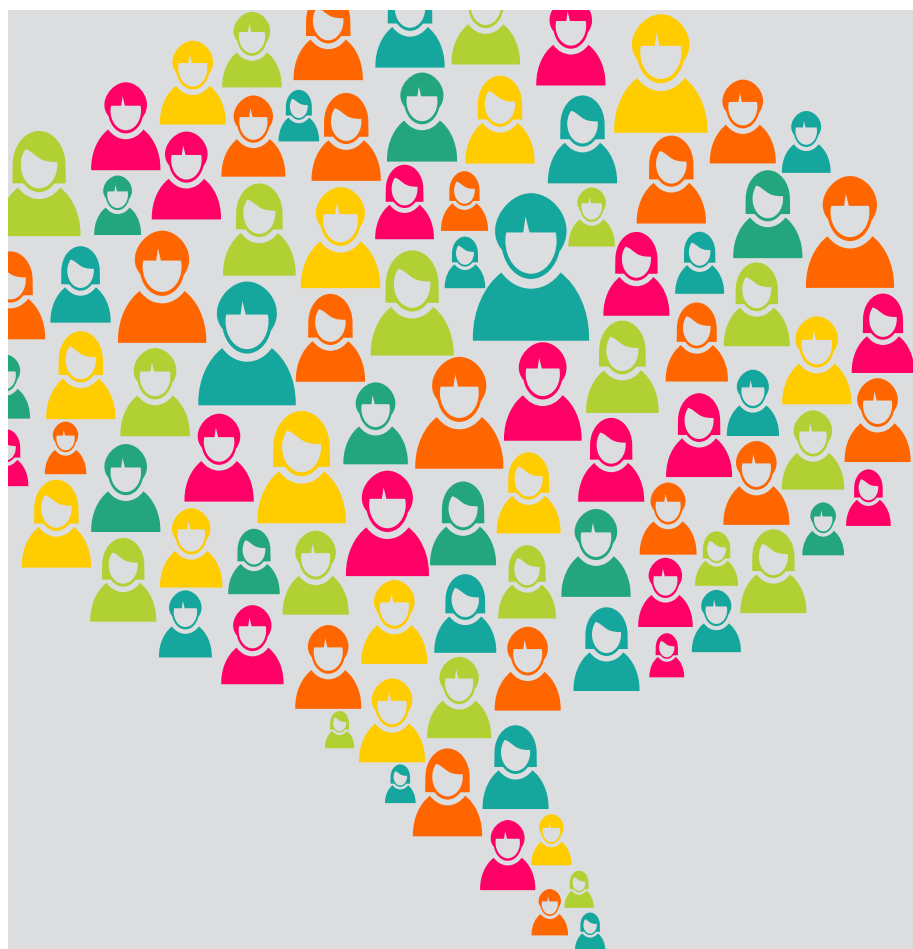
Date of Council Resolution: 9 November 2010

Date of Review: 1 December 2015

Committee Reference and Date: Policy and Administration Board no. 2010(08) of 26 October 2010 – City Management and Finance Committee No. 2010(11) of 2 November 2010

No. of Resolution: 2

Date to be Reviewed: 1 December 2017



ATTACHMENT B

IPSWICH CITY COUNCIL

COUNCIL'S COMMUNITY AND STAKEHOLDER ENGAGEMENT GUIDE

Last reviewed 19 March 2013



“A Partnership of Building City Pride Together”

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Message from the Mayor and Councillor Bruce Casas



Ipswich has become a community of communities, with diverse memories of its place, diverse cultures and interests owing to the city's continued growth.

However what unifies our city is a common vision in building a liveable city which is an attractive place to live, work and visit.


While Ipswich City Council continues to turn this city's vision into a reality, we need to take our communities along this journey. Involving our communities in Council's decision-making and taking on board local wisdoms is one such way. However, this is only possible through good community engagement practices.

Council has supported the following principles to ensure effective community engagement including:

- engaging in a meaningful, sincere and neutral manner
- being inclusive and accessible
- providing feedback
- respecting privacy and confidentiality

It is at the local government level that local solutions are most effective and inclusive when genuine local participation and engagement is made available. Our Council's ability to foster genuine local participation and involvement in the future of this city also enforces our country's democratic values.

We encourage everyone at Council to continuously strive for good community engagement outcomes not just for residents but also for our diverse community stakeholders. It is also important to keep in mind that good community engagement outcomes strengthen and enhance the reputation of Ipswich City Council.


Mayor Paul Pisasale
City of Ipswich


Cr Bruce Casas
Chairperson Community
and Customer Service Committee



Introduction

What is engagement?

Community engagement is a key democratic process that allows people and decision-makers to have a dialogue and a 'stake' in the interests and issues that matter to them.

Effective community engagement strengthens Council's ability to provide local responses to local issues. When residents are included as key stakeholders, Council's work better aligns with the interests, needs and aspirations of Ipswich's communities.

The *Local Government Act 2009* requires councils to include communities' interests in key decision-making undertaken on behalf of communities.

Ipswich City Council's Community Engagement Policy commits Council to:

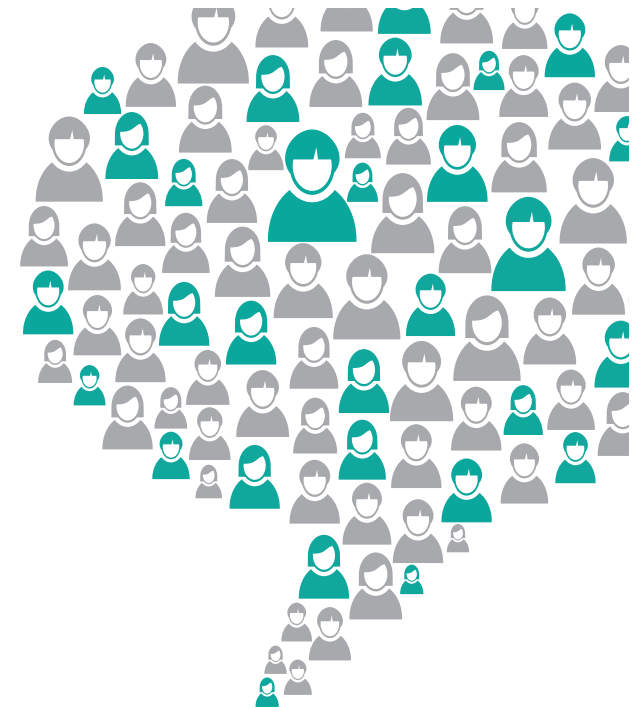
"effective and consistent community engagement that contributes to quality Council decision making within the Ipswich local government area".

Council successfully used community engagement processes when it invited members of the Ipswich communities to verify the City's long-term priorities through the development of its long-term Community Plan (i2031). Other Council plans, policies, programs and activities benefit from ongoing community engagement.

Why engage with community and stakeholders?

- Engagement **can be mandated** by legislation (e.g. planning acts) and Council policy.
- Good community engagement captures representative views, aspirations and needs of Ipswich communities to **inform responsive planning, policy and programs**.
- Involving communities in Council's work can increase community acceptance of Council's decision making. Stakeholders understand Council's business better when they are engaged.
- At its best, engagement **can lead to long-term collaborative approaches** where stakeholders share responsibility for outcomes.
- Positive community and stakeholder engagement is **good for Council's image**.
- Citizens have a **democratic right to a say** in government decisions that impact their lives.

This Community and Stakeholder Engagement Guide will assist all parts of Council to design and implement consistent good practice to effectively capture the representative views of its communities.



Who is this guide for?

This guide is for Council members, staff and consultants with an interest in connecting with or involving community groups and individuals who have a stake in a project or issue of interest.

A Cross Functional Team of Council officers informed the development of this Guide and will continue to support, advise on and monitor community engagement activity to support a coordinated and consistent approach.

Need more information?
Contact the Community Development Branch
on (07) 3810 6655

When should we engage with community and stakeholders?

- When engagement is required by legislation
- When any proposed changes will impact on stakeholders, users, neighbours or customers
- When there is sensitivity or controversy about an issue
- To monitor customer satisfaction with Council services and facilities
- To get community support for new planning, projects and programs
- To understand community and stakeholder priorities

The Guide is divided into three (3) sections to enable Council staff to understand, plan and implement effective community engagement.

Section 1 Understanding Community Engagement

Provides background about what community engagement is, when it's needed, why it's important and how to do it well.

Section 2 A How To Guide

Describes the processes for determining whether community engagement is needed and how it should occur.

Section 3 Tools for Engagement

Provides practical tools to design engagement plans, and additional information to increase understanding.

The Guide outlines the phases and steps for effective community engagement, summarised in the diagram below.

Effective community engagement planning

Determine engagement needs

- Determine project objective, scope and issues
- Assess the need for community engagement

Assess stakeholder impact

- Identify stakeholders
- Determine levels of impact and interest

Plan community engagement

- Determine appropriate levels of engagement
- Choose community engagement methods
- Identify resources available

Plan evaluations and feedback

- Determine how engagement will be evaluated
- Consider how data will be collected, analysed and stored
- Plan feedback methods for stakeholders

Section 1

Understanding Community Engagement

1.1 Defining 'Community', 'Stakeholder' and Engagement

Community engagement is a planned process which involves a two-way dialogue between those being engaged (communities, individuals and interest groups) and those undertaking the engagement. It is a key democratic process that allows people and decision-makers to have a dialogue and a 'stake' in the interests and issues that matter to them.¹

Ipswich City, like other places, does not comprise one single 'community', as people belong to a diverse web of relationships that make up many communities. Because communities are a complex web of diverse relationships, individuals are not confined to membership of one community or stakeholder group but can belong to many groups.

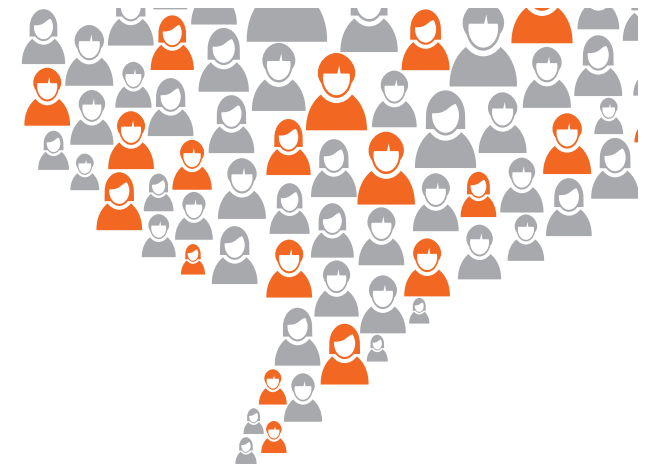
Stakeholders are those groups that have a direct 'stake' or interest in the decision that an organisation takes. A community member or community group becomes a stakeholder when they have a direct interest in an organisation's decision-making that has an impact to their lives. For example, several neighbourhood groups can be considered as stakeholders when they have a direct interest in how Council's planning scheme would affect their suburbs.

In order to deliver an effective community engagement process, it is important to know the communities or groups that may be potential stakeholders in the planning or projects intended for implementation. *Throughout this Guide, individuals, community or other groups will henceforth be called 'stakeholders' when they are identified as key groups that need to be engaged in any Council projects and initiatives.*

1.1.2 Levels of engagement

Like other Australian councils, Council has heavily referenced the work of the International Association of Public Participation (IAP2) which provides for an internationally recognised community engagement framework. This framework outlines a spectrum for methods of engagement.

Engagement methods range from merely gathering information on communities' issues and priorities, through to the empowerment of stakeholders or community groups to develop their own solutions. The table overleaf summarises engagement levels that can be used depending who is being engaged and for what purpose.



Example of belonging to both communities and stakeholder groups:

Mr X can be involved in numerous community groups. This includes his local Goodna Neighbourhood House, his active participation in a Facebook community of music lovers and membership with the Samoan Elders Group.

Mr X is also a member of a stakeholder group such as Community Reference Group which was set up by a not for profit organisation to assist community members to provide the organisation with feedback regarding social services provided to the Samoan community.

Mr X's direct interest in how the not for profit organisation delivered services to his community indicates that he is a stakeholder and belongs to stakeholder group (Community Reference Group).

¹ Victorian Local Government Association, 2007.
Let's Talk: a consultation framework.

Table 1: Levels of engagement

Level of Engagement	Aim
Information: Information sharing is a one-way relationship in which information is disseminated to the community.	To provide citizens with balanced and objective information to assist their understanding or reaching solutions.
Consultation: Consultation largely involves gaining stakeholder views on proposals or issues.	To obtain citizen and stakeholder feedback on analysis, alternatives and decisions.
Involvement: In a situation where issues and solutions are unclear, citizens and government are involved in shaping policy, programs and services. Ultimately, the final solution may be finally determined by one party, such as government.	To work directly with citizens and stakeholders throughout the process to ensure that issues and concerns are consistently understood and considered.
Collaboration: Collaboration is a partnership between stakeholders to identify and develop preferred alternatives. Ultimately, the final decision may be determined by Council.	To share decision-making power with stakeholders to develop agreed conditions and actions.
Empowerment – Support for Community Action: Empowerment is appropriate in a situation where community stakeholders are already making progress on issues. Power is shared in a true partnership, and “external” stakeholders such as government agencies support and assist community stakeholders in conducting their own actions and services.	To share decision-making power and in each aspect of the situation including the development of alternatives and how to achieve action with other stakeholders.

1.1.3 Appropriate Application of Community Engagement

Community engagement is undertaken when there is a recognised need to involve individuals, communities and other interest groups (i.e. stakeholders) in order to achieve specific outcomes that are mutually beneficial to both parties. While legislation offer minimal community engagement guidelines, most do not prescribe the level of engagement required for implementation due to different engagement requirements for different projects. Legislative requirements may consider *how* (e.g. public notices etc.) to engage, rather than the *level* of community engagement. Council's community engagement practice can assist in better tracking the communities' priorities over time against the key themes stated in Council's Community Plan (i2031) and Corporate Plan.

According to the *Local Government Act 2009*, a local government must consult in the following situations when:

- it is required by legislation (e.g. planning acts)
- an issue may have potential impacts on the health, safety or wellbeing of any community member.

A local government **should** consult when:

- any proposed changes will impact on current users/customers of a Council service or facility
- any proposed changes will affect the rights of entitlements of community members including minority groups
- there is potential impact on surrounding neighbours
- the Council wants to identify community issues, needs and priorities
- the Council wants to monitor customer satisfaction with Council's services and facilities
- there is a level of controversy or sensitivity about a particular issue
- there is conflict among community members about an issue ²

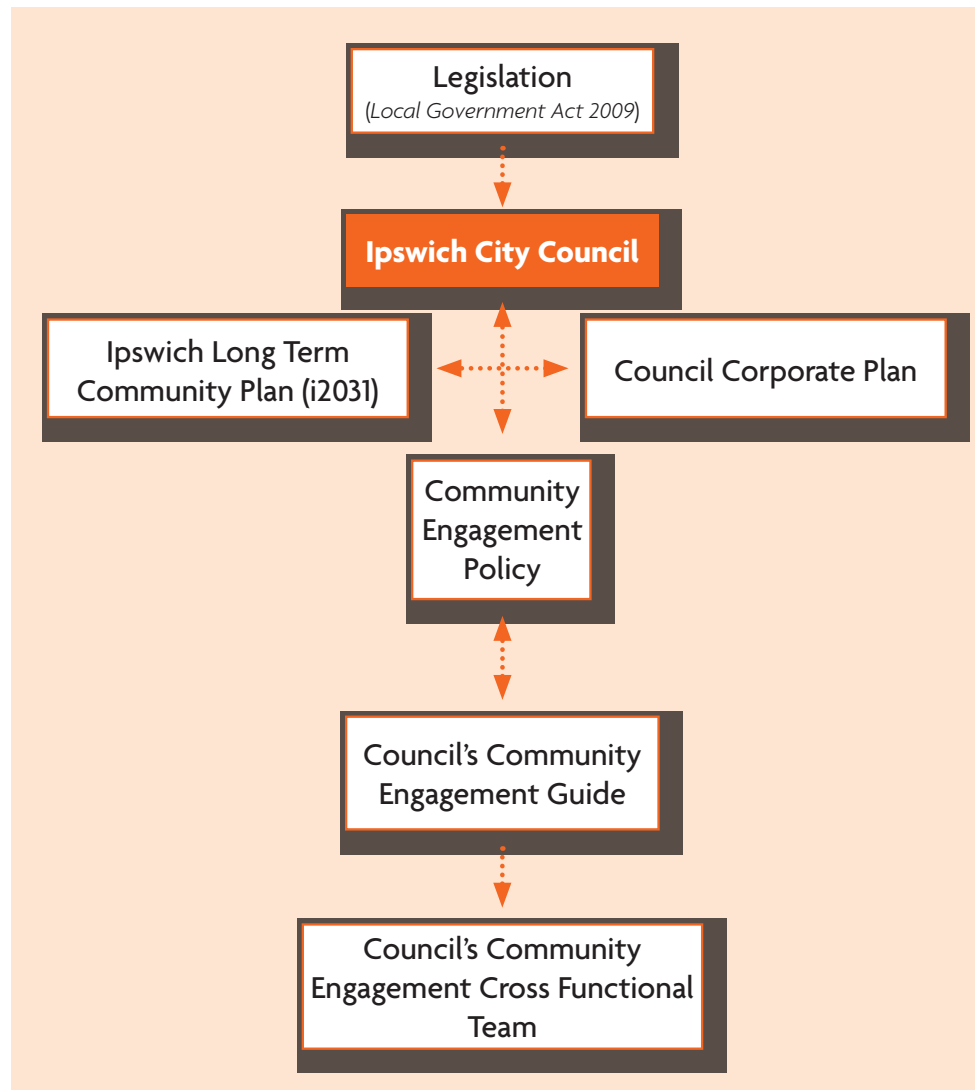
² Department of Infrastructure and Planning 2010. Community engagement in Queensland Local Government: A guide. Supporting local governments in developing sustainable futures for communities, neighbourhoods and places.

1.2 Community and Stakeholder Engagement in Ipswich City Council

1.2.1 Policy Framework

As shown below, community engagement is required by legislation and Council policy. Key strategic documents such as the Ipswich Community Plan (i2031) and Corporate Plan ensure Council aligns its work with the needs and aspirations of its residents.

Council's Community Engagement Policy requires Council to undertake appropriate and purposeful engagement that is timely, accurate, consistent and inclusive. The policy states that community engagement is the responsibility of all Council officers. Resources such as this Guide and Council's Cross Functional Team exist to assist Council to develop and implement good community engagement practice.



1.2.2 Background to the Community and Stakeholder Engagement Guide

This Community Engagement and Stakeholder Guide provides Ipswich City Council with a framework to encourage good community engagement processes, practices and outcomes that are representative of the views, aspirations and needs of Ipswich communities.

A Council engagement framework is needed to promote consistent good practice, increase effectiveness of community representation, maximise the benefit of engagement activities and minimise consultation fatigue.

This Guide offers a useful roadmap to assist Council to use the most appropriate engagement processes and methods when its work requires engagement with the community. Consistent planning and implementation of good community engagement processes across Council will achieve the following desired outcomes:

- promote Council's active involvement of the often 'hard to reach' or the 'silent majority' groups in Council-planned programs, projects and initiatives.
- enhance communities' understanding of Council business including any key changes to Council work etc.
- encourage Council's use of community engagement to develop and evaluate the outcomes and impact of Council initiatives, programs, strategies and projects intended to create positive results for the communities.

- capture the representative views, aspirations and needs of the Ipswich communities in order to benchmark Council's work 'with' and 'for' its Ipswich communities e.g. the Ipswich Long-term Community Plan (i2031).
- enhance Council's corporate image through consistency in Council's ability to deliver good community engagement practice across all areas of Council.
- encourage better management of information and knowledge generated from the communities
- build all Council areas' knowledge-base of Ipswich's diverse communities.

1.2.3 Who does Community Engagement in Council?

Council's Community Engagement Policy states that the policy is to be implemented by all Council officers.

The resources provided in the Guide are aimed at Councillors, staff or consultants, who have an interest and a role in connecting and working with or for the Ipswich communities, various stakeholders including engaging internally key stakeholders within Council (eg staff and elected Council representatives).

1.2.4 Supporting Engagement in Ipswich: the Cross Functional Team

A Cross Functional Team (CFT) comprising staff from Council's different departments provided significant input in the development of this Guide. The Cross Functional Team will continue to provide advice for Council when there is a need to undertake any community engagement activity with communities and stakeholders. As representatives of various Council departments and branches, the Cross Functional Team will have a 'bird's eye view' of past, present and planned community engagement activities. The Team's broad view of the different community engagement activities opens up opportunities to 'piggy back' on engagement opportunities with communities. This will enhance Council's responses to communities' issues, needs and aspirations in a holistic manner and will minimise "consultation fatigue".

Council intends to build in-house capacity through ongoing professional development of staff, in order to implement good community engagement approaches, and ultimately good planning, projects and other Council designed initiatives.

Talk to us:
Contact the Community Development Research Officer on (07) 3810 6655

1.3 Good Practice in Community Engagement

1.3.1 Principles of Effective Community and Stakeholder Engagement

A review of good practice in other Councils highlights a number of principles generally considered to be essential for effective community engagement. There is no one way of undertaking community engagement. However, having principles of good practice which reflect desirable values can guide Ipswich City Council's ongoing community engagement activities and provide consistent practice.

Principle #1: Engagement is timely

- Engagement with the community is planned during the project planning stages to maximise the level of influence the community is able to have, rather than conducting community engagement process under short timeframes.
- Planning considers work commitments, major holiday periods and cultural and religious festivals.

Principle #2: Engagement is meaningful, sincere and neutral

- Genuine opportunities are created for the community to participate in issues of significance to them.
- The purpose of the engagement is clear and members of the community are informed on how their involvement will influence the decision-making process.

- The community engagement process ensures a level of flexibility.
- Is free from manipulation or coercion.³
- **Principle #3: Engagement is inclusive and accessible**
- All members of the community have a right to participate in the development of decisions that may impact on their lives.
- Several methods of community engagement may be required to ensure engagement activities are responsive to community needs.
- Consideration is given to selecting a venue and engagement technique appropriate to the people involved in the community engagement eg Aboriginal and Torres Strait Islander people, people from diverse cultural and linguistic backgrounds, people with disabilities, older and young people.
- Information is provided in 'plain English' and avoids the use of specialist terms including jargon or acronyms. Special consideration is also given to the differing literacy and education levels in the community, and translated materials are provided when relevant.
- Relevant background material is provided in a form that is appropriate for people with a sight or hearing impairment.
- The engagement opportunity is promoted in a manner that reaches the target audience.

³ International Finance Corporation. 2007. 'Stakeholder engagement: a good practice handbook for companies doing business in emerging markets'.

Principles of Good Practice taken and adapted from Logan City Council. 2009. Community Engagement Strategy.



Principle #4: Engagement includes feedback

- All community engagement incorporates sound feedback loops to strengthen relationships with the community, provide follow-up on Council's actions and pathways to strengthen Council's work.
- Feedback is provided to participants at key stages of the project.
- Updates and final outcomes from the community engagement project are published on Council's website and other media where appropriate.

Principle #5: Engagement respects privacy and confidentiality

- People's privacy and confidentiality are respected before, during and after community engagement activities have taken place.
- Participants' personal information remain confidential and are managed in accordance with the Information Privacy Act 2009 and in the manner described in Council's Privacy Statement, Personal Information Digest and collection notices.

Principle #6: Engagement complies with statutory requirements

- Legislative requirements regarding engagement with the community are adhered to.
- Council policies and procedures which require Council staff to engage the community in particular aspects of work are followed.

Principle #7: Appropriate skills and resources are available for engagement

- Sufficient timeframes and adequate resources are allocated to engagement processes.

- Where possible, engagement processes across Council are coordinated to optimise resources and avoid duplication.
- Staff are provided with opportunities to develop skills to undertake community engagement.

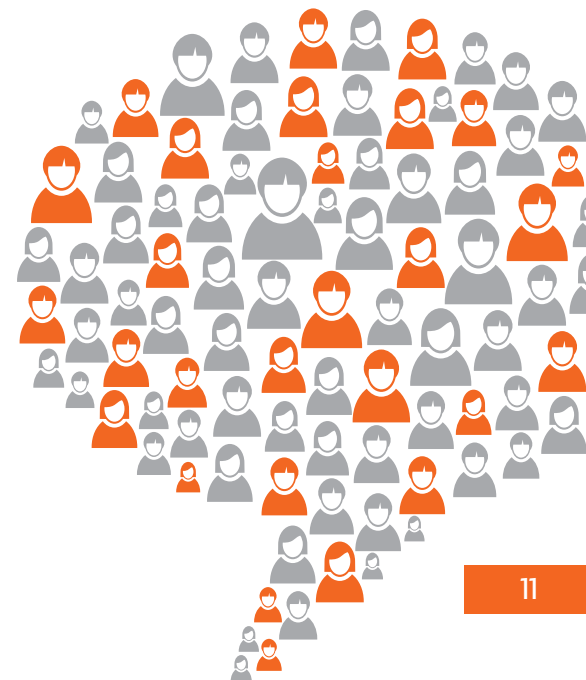
1.3.2 Poor Engagement Practices

When community engagement is done well, trust and relationships are built among partners and reinforced with ongoing good engagement practice. However, when community engagement has been done poorly, it may be hard to re-engage communities in new projects or topic areas due to their lack of 'closure' in the previous ineffective community engagement process. The follow examples below highlight some practices that may lead to poor engagement outcomes:

- Poor engagement planning, including lack of a well thought-out purpose to engage the intended communities.
- Sole reliance on community engagement methods or techniques without careful consideration of overall good engagement process to achieve good outcomes.
- Consultation with communities or stakeholders where outcomes are already pre-determined and not negotiated prior to the design and implementation of projects/programs.
- Inadequate planning in identifying key stakeholders that need to be engaged including the lack of open invitation process to potential stakeholders where project interest relates to broad community groups.
- Confusion between community engagement and communication or marketing. Communication is a one way process which mainly involves information

provision or raising awareness directed to consumers or communities. In contrast, community engagement is a two way process which involves dialogue, participation and collaboration between communities and stakeholders and those doing the engaging.

- The sole use of specialist language that may exclude communities or groups from actively participating in the engagement process.
- The lack of timely and ongoing feedback based on outcomes or findings back to the engaged communities.
- The lack of referral to previous and relevant community engagement findings prior to initiating a new consultation process, which may lead to consultation fatigue or apathy.



Section 2

A “How To” Guide

This section of the Community and Stakeholder Engagement Guide outlines how to undertake planning of community engagement, incorporating the phases and steps summarized in the diagram below.

Determine engagement needs

- Determine project objective, scope and issues
- Assess the need for community engagement

Assess stakeholder impact

- Identify stakeholders
- Determine levels of impact and interest

Plan community engagement

- Determine appropriate levels of engagement
- Choose community engagement methods
- Identify resources available

Plan evaluation and feedback

- Determine how engagement will be evaluated
- Consider how data will be collected, analysed and stored
- Plan feedback methods for stakeholders

Each community engagement process highlighted is underpinned by the IAP2 Framework and the values entailed in the Guide’s Principles of Good Practice (see page 10). The step by step approach to engagement is intended to be seen as a cyclical and interrelated process, similar to the steps taken to design, implement and evaluate a project across its cycle.

In addition, any community engagement process needs to be well incorporated throughout any project cycle in order to achieve good project and engagement outcomes.





Figure 1. Some key things to consider when thinking about community engagement

Checklist #1 Get it right the first time

1

- ✓ Your key stakeholders will not differentiate between Council's different departments or initiatives.
- ✓ They will remember what was previously done and whether Council followed up on any given topic since being last consulted.
- ✓ It is vital to get the engagement process right the first time in order to ensure that your stakeholders remain interested in participating in your other consultation processes.
- ✓ Evaluate how your engagement process went early on in order to make the necessary improvements to your next process.
- ✓ The most important thing is to plan your community engagement process prior to proceeding with implementing your proposed project.

PHASE 1: Determine engagement needs

Determine your project objectives, scope and issues

When it is decided that undertaking community engagement is necessary, it is important to work through where you are in terms of designing your project or initiative. It could be that your project came about because there were ongoing concerns from community groups in Ipswich that require Council to address. Alternatively, your project came about because Council's forward planning for the City anticipates changes, issues and impacts in the future and this requires the municipal communities to be engaged to plan for the vision.

Regardless of how the rationale for your project was initiated, the more you understand what outcome you are trying to achieve, the better chance you have of planning your engagement process effectively.

Often working through planning your project will uncover the issues and complexities that need to be addressed and can be validated through undertaking community engagement. In addition, understanding the complexities that your project is aiming to address, naturally allows for thinking through how the issue and your proposed project will impact on your key stakeholders (see page 27).

Community engagement is an ongoing or iterative process (see page 19) because the issues identified at the beginning or in the planning phase can change or unearth new complexities throughout the project. The more you understand your project, the more you are able to match the right type of community engagement process and use of methods to achieve the desired outcomes. If your project focus and objectives are narrow, then not only will your project outcomes be narrowly focused but so will the design and outcomes of the community engagement process.

Checklist #2 Things to consider when designing your project

2

- ✓ Understand the complexity of the issue that your initiative is trying to address. Is your scope big enough or too small to address these complexities?
- ✓ Do you have adequate resources (budget, staff, and time) to address the issue?
- ✓ Does the issue impact on communities?
- ✓ Has Council attempted to address it in successfully (or not) in the past?
- ✓ Do the affected communities have a history with the issue?
- ✓ Does your project scope have enough flexibility to allow for targeted changes as your engagement process unearths key new information from your stakeholders?
- ✓ Does your project link to key strategies in Council e.g. the Ipswich Long Term Community Plan or Corporate Plan?

Assess the need for community engagement

Other than Councils' legislative mandate (*Local Government Act 2012*) to undertake community engagement, this guide outlines real benefits from engagement. However, there are instances where projects or initiatives do not require an entire engagement process. This example include where:

- Community engagement was previously undertaken on the same topics/issues in the very recent past and there was closure to the issue.
- There is **no direct or indirect impact** to an individual, group of stakeholders or to the communities as a whole.
- State or federal legislation has left **no room for negotiating new outcomes**. In this case, Councils are left to engage communities and stakeholders by informing them of such outcomes.
- Changes are only **applicable to Council's internal organisation processes**, eg human resources.
- Community engagement may not be relevant to all community groups but to **specific target groups** such as Indigenous or young people or to Ipswich local businesses. In this case, the engagement process will be tailored and targeted to such groups.

The diagram below may guide your assessment of the need for community engagement.

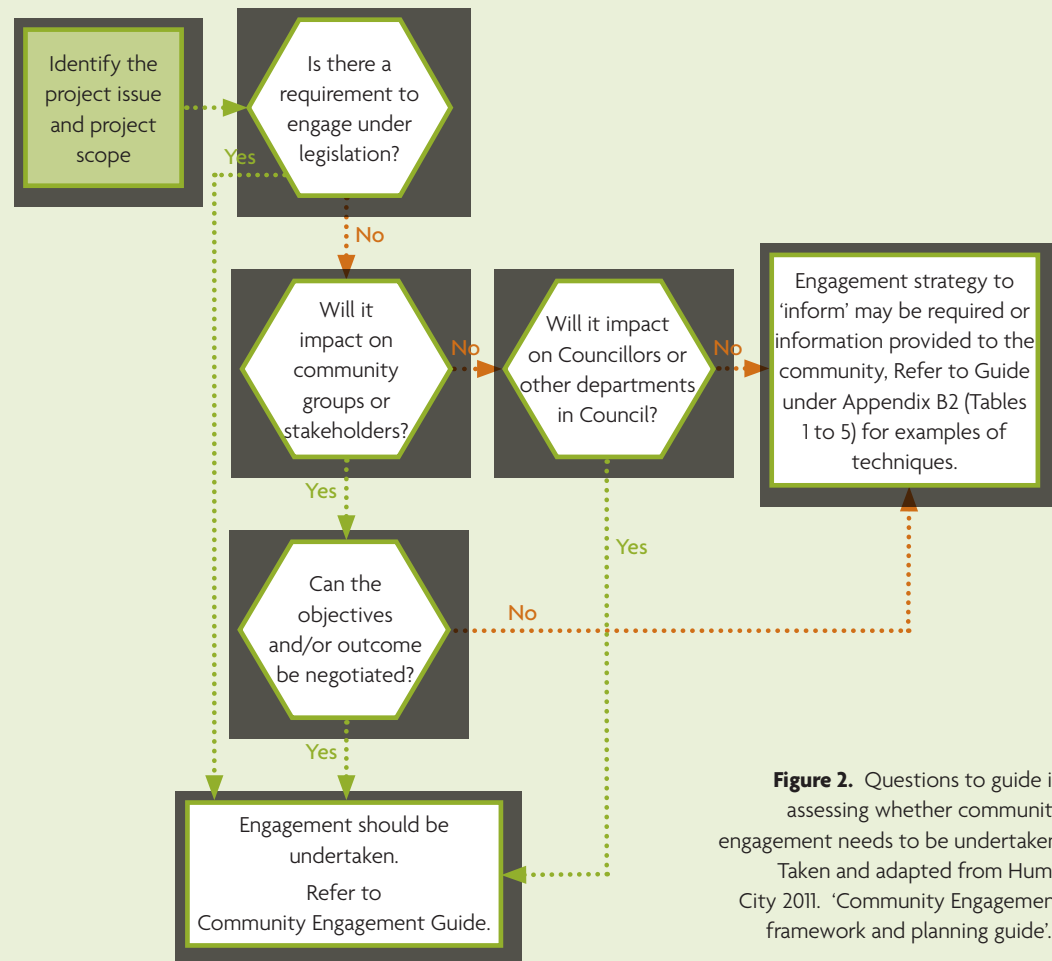


Figure 2. Questions to guide in assessing whether community engagement needs to be undertaken. Taken and adapted from Hume City 2011. 'Community Engagement framework and planning guide'.⁴

PHASE 2: Assess stakeholder impact

Identify your stakeholders

Once your project scope including the reasons why you want to undertake a community engagement process has been considered, then adequate time and consideration needs to be given to identifying 'who' will benefit or be affected from your project or initiative. An example of including a wide range of stakeholders is in the community engagement process was the development of Council's Community Plan (i2031). All community groups, organisations and agencies that either live or work in Ipswich City are key stakeholders that need to provide input into the direction and implementation of Ipswich's vision. For examples that provide a list of potential barriers to participation when thinking about engaging the 'hard to reach' groups. (See A.1: Engagement considerations for diverse communities and potential barriers to participation).

A look at demographic profiles can be a good starting point in terms of getting an understanding of Ipswich's various communities including their characteristics. Council's Community Development Branch can also be a good source of information in terms of the diverse relationships and community contacts that have been built over the years working with the Ipswich communities.

Ultimately, the lack of thorough and consistent process in identifying key community and stakeholder groups is most likely to produce poor outcomes for both project and community engagement activities.

Determine levels of impact and interest

Similar to different definitions of a community (See Definitions of 'Community' and 'Stakeholder' section), your stakeholders can be categorised into different groups when planning your community engagement process including:

- Individuals or groups impacted (directly or indirectly) by the issue or your proposed project eg vulnerable or marginalised groups.
- Individuals or groups that are interested in the issue or your proposed project eg Council elected representatives.
- Individuals or groups that perceive or strongly feel that they may be impacted by the issue or your proposed project.⁵

⁵ International Finance Corporation. 2007. 'Stakeholder engagement: a good practice handbook for companies doing business in emerging markets'. Logan City Council. 2009. 'Community Engagement Strategy'

Checklist #3

Avoid defining your stakeholders too narrowly

3

- ✓ A Stakeholder Impact Assessment (see A2: Stakeholder Impact Assessment) uncovers the degree of influence and importance that stakeholders have on the issue or proposed project including their capacity to participate in the engagement process.
- ✓ The Impact Assessment also looks at the impact that the topic or issue has on a particular stakeholder group.
- ✓ For example, a stakeholder group with a high level of interest may be likely to be impacted on the issue. Therefore the level of impact that the issue has on the stakeholder group may impact the level of influence and support towards your project initiatives.
- ✓ Not all of your identified stakeholders may be equally impacted by the issue or Council projects. Therefore their level of participation including the topic for discussion in your engagement process will vary.
- ✓ Ensure that there is a transparent and open process in inviting your chosen stakeholders.
- ✓ Get internal buy-in from stakeholders such as the Mayor, Councillors and other relevant Council areas.
- ✓ Determine whether Council has a few Community Reference Groups that your community engagement process can tap into as a starting point.
- ✓ It is worthwhile to review any previous engagement experiences undertaken with the same stakeholders in order to get an understanding of the history of these groups including their engagement experiences with Council.

Indigenous communities' experiences with engagement

Aboriginal and Torres Strait Islander peoples tend to have a great understanding of government engagement practices and are well aware of government obligations to engage with them. They are also aware that engagement practices can lead to the 'tick the box' attitude –which may incur their initial skepticism of any future community engagement process.

It is important to create an engagement framework that enables Aboriginal and Torres Strait Islander peoples to have a genuine opportunity to have input in to matters which are not predetermined or restricted with inflexible parameters and timeframes.

In terms of identifying Indigenous people as stakeholders, Aboriginal and Torres Strait Islander peoples don't see individuals or community organisations as spokespeople for their community. However, it is generally accepted that a person or community organisation representative can speak on the issue and not the community, if the person or representative has experience and knowledge on the issue.

Aboriginal and Torres Strait Islander people themselves identify the need to have a yarn with others in the community prior to making or supporting a decision that will impact on them, their families and community. Community engagement with Aboriginal and Torres Strait Islander peoples can be very different from region to region within Australia.

When working with Aboriginal and Torres Strait Islander people, it is encouraged that an engagement framework be based on the intention to achieve mutually beneficial outcomes and be based on consulting the following groups:

- Traditional owner organisations including the Indigenous Land Use Agreement (ILUA) Groups
- Aboriginal and Torres Strait Islander community organisations as first point of call
- Any advocate/reference groups or working parties
- If available any Elders Group/s
- Government/Community Workers/Indigenous Interagency Meetings/Specific agencies and services should be involved if the engagement process has a link to their sphere of work and requires community input in terms of housing, health etc.

Source: Derek Kinchela, Indigenous Australian Community Development Officer, Ipswich City Council



PHASE 3: Plan community engagement

Determine appropriate levels of community engagement

Prioritising your key stakeholders assists in identifying how far you want your stakeholders to participate in your community engagement process as well as determining how the issue or your proposed project will be addressed.

Your decision to choose your stakeholders' level of participation in your engagement process heavily depends on:

- your project's objectives
- the level of controversy or complexity in addressing the issue at hand

- what outcomes are deemed negotiable
- and most importantly what roles both the engager and those being engaged want to play in addressing the issue or in the project implementation.

The tools in Section 3 include an example of linking the level of engagement and suggested methods with the level of identified impacts to stakeholders. In addition, Table 1 on page 7 provides details on the different levels of engagement.

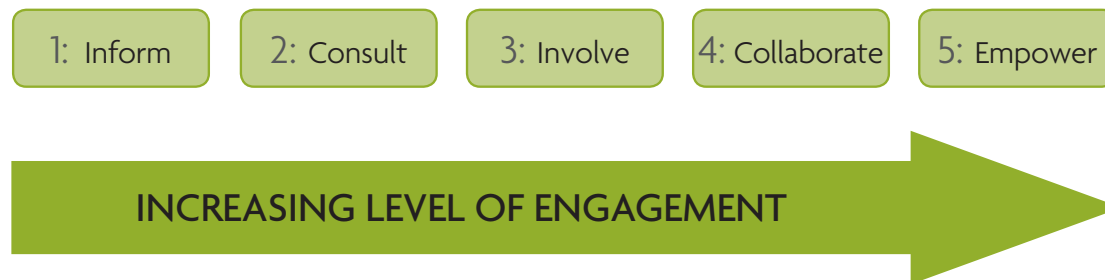


Figure 3. Different Levels of Engagement

Checklist #4

Thinking through levels of engagement

4

- ✓ Different engagement levels will be required for different stakeholders with varying interests in the issue or proposed project.
- ✓ One or more levels of engagement are most likely be used either at the same time or throughout the engagement process.
- ✓ There will be activities or initiatives that communities and other stakeholders e.g. not for profits may already be doing to address the same issues that your proposed project may be looking at. These opportunities may assist in value-adding your initiative and present opportunities for partnerships.
- ✓ Unless you ask the questions such as what is already working well or being addressed in the topic at hand, these insights may never be unearthed in your engagement process.

A hypothetical scenario demonstrating ongoing community engagement

Ipswich Council's data findings on the health and wellbeing of Ipswich residents consistently showed that a large percentage of children and young people were overweight, obese or did very little physical exercise in comparison with other age groups in Ipswich City.

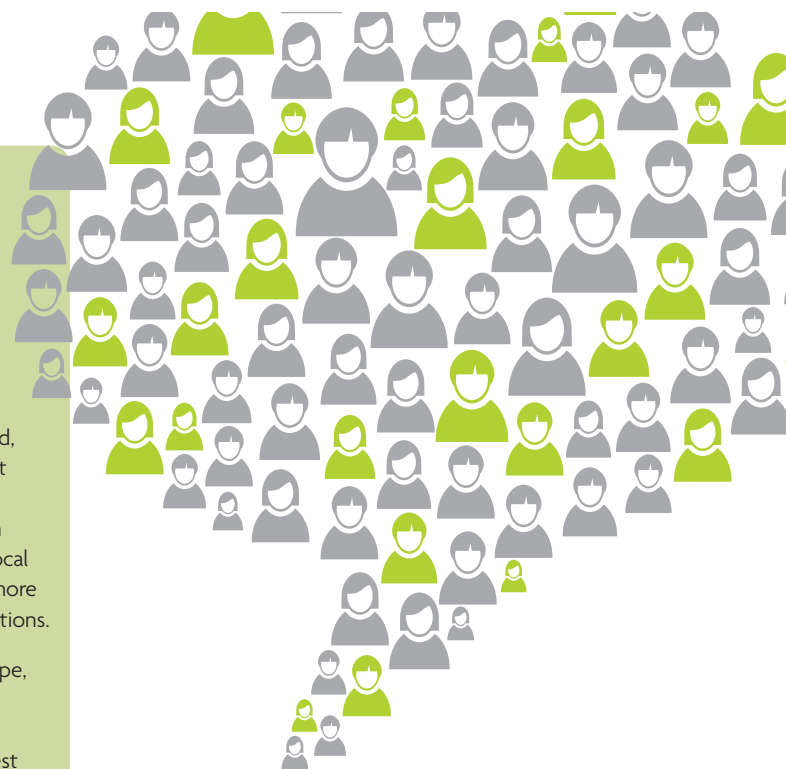
An initial consultation with young people, parents, day care centres, schools and local sports and recreation centres highlighted some families' and schools' lack of adequate resources to provide good nutrition.

In addition, local sports and recreation centres identified there were large numbers of seniors and people of all ages with disability who lacked any physical activity and that some local parks were not accessible to everyone.

Based on the complexity of the needs highlighted, Council used the information gathered to consult with government agencies such as Queensland Health and local service providers that dealt with Ipswich residents across the age span including local community walking and cycling groups to get a more complete picture on the needs and possible solutions.

As some of the issues were outside Council's scope, such as nutrition needs, Council re-invited those previous community and stakeholder groups to provide them with feedback and to gather interest in creating collaborative groups to work closely with Council.

In this example, Council undertook various engagement processes and methods including 'information gathering', 'consultation' to 'collaboration'. Council's project planning and engagement processes were flexible, allowing Council to unearth interrelated issues that offered Council with the opportunity to address health and wellbeing issues more holistically and with its potential partners.



Choose suitable community engagement methods

Matching the right use of engagement methods with your stakeholders' varying engagement requirements ensures that your engagement process is fair and equitable and will deliver outcomes for both sides. When considering what suitable techniques or methods would be an appropriate fit for your engagement process, consider the following key points:

- Match the right method with the right process to ensure full participation. For example, consulting a community reference group for feedback may not be adequate and representative of all views, if your engagement process requires the broad participation of various communities.
- Consider which engagement techniques would be effective to reach culturally diverse, Indigenous or people with disabilities (see Tool A.1 on page 26).
- There may be a need to use more than one engagement method depending on the nature of the issue, your project scope and the identified need to engage different stakeholders in different ways.
- For more in-depth information on which is the most appropriate community engagement method or technique, please refer to page 30 on Matrix of Techniques.

The table below includes a few scenario examples of how Council can use to undertake different levels of participation. These examples also show that more than one level of engagement may be used at the same time

ENGAGEMENT LEVEL	EXAMPLE OF TECHNIQUES RELEVANT FOR THE ENGAGEMENT LEVEL
LEVEL 1: INFORM Example: Road closures	<ul style="list-style-type: none"> • Public Notice • Letterbox drop to affected residents
LEVEL 2: CONSULT Example: Review of Council's Community Plan	<ul style="list-style-type: none"> • Surveys • Focus Groups • Staffed public displays • Meetings
LEVEL 3: INVOLVE Example: Council's need to formulate its Social Policy	<ul style="list-style-type: none"> • Advisory Committees • Community workshops • Community Reference Groups
LEVEL 4: COLLABORATE Example: Council's plan to undertake Community Renewal Programs	<ul style="list-style-type: none"> • Forums • Community Panels
LEVEL 5: EMPOWERMENT Example: Council's support of its Senior's Consultative Committee	<ul style="list-style-type: none"> • Ballots • Delegated decisions

Checklist #5 Thinking through effective use of methods

5

- ✓ Ensure that engagement methods (public forums etc) follow a good facilitation process and that the right facilitator is used.
- ✓ Consider an effective selection process of community representatives in reference or advisory groups and work alongside the group to determine the purpose and outcomes of the group.
- ✓ There is no one size fits all. One method may work well with a stakeholder group but not so with another group.
- ✓ It's a good idea to ask a key or legitimate community representative on what method may suit how you engage your stakeholder group.

Identify resources available for engagement

Thinking about what resources are available to you enhances your planning and delivery of good community engagement process. Below are a few resources that projects can use for the delivery of their community engagement outcomes.

The Cross Functional Team (CFT) is made up of different Council departments with an interest, skills-set and passion to build Council's internal knowledge-base and practice of good community engagement work. The CFT, as an advisory group, can be considered as an in-kind resource to Council assist in identifying and clarifying issues and considerations when project officers design their community engagement process.

The CFT does NOT deliver actual Council community engagement projects. It is strongly recommended Council staff to engage the CFT prior to implementing projects in order to help design well-planned community engagement process.

The current cross functional team members include:

1. Annette Schoone, Chief Operating Officer – Community and Cultural Services
2. Angie Harms, Corporate Governance Manager, Corporate Governance
3. Barbara Dart, Principal Officer, Health Policy and Operations
4. Ben Thomas, Community Partnership Officer, Infrastructure Planning and Partnerships
5. Danielle Owens, Team Coordinator (Strategic Planning) Strategic Planning
6. Felket Kahsay, Community Development Research Officer, Community Development

7. Liz Jackson, Principal Officer (Open Space Design), Program and Project Management
8. Miranda Reis, Community Partnerships Officer, Infrastructure Planning and Partnerships
9. Narelle Rhodes, Library Services Manager
10. Wade Curtis, Marketing and Communications Manager

Council's Marketing Branch is also a key resource in assisting design the right information style which can be used to promote your proposed project to your key stakeholders (*See 'Pre-Community Engagement' on page 24*).

Consider the use of external consultants if there is no in-house capacity to implement your community engagement activities. *However, Council approval is required prior to engaging with consultants.* Consultants have varying knowledge, skills and expertise in implementing different community engagement and having clarity in what they can deliver is important.

Depending on your allocated project budget, some of the benefits of using consultants include the following:

- expertise as facilitators and use of engagement methods.
- knowledge and experience working with local governments.

- Provision of validity or neutrality to the community engagement process as external facilitators or evaluators if there is mistrust between the organisation and the stakeholders. ⁶
- Building capacity of staff for future engagement activities

Selecting the right consultant needs careful consideration from the onset in order to achieve your desired outcomes. Tool B4 on page 37 provides a criteria list of what to look for when thinking of using contracted work. Refer to Council's **Procurement Branch** to assist in your tendering process when considering hiring external consultants.

Council's **Community Development Branch** can advise on community development practice, culturally appropriate practice, knowledge of different communities, as well as other stakeholders in Ipswich.



⁶ Queensland Government. 2011. *Engaging Queenslanders: a guide to community engagement methods and techniques*. Taken and adapted from: Queensland Government, 2011.

PHASE 4: Plan evaluation and feedback

Determine how engagement will be evaluated

Designing your evaluation process needs to happen during the planning phases of the community engagement process. Evaluation occurs in an ongoing manner throughout implementation of the project. Evaluating community engagement involves assessing two main things:

- Evaluation of Outcome: Whether the actual outcomes of the engagement process and feedback from participating stakeholders were positive.
- Evaluation of Process: How well the engagement activity or process was designed, whether the level of stakeholder participation was inclusive and whether the techniques used were appropriate.

For more examples of evaluation questions relevant to the different evaluation types, please refer to page 39. When local governments link and compare the evaluation results of the community engagement process against the objectives of proposed projects, they are able to better target their planning, local policies and implementation of Council core business.

Checklist #6 Evaluating success

6

- ✓ Establish who is going to be involved in the evaluation process in order to reflect fair, unbiased and transparent reporting, for example, external consultants can be considered neutral in evaluating and assessing how the engagement process was undertaken.
- ✓ Consider what role your stakeholders can play in monitoring and evaluating outcomes of your project, particularly when the level of engagement used is to 'collaborate' or 'empower'.
- ✓ To evaluate medium to long-term community engagement and program outcomes, evaluation tools such as surveys and indicators may be considered useful.



Consider how data will be collected, analysed and stored

Good planning and design of community engagement activities hinges on having and maintaining good information and knowledge management systems in Council.

Undertaking various community engagement activities will draw bits and pieces of information and knowledge of the Ipswich communities. However, a good information and knowledge system ensures that Council can piece together information in order to present a multidimensional and comprehensive picture of their municipal communities, its needs and issues.

A good information and knowledge management process also ensures that Council builds its knowledge base of the various engagement activities that have been previously undertaken. This comprehensive knowledge-base must do the following:

- Prevent the duplication of similar community engagement activities.
- Enhance opportunities for Council to coordinate community engagement activities where Council projects would like to either understand the similar issues or would want to look at the issues more holistically.
- Provide Council with access to the results and processes of previous community engagement activities in order to get a 'lessons learned' for future community engagement planning.
- Assist Council to review and track the status of agreed implementation outcomes based on the previous engagement activities and build Council's knowledge-base on the history, interests and insights on various stakeholders.

Checklist #7

Good collection and information management process

7

- ✓ **Feedback collection forms:** Ensure privacy and confidentiality forms are provided to stakeholders when collecting their information, eg Collection Notice forms.
- ✓ The privacy and confidentiality forms also need to clearly reflect how stakeholders' feedback or information will be used (such as for the purpose of the specific project and for Council to re-analyse the information once the information is combined).
- ✓ **Storage:** Fill in your Community Engagement Plan template (see Section B3 in Section 3) in order to capture feedback, level of engagement used etc in your documentation process.
- ✓ **Centralised Place:** Utilise Council's approved centralised database for proper storage of the stakeholders' information not only for Council's easy access but to build a comprehensive picture of Ipswich communities, communities' needs, issues and aspiration.
- ✓ Ensure that stakeholders have access to accurate and timely information on projects.

Plan feedback methods for stakeholders

Feedback to stakeholders is an ongoing process particularly when a project implementation is continuing or the issue at hand is not resolved. The feedback process for any community engagement involves the following steps:

1. Pre-community engagement

Tailoring the information style of the proposed project to the intended stakeholders in order to promote the proposed project objectives can increase participation in the community engagement activity.

Once the level of engagement and methods has been selected, a **communications and budget plan** can assist in collating the activities (eg focus groups) to be implemented, against costing and timeframes. A **communications and budget plan** is a tool for implementing community engagement process. However, communications is a part of, but not a community engagement process.

2. Post-community engagement activity (Closing the feedback loop)

Provide feedback on the outcome of the engagement process including how stakeholders input from the engagement process was taken into account in the decision-making process. The planned feedback process can also be linked to your marketing, communications and budget plan in order to factor in the required resources.

3. Ongoing information

Provide ongoing information on your project such as outcomes or changes to your project or any new information related to the project. For assistance in planning and developing your marketing and communications plan to please see Council's Marketing and Communications Branch.

Checklist #8 Closing the feedback loop

8

- ✓ Plan and design how accessible feedback will be when reporting back to your stakeholders both internally in Council and to your various stakeholders, for example, is the language, format and information easily understood.
- ✓ Feedback has to be timely so as to not lose the confidence and interest of your key stakeholders.
- ✓ Revisit previous consultation findings and follow up on the next steps to the project implementation (if still ongoing) when engaging with the same stakeholders.
- ✓ Store collected feedback in appropriate place for easy access, use and analysis of information (see Data collection, analysis and storage on page 23).

Section 3

Tools for engagement

Section 3 must be read after reading Sections 1 and 2 in the Guide as the content in this section links back to the previous parts in this document. This is because the first step to designing your community engagement process should not focus on how you would like to engage (use of methods/techniques) but working through a series of steps such as:

- 'What' are the issues and your project scope
- 'Why' undertake engagement
- 'Who' is needed to engage
- 'How' to engage (methods and techniques)

Working through what are the issues or topics that need to be addressed, what is your project's scope, including the appropriate design and implementation of your community engagement process should help inform the development of your Community Engagement Plan (see Tool B3 on page 34). Filling out the Community Engagement Plan assists in better documenting your community engagement process for both future reference and better engagement planning.

This Section includes tools that offer tips and templates to assist in developing your Community Engagement Plan.

- A. Tools for assessing stakeholder impact
- B. Tools for planning engagement (including the Community Engagement Plan)
- C. Tools for planning evaluation and feedback
- D. Other tools



A. Tools for assessing stakeholder impact

A1. Engagement Considerations for Diverse Communities and Potential Barriers to Participation

A list of some of the 'hard to reach' groups including potential barriers to participation: ⁷

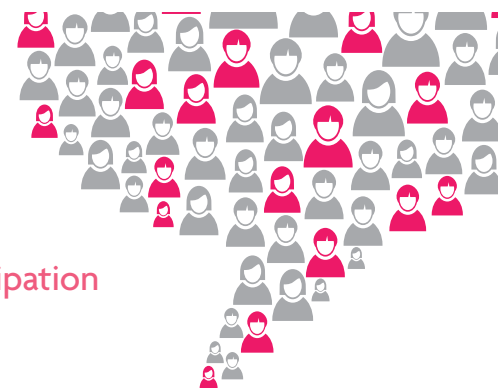
- Age (children/ youth/ middle age/ seniors)
- Apathy – why is it relevant to me?
- Childcare and elder care responsibilities
- Community bullying
- Gender roles – for example, women as primary carers, single parents
- Cultural norms or religious customs
- Use of technical jargon
- Language and cultural barriers
- Ineffective communication between Council members/ staff and community members
- Drug and/or alcohol dependency
- Access to and capability to work with IT
- Industry and business
- Low income or unemployment
- Low literacy levels
- Mental health and other health issues
- Physical disability or mobility and access difficulties
- Prior experiences of not being listened to
- Shift work or seasonal events
- Access to transport
- Homelessness or transient population
- Indigenous people and/or newly arrived migrants and refugees who may have experiences of disadvantage or isolation.

⁷ Source: Local Government Association of South Australia and Government of South Australia. 2008. 'Community Engagement Handbook: A model framework for leading practice in local government in South Australia'.

Christchurch City Council. 2012. 'Best Practice Guidelines: engaging with culturally and linguistically diverse (CALD) communities in times of disaster.'

Some consideration when engaging culturally diverse communities ⁷

- ✓ Refer to demographic profile of communities for the cultural and language make-up of Ipswich's diverse communities.
- ✓ Liaise with Council's Community Development Branch for assistance with key contacts with the different multicultural communities.
- ✓ Please consider that one style of engagement may not be appropriate for all of Ipswich's culturally diverse communities e.g. surveys may work successfully in one community but not appropriate with another cultural group.
- ✓ Like with other community groups successfully engaging culturally diverse communities is about building strong relationships with these communities.
- ✓ Work with elected community leaders or leaders that are well respected in their communities to get engagement 'buy-in' with their communities.
- ✓ Consider the useful role of bi-cultural workers or interpreters who can assist minimising language barriers.
- ✓ Promote your engagement process through any available migrant media that are highly utilised by their respective community groups.



A2: Stakeholder Impact Assessment

This tool will assist you to tailor an engagement process according to your stakeholders' needs and impacts. See page 16 for more tips on assessing stakeholder impact.

Based on: Level of Interest and Impact

L means 'Low' **M** means 'Medium' **H** means 'High' **E** means 'Extreme'

Source: Taken and adapted from Liverpool City Council, 2006 – *Community Engagement Tool Kit Policy and Procedure*

Group/Stakeholder Examples include:	Level of interest *Consider whether stakeholder interest on issue/project is high or low				Level of Impact *Consider whether issue/project has a high impact on the stakeholder group				Level of Impact *Consider whether issue/project has a high impact on the stakeholder group				Level of Impact *Consider whether issue/project has a high impact on the stakeholder group			
	L	M	H	E	L	M	H	E	L	M	H	E	L	M	H	E
External stakeholders																
1. Individual groups																
2. Neighbourhood groups																
3. Ipswich Suburb																
4. Communities that cover whole of Ipswich City																
Internal stakeholders																
5. Councillors																
6. Specific branches																

A3: Defining representativeness when gathering views

Ensuring 'representativeness' in your community engagement practice means that a good cross section of your identified stakeholders has been enabled to have their say in your engagement process. Depending on the issue or your project objectives, gathering representative views may require looking at the types of people or groups (e.g. young people, seniors etc.) who represent those specifically affected by a particular issue or project.

Alternatively, a particular issue or project objectives requires gathering a specific number of views which make both the information collected and engagement process used more representative of the identified stakeholders. Therefore, how you collect your community engagement findings entirely depends on whether the nature of the issue or your project objectives require collecting community data that is either quantitative or qualitative (or both) information.

- Qualitative community data (or simply qualitative data): is most helpful to gather community data that requires exploring stakeholder information that is in-depth or contributes to some breadth of knowledge or meaning derived from information required to value-add to the undertaken community engagement process. Methods that enable the collection of qualitative data include focus groups, face to face interviews etc. where the emphasis on the data gather is not on the number of responses but meaning or breadth of collected information collected.
- Quantitative data (or simply quantitative data): the method of collecting data or your stakeholders' input relies on gathering the number of perspectives or views required to validate your community engagement process and findings. Examples of methods useful in collecting quantitative data include telephone surveys, online surveys etc.

Checklist #9

Considering 'representativeness' when thinking of collecting quantitative data

9

- ✓ Look at the Census to check the profile of wider community that reflects the stakeholders you need to engage.
- ✓ Ideally an appropriate population sample size can be between 300 to 500 people to validate the community findings.
- ✓ However, ensure that the margin of error (i.e. the difference between actual population size and sample size) is minimal.
- ✓ For more information on how to calculate an appropriate sample size please refer to Sample Size Calculator online: <http://www.raosoft.com.samplesize.html>
- ✓ Random sampling of surveys (when appropriate) can be a good method to select a non-biased representation of your stakeholder sample.

B. Tools for planning community engagement

B1. Examples of matching the engagement responses to impacts to stakeholders

EXAMPLE OF PROJECTS/ ISSUES	LEVEL OF IMPACT	CRITERIA FOR DETERMINING IMPACT LEVEL	STAKEHOLDER LEVEL	LEVEL OF ENGAGEMENT	SOME SUGGESTED METHODS FOR ENGAGEMENT
<ul style="list-style-type: none"> Ipswich City Council Flood Recovery Work 	High	An issue or project that impacts a substantial and significant range of the community (area or people)	Whole of Ipswich	Inform	<ul style="list-style-type: none"> Add information to Council's website Media releases, print and radio Provide information to Council staff (email, staff newsletter) Provide information via email lists Provide information at Council sites (libraries, Customer Service Centre and Administration Centres) Social Media
<ul style="list-style-type: none"> Removal or changes to district or regional level facility/ service Changes to Ipswich-wide services e.g. waste management Any impact on the health, safety or wellbeing of the broader community. 	High	High level of real or perceived impact on a local area, specific community or user group/s of a facility or service.	Large part or whole part of Ipswich City	Inform and Consult	<ul style="list-style-type: none"> Provide information in Council and non-Council newsletters Provide information attached to rates notices Develop displays/ site signs Hold a public exhibition, inviting submissions Public meeting Produce a fact sheet and consider translation Produce and distribute a detailed brochure/ flyer/ pamphlet/ poster Conduct a focus group/ workshop with key stakeholders/ chat times

B2. Matrix of Engagement Techniques

Table One: Inform Level

TECHNIQUES FOR INFORM LEVEL	ALWAYS THINK IT THROUGH	WHAT CAN GO RIGHT	WHAT CAN GO WRONG
Printed Materials <ul style="list-style-type: none"> • Fact Sheets • Newsletter • Media Advertising – local papers • Brochures • Issue Papers 	<ul style="list-style-type: none"> • Keep it short and simple • Make it visually interesting and engaging but not too busy or slick • Proof-read all documents • Ask randomly selected staff members to trial material & provide feedback before distribution to the public • Use language that is inclusive and jargon free • Always include opportunities for comment and include reply paid forms or envelopes to encourage two-way • Communication • Explain public role and how comments have affected project decisions • Offer interpretation services 	<ul style="list-style-type: none"> • Can reach a large target audience • Public look for information in regular format eg Newsletter, Media column • Allows for technical and legal reviews • Written comments returned in reply paid format • Documentation of public involvement facilitated • Mailing list development 	<p>Distribution planning inadequate</p> <p>Materials do not reach the mark</p> <p>Materials not read</p> <p>Limited capacity to communicate complicated concepts</p> <p>Information misinterpreted</p>
Displays Council Offices Libraries Community Centres Shopping centres Schools Childcare centres	<ul style="list-style-type: none"> • Establish regular sites if possible to build on community culture • Develop a distribution list • Make sure personnel at locations know what materials are about and where they are located and who to contact for further information • Consider electronic displays, eg Touch screens, TV video loop presentations • Make sure materials are removed when past their use by date 	<ul style="list-style-type: none"> • Information is accessible to the public at relatively little cost • Public use the distribution locations to look for materials • Public visit Council facilities and may learn more about service provision • Public ask for further information at Council distribution sites 	<ul style="list-style-type: none"> • Distribution sites are overcrowded with information and the materials get lost among the collection of materials • There is no active promotion of the materials • Upkeep of information at sites is not well managed • Maintenance of equipment
Website Information directly into the household	<ul style="list-style-type: none"> • Needs to be visible and easy to navigate • Keep information updated 	<ul style="list-style-type: none"> • Capable of reaching a large audience at low cost • Popular information resource 	<ul style="list-style-type: none"> • People without access disadvantaged • Technical difficulties • Hard to navigate

Table Two: Consult Level

TECHNIQUES FOR CONSULT LEVEL	ALWAYS THINK IT THROUGH	WHAT CAN GO RIGHT	WHAT CAN GO WRONG
Briefings <ul style="list-style-type: none"> Council Staff Councillors Technicians Consultants Key Stakeholders Community groups (including marginalised groups) 	<ul style="list-style-type: none"> Keep it short and simple Use clear, jargon free, inclusive language Use easy to read diagrams and visuals that are consistent with the verbal and written content 	<ul style="list-style-type: none"> Control of information/presentation Opportunities to clarify misinformation Reach a wider variety of people Build community capacity Evaluate & readjust approach 	<ul style="list-style-type: none"> Some groups may be left out of briefings Inaccurate information may be passed on to community Expectations may be raised Information may be used inappropriately
Mailed Surveys /Questionnaires/ Response Sheets <ul style="list-style-type: none"> Blanket distribution Random distribution Selected distribution 	<ul style="list-style-type: none"> Surveys/Questionnaires should be developed using specific guidelines and trialled before distribution Collection and method of analysis to be considered & clarified Level of engagement & parameters need to be clear 	<ul style="list-style-type: none"> Gather information from people other than those with special interest Gather information from people who might not attend meetings Can gather specific information Statistically tested results have more credibility 	<ul style="list-style-type: none"> Response rate can be poor Communities over surveyed Can be labour intensive Questions may be misinterpreted Results not trusted Results not fed back to communities effectively
Technical Assistance Attendance at: <ul style="list-style-type: none"> Briefings Meetings Workshops 	<ul style="list-style-type: none"> Technical resource persons must be perceived as credible by communities Ensure technical resource persons have access to information about the communities attitudes 	<ul style="list-style-type: none"> Build credibility and address public concerns about equity Facts in dispute can be debated and consensus reached 	<ul style="list-style-type: none"> Technicians may not be prepared for working too closely with communities and may lack empathy Resource availability may be limited
Open House <ul style="list-style-type: none"> Communities engage at their own pace in a comfortable environment Drop in to individually to view plans, ask questions, give opinions. 	<ul style="list-style-type: none"> Be there when you say you are going to be Consider the demographics of the area and time sessions accordingly Greet people at the door & explain the format, provide comments sheet Give people a task eg "good/bad" dots to place on the displays to record their preferences 	<ul style="list-style-type: none"> Facilitates a wide variety of people Break down perceived barriers Fosters communication More convenient for people Engages people more effectively Minimise aggressive approach to Council staff 	<ul style="list-style-type: none"> Special interest groups may boycott or disrupt Groups may use "dots" to lobby for special interests Staff resource intensive May not be accessible to people who rely on public transport
Feedback Register <ul style="list-style-type: none"> Resident pool for feedback 	<ul style="list-style-type: none"> Check the register content is relative to your purpose 	<ul style="list-style-type: none"> Gather input from a broad range of people 	<ul style="list-style-type: none"> Register maintenance can be resource intensive

Table Three: Involve Level

TECHNIQUES FOR INVOLVE LEVEL	ALWAYS THINK IT THROUGH	WHAT CAN GO RIGHT	WHAT CAN GO WRONG
Focus Groups Use to test message with randomly selected people or to gain input to assist planning for engagement	<ul style="list-style-type: none"> • Clear tasks • Relevant representation • Skilled facilitation 	<ul style="list-style-type: none"> • Provides opportunity to test material • Verify prior assumptions • Raise unexpected additional benefits 	<ul style="list-style-type: none"> • Participants may feel restricted by the approach • May be perceived as exclusive • May be costly
Interviews <ul style="list-style-type: none"> • Face to Face • Telephone 	<ul style="list-style-type: none"> • Be clear and open about the intent • Consider questions carefully to gather relevant information • Ensure effective information recording methods • Be inclusive • Be equitable 	<ul style="list-style-type: none"> • Gather clear understanding of public concerns and issues • Individuals feel inclined to provide input based on personalised format • Able to reach more people by varying timeframe for interviews 	<ul style="list-style-type: none"> • Can be very time consuming • Participants can take their issues out on the interviewer • Participants are tired of being interviewed on a range of issues & will not engage willingly
Workshops Commence with presentation & allow for interaction in small groups with feedback to larger group to bring all the information together at the end of the workshop	<ul style="list-style-type: none"> • Know how you plan to use public input before the workshop • How you are going to manage the group – rules for engagement • Use trained facilitators and give them clear instructions to ensure the aims of the workshop are achieved • How are you going to feedback outcomes of workshop to participants 	<ul style="list-style-type: none"> • Participants can use the opportunity to raise their concerns, needs, issues • Foster equity and credibility • Opportunity to hear the “silent” voices • Special interest groups get to listen to other voices • Unexpected additional benefits • Relational benefits 	<ul style="list-style-type: none"> • Small numbers of participants • Resistance to breaking up into small groups by some participants • Special Interest groups monopolise the workshop • Participants alter the agenda • Facilitators not impartial or not skilled enough to deal with some behaviours • Information session format used rather than workshop format • Feedback not recorded effectively
Field Trips <ul style="list-style-type: none"> • Tour of project site or comparable site for stakeholders, elected members, community groups, media 	<ul style="list-style-type: none"> • Set up booking system to manage demand effectively • Make accessible to diverse groups • Provide itinerary/tour guide • Plan question/answer session • Plan refreshment break and provide water during the trip • Consider safety 	<ul style="list-style-type: none"> • Opportunity to develop rapport with stakeholders • Increase knowledge of issues and process for all involved • Unexpected additional benefits 	<ul style="list-style-type: none"> • Number of participants can be limited by resource availability • Intention can be misinterpreted • Project site may reveal unintended conditions • Aggrieved participant may take the opportunity to monopolise captured audience

Table Four: Collaborate Level

TECHNIQUES FOR COLLABORATE LEVEL	ALWAYS THINK IT THROUGH	WHAT CAN GO RIGHT	WHAT CAN GO WRONG
Council Advisory Committees with specific focus	<ul style="list-style-type: none"> Chairperson needs to be engaging, clear and inclusive There needs to be formal mechanism for groups to feed directly into Council's decision making process, otherwise it may be tokenistic The Terms of Reference and focus of group need to be clearly defined Tasks/actions need to be outlined and carried out 	<ul style="list-style-type: none"> Potential for larger number of representatives on specific issues and increases 'representativeness' Developing skills of larger number of people Detailed input can be gained 	<ul style="list-style-type: none"> Can be costly – providing necessary assistance to these groups so they can overcome any barriers to participation (eg may include need for interpreters, childcare, assistance for disabled, staff time for administration and support) Participants may misunderstand their role as advisors, not decision makers.
Community representatives on Council committees	<ul style="list-style-type: none"> Input is ongoing – this aids planning and other developmental processes Requires timely administration and individual liaison in particular the provision of minutes and reports to assist decision making 	<ul style="list-style-type: none"> Demonstrates Council's commitment to citizen participation in decision making If combined with support, can develop skills of representative so they can develop skills of people in their own community Opportunities to develop multi-sector partnerships eg public, private, non-Government and community partnerships and bring together different resources, skills and energies to respond to priority issues in the community 	<ul style="list-style-type: none"> There is a limit to number of community representatives who can be on a committee, so they are not able to represent everyone Costly to develop skills of representatives Can be costly to provide necessary administration and assistance to overcome barriers to participation such as interpreters, bilingual workers, assistance for sensory disabled, childcare etc

Table Five: Empower Level

TECHNIQUES FOR EMPOWER LEVEL	ALWAYS THINK IT THROUGH	WHAT CAN GO RIGHT	WHAT CAN GO WRONG
Mediation/Negotiation/Dialogue Designed to create shared meanings through effective listening and reflective questioning	<ul style="list-style-type: none"> Establish firm guidelines Ensure the role of the mediator/negotiator and participants are clear Seek commitment to the process 	<ul style="list-style-type: none"> Helps participants towards an understanding of others viewpoint Forward thinking approach sets new directions Win/Win outcomes Promotes accountability on both sides 	<ul style="list-style-type: none"> Can be difficult to identify who the parties are and who and what they represent Time & resource intensive Knowledge and skill base required to facilitate mediation/negotiation not acknowledged

• Adapted from: The City of Greater Bendigo, 2011 - *Community Engagement Guidelines and Toolkit*

B3. The Community Engagement Plan

This template attempts to tie together all the planning steps required to design and implement community engagement projects. The template can also be considered as a reference point to plan any similar and potential community engagement. The Community Engagement Plan is divided into two parts (Part A (working through the big picture) and Part B (detailed planning of the engagement process)).

PART A: Thinking through the big picture

Part A covers the big picture planning (sections 1-4 below) required to work through before considering the specifics of planning the community engagement process.

1. Community engagement project objectives

- Link this with what you want to achieve with your actual project including identified issues that need to be addressed.

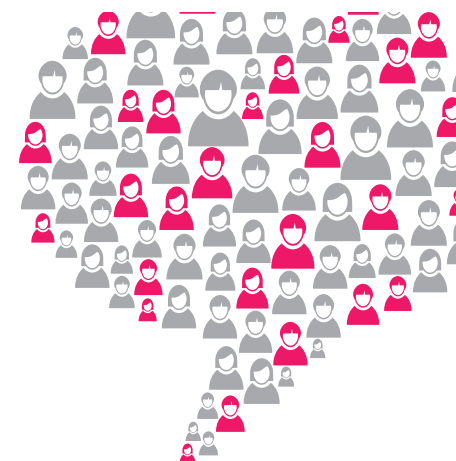
2. Intended outcomes of community engagement project

3. Scope of community engagement project

- Consider how big the scope of your project or issue for a community engagement process.

4. Strategic alignment

- Relationship with other projects and key Council policies or strategies.



PART B entails the detail planning involved in building a community engagement plan, (see below) and a communications and budget plan that assists in allocating the resources required to promote and implement the actual community engagement activity.

1. The Planning Template

The steps in this template are based on Section 2's planning phases, reference tools contained in Section 3.

STEP 1 DESCRIBE YOUR PROJECT OBJECTIVES (Refer to Part A above)	STEP 2 LIST OF YOUR STAKEHOLDERS (Refer to page 16, 26 & 27)	STEP 3 DETERMINE THE LEVEL OF IMPACT TO YOUR STAKEHOLDERS (Refer to page 16)	STEP 4 DETERMINE THE LEVEL OF ENGAGEMENT (Refer to page 18, 20 and Table 2)	STEP 5 DETERMINE YOUR BEST METHOD/S Based on selected engagement level. (Refer to page 20 & 29).	STEP 6 ALLOCATE TIMEFRAMES FOR EACH ENGAGEMENT ACTIVITY	STEP 7 EVALUATION [POST-COMMUNITY ENGAGEMENT] (Refer to page 22 & 39)			STEP 8 CLOSE THE FEEDBACK LOOP (See page 24)
						Were your participants representative of your intended stakeholder groups? (see page 28)	Was there a breadth of information captured? Were findings relevant to your project objectives?	How effective was the engagement activity itself?	

2. Communications and budget plan

Planning your engagement activity itself takes work and requires thoughtful planning. A Communications and Budget Plan helps with providing a breakdown of the tasks required to promote the engagement process as well as allocate the resources to implement the appropriate engagement activity across the lifecycle of your project.

Please contact **Marketing and Communications Branch** to assist with how to market and promote your engagement activity. You may find that you need procurement assistance from **Procurement Branch** when seeking advice regarding hiring external consultants. An example of your Communications and Budget Plan may consist of the following items in this table below:

STEP 1	STEP 2	STEP 3
DETERMINE THE FREQUENCY AND NUMBER OF METHODS REQUIRED TO PROMOTE AND IMPLEMENT YOUR ENGAGEMENT ACTIVITY. (Refer Appendix B2)	ALLOCATE BUDGET & RESOURCES FOR EACH ENGAGEMENT ACTIVITY	ALLOCATE TIMEFRAMES FOR EACH ENGAGEMENT ACTIVITY
Example: <ul style="list-style-type: none">• Promotion of public forums in local papers (x5)• Hire two public forum facilitators for five sessions.• Design surveys to be mailed out to residents. Approx. 300 surveys to be distributed.	<ul style="list-style-type: none">• Post public invitations to public forums on Ipswich Council website and Council newsletters.• Post adverts on Council newsletters.• Advertise in local newspapers.• Allocate \$XXX for public forum facilitators.• Seek Procurement Branch's assistance regarding quote/tendering process.• Allocate \$XXXX to hire consultants to design surveys.	<ul style="list-style-type: none">• Advertise twice a fortnight up to Sept 2013.• Post online messages regarding public forums on Ipswich Council website and Council newsletters up to Sep 2013.• Public Forum (five sessions) facilitations to• occur early Dec 2013.• Distribute surveys between Oct-Nov 2013.



B4. List of things to consider when selecting consultants

Engaging a Consultant

- Ensure Council approval is obtained prior to engaging with a consultant.
- What is your project and what is the scope of community consultation work required? Consider your objectives, desired outcomes and timeframes.
- What is your budget /resource allocation for community consultation activities?
- What information/data does Council already have available (qualitative and quantitative)? What data do you want to collect?
- Develop benefits of undertaking consultation activities to the project and to Council (eg Can your consultation activities support other Council projects?)
- What experience and skill set do you need the consultants to possess?
- Has a communication plan been established (including appropriate methods and timeframes for consultation)?
- Request the consultant to provide a consultation methodology and justification/rationale for the selected approach and consultation techniques.
- Consider how you want the community consultation findings presented (eg a report).

- Develop a Request for Quotation (RFQ) including all specifications for consulting work. Use the Community Engagement Guide and Tool Kit as a guide. Be clear about what you want from the consultant and the outcomes that you need from the consultancy work.
- The RFQ could include requirements that match any Council centralised database fields or data capture and capture the relative success or areas for improvement of the activity.

Deliverable Expectations

- What type of data/deliverables do you require (ie information and medium)?
- Check who owns the data that the consultants collect/receive. Ensure that the RFQ, consultancy brief and contract indicates that this is to be in Council ownership.
- Request a consultation report.
- Request an evaluation of the consultation activities including any areas for improvement.
- Consider requesting for milestone dates and throughout the project.

Communication

- Discuss your Request for Quote (RFQ) with other Council officers that have undertaken community engagement projects to gain ideas.
- Ask other local governments/peers as to the consultancies they have used in the past.
- Consider who you need to send the Request for Quote (RFQ) to. Scope the potential consultancies that may be suitable (eg look at expertise and what you specifically require for your project).
- Hold a meeting with the proposed consultants to brief regarding expectations as part of the procurement process (ie discuss timeframes, expertise, etc).

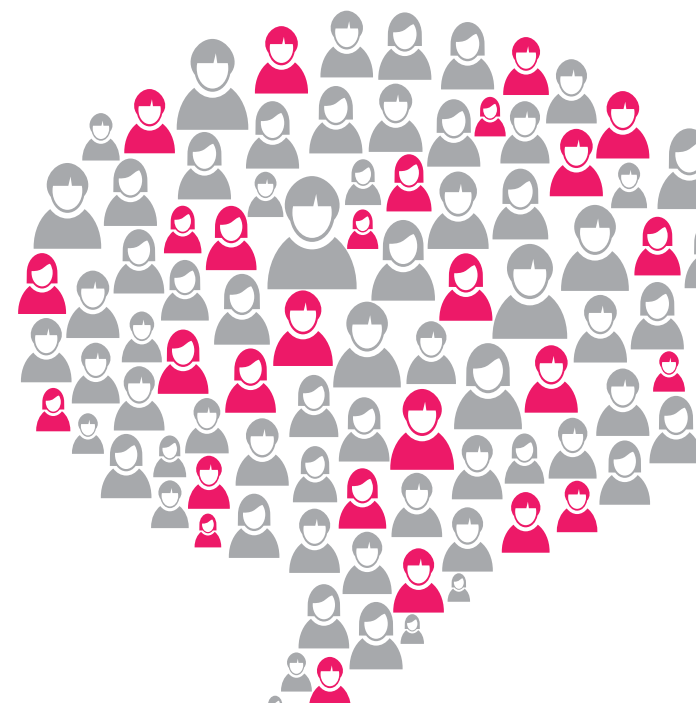
Reporting

- Report back to Council and detail outcomes centralised consultation/register database.

B5. Getting the most from contracted work – perspectives from a few Australian consultants

A panel of consultants from various consultancy groups in Queensland with expertise in community engagement and communications provided some tips on how to effectively utilise the work of consultants in order to produce agreed outcomes. Logan City Council's Community Engagement team organised a *Community Engagement Showcase* on 24 July 2012 and invited staff from other Councils including key representatives from various consultancy groups. A few tips listed below reflect responses to questions posed by various Council representatives to the panel members:

- Provide consultants with clear project briefs of describing what Councils are aiming to achieve.
- It is important for Councils to know their communities such as their needs including their information style.
- Have appropriate timeframes to deliver good community engagement projects would be beneficial.
- Provide some flexibility in terms of what approaches and methods are expected of consultants to use in implementing community engagement projects.
- Consultants tapping into Councils' internal resources would assist in maximising the good delivery and outcomes of these projects.
- Provide consultants with an idea of Councils' internal drivers that might affect community engagement projects such as project risks etc.
- Getting both internal buy-in and the scope right needs to happen before you engage communities.
- Cultural change in organisations regarding community engagement practices does not happen at the Community Engagement Officer level but from the Chief Executive Officer level.
- If Councils need innovation, then they need to explain why they want their projects to be innovative.
- Make distinctions between social and digital media and most importantly know how you are going to measure it.
- Using evaluation to measure success needs to also be based on project objectives.
- Considerations on how communities can get involved in evaluating their City's Community Plans.



C. Tools for planning evaluation and feedback

C1 Example questions of different evaluation types

Evaluating techniques for information sharing

- Did the project receive any negative response from the community or media? Why?
- Have you received phone calls or other correspondence in response to the information you have distributed?
- Did you feel adequate time was given to notify the community regarding the project?
- How would you rate the technique in terms of value for money?
- Would another technique have met the same community engagement objective?
- How did you use the community input?
- How did you feed back to the community?

Evaluating other techniques

- Have you received phone calls or other correspondence in response to information you distributed?
- What level of interest did the workshops/ questionnaires/ site visits received?
- How many participants attended any engagement processes involving groups of people?
- Did the activity meet the engagement objectives?

- What value would you place on the comments or inquiries received during the engagement?
- How would you rate the technique in terms of value for money?
- Would another technique have met the same community engagement objective?
- How was the community input used? Did it influence the outcome or decision to be made?

Evaluating the overall community engagement process

- Was the final decision generally acceptable to the public?
- Was the level of community engagement adequate to represent the concerns of those impacted by the project?
- Did the input from stakeholders contribute to a better overall outcome?
- Did decision makers believe that stakeholders input helped to create a better outcome?
- Was the process implemented as planned? If not, what was changed and why?
- How did this process meet the stakeholder's expectations?
- Was there any change to the internal commitment to the community engagement plan?

Participant evaluation of the engagement process

- Do you consider the process fairly considered your input?
- Do you consider that decision makers were sincere in their desire to object public input?
- Did you understand the objectives and process?
- Was the process sufficiently flexible to address issues as they arose?
- Did you feel you had the information you required to contribute to the level you desired?
- Is it clear how your input has been used or considered?
- How satisfied are participants with the overall process that was used to complete the project?

Source: Sunshine Coast Council, 2011 - Community Engagement Toolkit

D. Other Tools

D1 High Level Community and Stakeholder Engagement

A community engagement process allows for a two way dialogue between the engager and stakeholders. At its most sophisticated form, community engagement requires equal participation, problem-solving and collaboration between the engager and stakeholders, with both parties agreeing to work towards shared outcomes.

There are instances when Council projects, strategies, policies and programs that aim to address complex issues require long-term actions and active participation from all local stakeholders e.g. all forms of government, the services sector, and community groups. Local actions that rely on individual and community responses are effective when complex issues require social change to happen at the grassroots level.

Examples of complex issues that require long-term and community-based actions include:

- tackling behaviour change of residents to take up active travel (eg walking, cycling etc)
- adopting healthy lifestyles such as good nutrition, physical activity where other social determinants (barriers to health) impede on people's good health outcomes etc
- addressing lack of education or employment aspirations among young people from intergenerational disadvantage where Council planning includes job attraction to the City

The use of higher levels of engagement such as 'collaborate' and 'empower' (see page 18) to support community group actions may not necessarily equate to sustained responses from different stakeholder groups. This is true when there may possibly be a shortage of community resources, capacity and skills to respond, as well as the lack of cohesion to ensure that all members of communities participate.

The use of community development approaches can foster ongoing support to enable community responses to be sustainable. Community development is an ongoing process where "a community itself engages in a process aimed at improving the social, economic, and environmental situation of the community".⁷ While community development and community engagement are a distinct but interrelated process, using the higher levels of community engagement processes such as 'collaborating' and 'empowering' has the potential to increase communities or stakeholders' level of participation in collective decision-making and actions. Using community development approaches has the ability to sustain community actions over time.

While community development approaches will not be applicable to all Council projects that involve community engagement, where a project's scope intends to address long-term and complex issues for and with its communities, community development approaches can be useful in building the communities' sense of ownership and participation in local responses to local issues over time.

⁷ Jim Cavaye, 2011. Understanding community development. Sourced from www.communitydevelopment.com.au



D2 Council's role in ensuring neutrality

Communities have increasingly become more concerned about having 'a say' and having control over matters that affect their day to day life. As citizens, communities' expectation of their government to provide genuine opportunities to input into government decision-making is no different. Effective community engagement practice entails governments actively informing communities of government planning, responding to concerns about matters that impact on the social, economic or environmental wellbeing of their local community.

The need for genuine community engagement process is mandated by the Local Government Act 2012 which highlights that Councils' practice must reflect "democratic representation, social inclusion and meaningful community engagement".

As legislation reflects the key role that community representation play in our democratic process, there is a need to ensure that Council and its elected representatives protect the integrity of all its community engagement processes. Therefore, some clarity is needed in understanding who plays a facilitator role to ensure Council's community engagement processes are neutral, genuine and based on good practice (See Principles of Good Practice on page 10).

Neutrality in undertaking community engagement is important to ensure Council balances their communities' expectation within the context of strategic planning directions for the whole Council area, resource and budgetary constraints, and broader regional or State policies where relevant.

Ultimately when Council makes its final decision, community confidence will be enhanced by providing feedback to those who participated about how their input was taken into account in the decision making process.

Therefore some things to consider regarding Councillor roles in the community engagement process are as follows:

- It is generally recommended that Councillors not take an active "hands on" role in the community engagement process, but rather maintain a neutral position and be clearly seen as listening to what their community has to say.
- However, in circumstances where a Councillor has stated a position, it may be appropriate for a statement to be openly made that this is the case. This leaves it in the hands of the community to have input into swaying the strength of, or conviction to maintaining that stated position. In these cases, the argument for Councillor not having a hands on role during the community engagement process is strengthened, to avoid community perception of a biased process.
- It is important to maintain the integrity of an objective and unbiased community engagement process. While it is difficult to make hard and fast rules about how to achieve this, some useful tips follow:

- During the community engagement planning phase, consider nominating suitably experienced staff, engaging specialist consultants, or inviting prominent citizens or community leaders to chair sessions or to facilitate workshops with key stakeholder groups to identify the main issues and gauge their engagement expectations.
- On occasion it may be acceptable for Councillors to have more prominent role in community engagement processes. Care needs to be taken however, that Councillors maintain the integrity of an objective and unbiased community engagement process as previously discussed.
- As different engagement activities require different engagement methods, it is worthwhile to determine who would be the most appropriate person to facilitate the engagement activity. For example, at times, it may be appropriate for the an elected representative to "chair" a process by playing a "master of ceremonies" role, but at other times, may have an interest to play an active role. Ultimately it is about selecting the right skills and someone neutral to facilitate good community engagement practices where there is integrity in the engagement process.

Source: Adapted from the City of Greater Bendigo, 2011 - Community Engagement Guidelines and Toolkit

D3 Consider when to negotiate

Working through your stakeholders' level of participation and what techniques to use become mechanistic if negotiation is not recognised as an inevitable process that occurs across the different levels of engagement (see Figure 3 on page 18).

Negotiation is a separate process itself but matters to implementing a community engagement process when there is a need to reach agreements on issues that are contentious.

While negotiation may not be appropriate for every occasion, when it is used, it can build strong relationships between the organisation and its stakeholders.

Strong relationships matter in realising effective community engagement outcomes because regardless of how well the community engagement process has been designed, it is hard to involve stakeholders who are disengaged and do not have good relationships with the organisation. This is evident when communities or other stakeholder groups have had a history of mistrust and disappointment regarding any previous decision-making process from the organisation.

Therefore, when thinking about considering whether to negotiate, the process in community engagement is really about collectively working through what realistic expectations are in order to reach consensus around the issues.

Checklist #10

Think about how much can be negotiated

10

- ✓ It is often hard to get consensus from a wide range of groups as there are multiple views and interests.
- ✓ However, it is vital to identify where opportunities exist to negotiate for mutually beneficial outcomes for both your stakeholders and your project.
- ✓ Key questions to ask are whose interests/agendas are intended to be progressed, is it Council's interests, your stakeholders or both?
- ✓ What is an acceptable level of engagement of your stakeholders that will ensure that your proposed project will get support from your stakeholders?
- ✓ The key is to give your target groups more than enough information on what your project or initiative is trying to achieve and the resources you have. This helps you have a better dialogue with your stakeholders.

D4 Consider how to manage grievances

As previously highlighted undertaking a Stakeholder Analysis assists in identifying the anticipated impacts to the stakeholders as well as identifies the stakeholders' level of interest or influence on project outcomes (see page 27). This means that the analysis assists with anticipating any potential stakeholder dissatisfaction and enables a better design and implementation of the engagement process towards building consensus and agreed outcomes. Yet in spite of good community engagement planning, grievances or complaints are likely to arise at any time and are inevitable when engaging with stakeholders. There may be two types of grievances which arise and these include:

- Complaints that arise due to the negative nature of the issue.
- Grievances that may arise if the engagement process is not managed properly.

Each complaints' management and response will depend on the context of the issue and its level of complexity. Council has systems in place to ensure that each complaint is responded to depending on the nature of the issue and the level of risk.

Having a thorough and transparent process in ensuring that stakeholder complaints are heard, even if the outcomes are not what they expected, makes a tremendous difference and can prevent escalation.

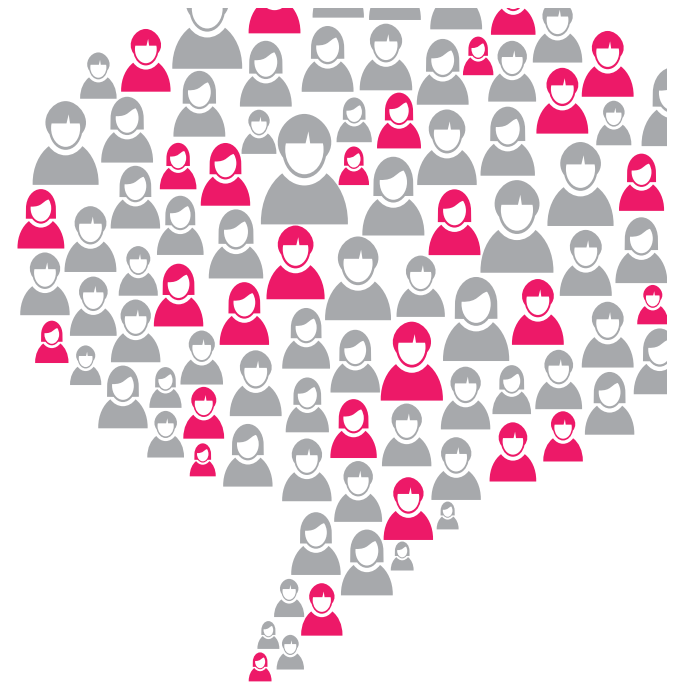
International Finance Corporation. 2007. Stakeholder engagement: a good practice handbook for companies doing business in emerging markets.

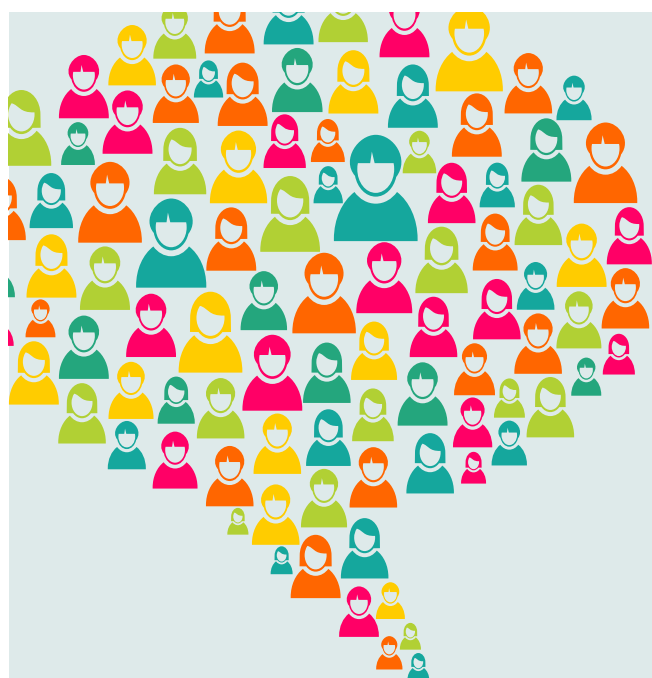
Checklist #11

Ensure grievances are managed quickly

11

- ✓ Provide plenty of access to information on a regular basis to minimise grievances to occur from the beginning and which prevent escalation that undermines your project.
- ✓ Involve and keep Council management updated regularly of any grievances in order to respond quickly and to prevent escalation of issues.
- ✓ Commit to timeframes of when complaints will be responded to.

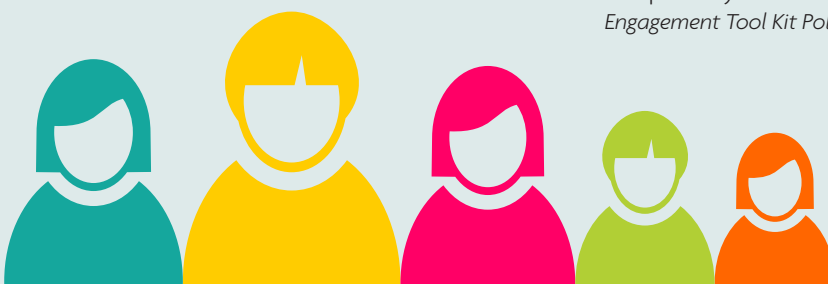




Acknowledgements and Further Information

Ipswich City Council acknowledges the use of the following resources in the development of the Ipswich City Council Community Engagement Guide:

- Cavaye, J. 2011. *Understanding community development*. Sourced from www.communitydevelopment.com.au.
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ATTACHMENT C



PARTICIPATE IPSWICH

Public Participation and Engagement Strategy

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ACKNOWLEDGEMENT OF COUNTRY

Ipswich City Council respectfully acknowledges the Traditional Owners as custodians of the land. The traditional owners whose earth, winds and water we share, have had a deep spiritual and cultural connection to country for thousands of years. We pay our respects to their elders, past, present and emerging, as the keepers of the traditions, cultures and stories of a proud people.

INTRODUCTION

Participate Ipswich is Ipswich City Council's Public Participation and Engagement Strategy and is our vision and commitment to meaningful engagement with the community on issues affecting the city, and on local issues that significantly impact on the community.

This strategy is based on the principle that public participation and engagement is the foundation of good decision-making, and is mutually beneficial to the community and Council. It guides the delivery of community engagement processes across the organisation and builds a consistent, transparent and effective approach to engagement with the Ipswich community – placing the Ipswich community at the heart of everything we do.

DEFINITIONS

Community	A group of any size whose members reside in the same locality, share common characteristics (e.g. age, sex, ethnic origin, faith), interest and/or cause. People can belong to several different communities at any one time.
Public Participation	Public participation is an action or a series of actions taken by community members and stakeholders to involve themselves in local affairs.
Engagement	Engagement is a democratic process that allows people and decision-makers to have a dialogue and a 'stake' in the interests and issues that matter to them.
Stakeholder/s	A person, group of persons or organisations that have or feel they have an interest, or can affect/be affected by an issue or decision.
Council	The Ipswich City Council, being the local government for the City of Ipswich, and includes all employees of Ipswich City Council (full-time, part-time, temporary and casual) and consultants and contractors engaged by or associated with Council.
Project	A planned undertaking (including strategy and policy development) that builds, enhances and maintains Council assets or enhances Council services in order to achieve a desired outcome, within a defined scope and funding requirements.

WHY ENGAGE?

Irrespective of where you live in Ipswich, Council believes that community members are best placed to identify and understand the challenges that affect them and potential solutions. Diverse perspectives help Council develop a balanced understanding of community experiences and ensures that decision-making is well-informed.

Participate Ipswich is the start of a continuing conversation with residents and stakeholders in the community to further build a culture of high-quality engagement at Ipswich City Council to achieve meaningful outcomes across the city.

Ipswich is South East Queensland's fastest-growing city, with an estimated population of 210,000¹ which is projected to rise to 520,000 by 2041.²

Our rapid population growth and new developments are helping to shape the dynamics of the city. While Council embraces this, such growth and the physical size of our region brings its own set of unique challenges, and highlights the importance of communication and connection. Now, more than ever, it is critical for Council to consistently and effectively engage with the community, and to provide the community with opportunities to engage with Council.

Honest and respectful conversations are needed to debate and decide the best responses for Ipswich as we grow to a population of half a million people.

The rise of digital information and communication technologies makes possible a new environment for community engagement to occur. This strategy intends to harness the benefits of online engagement whilst retaining the best of print and face-to-face consultation, purposefully engaging with as many people as we can, being inclusive and aiming to connect with those hardest to reach.

Community engagement is a legislative requirement under the Queensland *Local Government Act 2009* to ensure *democratic representation, social inclusion and meaningful community engagement* for public participation in government decision making.³ Further, in some instances, particular methods of community consultation are required in accordance with specific legislation,⁴ and the implementation of such community engagement methods will be aware of this Public Participation and Engagement Strategy.

This strategy defines engagement as *the democratic process that allows people and decision-makers to have a dialogue and a 'stake' in the interests and issues that matter to them*. It outlines Council's commitment to providing a process for transparent, respectful and authentic communication between the community and Council.

¹ As per Ipswich City Council's internal modelling undertaken in March 2018.

² The State of Queensland, Department of Infrastructure, Local Government and Planning (2017) *Shaping SEQ: South East Regional Queensland Regional Plan 2017*.

³ *Local Government Act 2009* (Qld), s 4(2)(c).

⁴ For example, the *Planning Act 2016* (Qld).

OUR VISION

Ipswich City Council prioritises listening, leading and caring for our community.⁵ The community is well informed about the work of Council, what projects are coming up and how they are progressing. Community views are carefully considered and are always at the forefront of our minds.

The Ipswich community is at the heart of everything we do. We engage early and often to achieve outcomes that are community driven and enhance our city. Every day community members tell Council about their local experiences because they are as passionate about Ipswich as we are.

OUR GOALS

- To increase community participation in important decisions that impact on the liveability, social and economic future of Ipswich
- To involve communities and stakeholders early to define problems, identify opportunities and create options together
- To build healthy and enduring stakeholder relationships in a culture of continual improvement
- To be a leader in community engagement, exploring new ways to engage people in the decisions that affect how we live, work, play and connect in the future

OUR PRINCIPLES

Each engagement will have a different purpose, be at a different time and place, with different people, and will involve different interests. Council will carefully consider these differences and tailor our engagement to suit each situation, to ensure that we achieve genuine two-way engagement with a clear purpose.

The guiding principles of Council's engagement approach are:

- We know why we are engaging and we communicate this clearly
- We deliberately include as many people as we can
- We aim to be inclusive and connect with those hardest to reach
- We are sensitive to history and know the context
- Whenever possible, we engage early on challenges and not just solutions
- We genuinely listen at every stage and we keep coming back
- We are relevant and purposeful

⁵ As articulated in Advance Ipswich 2015 and Council's Corporate Plan 2017-2022, available at https://www.ipswich.qld.gov.au/about_council/corporate_publications.

1. We know why we are engaging and we communicate this clearly

Engagement is an integral part of all Ipswich City Council's work. We will be very clear with ourselves, our stakeholders and communities about why we are engaging, what we want to achieve and how people can get involved. We will be very clear about the extent that communities can influence outcomes and what Council will do with their feedback and ideas.

2. We deliberately include as many people as we can

Showing respect for and knowing the community that Council wants to engage is essential to achieving quality outcomes. Council's aim is to hear the views and ideas of as many community members as is possible. This requires extra effort to build good relationships on the ground using the right language for the right audience. Interested stakeholders may also include, among others, non-government organisations, advocacy groups, universities and think tanks.

3. We aim to be inclusive and connect with those hardest to reach

Diverse perspectives help Council to develop a balanced understanding of community experiences. For this reason we reach out and adapt how we connect with diverse groups. Identifying possible alternatives to barriers that limit the community's ability to participate in Council activities is an important part of our engagement planning.

4. We are sensitive to history and context

When engaging, it is important to understand what has happened in the past, at all levels of government, to avoid any obvious pitfalls and to build trust. Knowing the history and background to previous engagements will also prevent going over old territory, while being aware of any future opportunities for collaboration.

5. Whenever possible we engage early and often

Early engagement is essential for better outcomes because it brings more voices to the table to identify issues and ideas before options for solutions are developed. Engaging early on the challenges allows us greater opportunity to discuss, debate and decide on long term solutions. Providing the community with timely and accurate information about Council initiatives is considered early in our project planning.

While Council may not always be able to engage as early as we would like, we can make it clear when there will be opportunities for the community to have a say and what we will do with their feedback.

6. We genuinely listen at every stage and we keep coming back

Genuine engagement requires active listening. Council recognises that only communities who feel they have been genuinely listened to will be meaningfully involved. One of the most important elements of listening is considering what is said and responding in an appropriate and timely way by explaining what has happened as a result. This doesn't mean always agreeing but showing people how their ideas and participation have influenced outcomes and contributed to decision making.

7. We are relevant and purposeful

Council realises that not everyone has the time to attend public meetings or participate in focus group sessions, so if we want people to take part in engagement activities we need to capture their imagination and be relevant.

Whether it's a carefully constructed policy discussion on housing, or a social media post on recycling, we want our engagements to have a clear purpose and to reach the maximum number of interested people. Council will continue to explore new ways to engage diverse voices, in order to ensure that our engagement is both relevant and purposeful.

OUR APPROACH

Engagement is a two way process

Engagement is a two way process which ranges from sharing and consulting, to deliberating and collaborating with the community.

Ipswich City Council uses the Ontario Public Engagement Framework⁶ to help identify the appropriate form of engagement depending on the goals, time frames, resources and levels of impact in the decision to be made.

While different types of problems or projects will require different community engagement approaches, it is vital to engage with the community early in the process. By identifying community interests, issues and concerns from the outset, we can optimise the benefits and minimise impacts.





Different stakeholder groups might be engaged at different points of the engagement on any particular project, depending on their level of interest in a particular topic. Some people and organisations will want to work in partnership to develop solutions, while others may only want to be kept informed of developments. Further, multiple methods may be used throughout the individual life of a project. What is vitally important is to determine what aspects of the project the community can influence and to ensure the various stakeholder groups are clear about their role in the decision-making process.

When projects are not circumscribed by other regulatory or legislative requirements, the community and stakeholders should have an opportunity to influence the shape and direction of the project within the engagement process.

Forms of engagement

Recognising that no two issues are the same and that different issues will require different forms of engagement, Council utilises the four key approaches set out in the Ontario Public Engagement Framework to guide our engagement with the community.

⁶ Government of Ontario, Canada, available at <<https://www.ontario.ca/page/public-engagement>>.

Form of engagement	 Share	 Consult	 Deliberate	 Collaborate
Objective	Council informs the community about its initiatives	Council gathers views from the community on an issue, policy, development or decision	Council works with the community in varying degrees of depth to frame an issue and/or arrive at solutions	Council works with the community to frame an issue, arrive at and deliver solutions
Commitment	Ipswich community members receive information about a Council service, program, plan or decision in a way that is accessible to them	Ipswich community members have opportunity to weigh-in on a matter of interest	Ipswich community members are involved to varying degree <i>From...</i> Identifying and understanding the issue <i>To...</i> Developing a strategy that Council commits to deliver	Ipswich community members work with Council to define an issue, develop and deliver solutions
Process	This is one-way communication	Participants advocate for their views on a subject	Participants find common ground and collectively arrive at an agreement	Partners share decision-making and implementation of solutions
Examples	Fact sheets Websites Corporate documents Speeches Public presentations Media releases Advertising	Surveys Focus groups One-on-one meetings Public meetings Consultative workshops Interviews Online feedback Submissions	Advisory Panels Reference Groups Consultative Committees Deliberative forums Multi-stakeholder workshops	Working Groups Joint projects Multi-stakeholder initiatives Partnerships

Our engagement journey and priorities

Building an engagement culture for the shared benefit of the organisation and community requires sustained and consistent effort by all staff across Ipswich City Council. In order to achieve this, Council is focusing resources on the following four (4) priorities:

1. Policy and strategy development

Council's Public Participation and Engagement Policy and *Participate Ipswich* outlines our engagement vision, goals and principles, and articulates our commitment to the Ipswich community.

2. Organisational awareness and capability

The establishment of Council's Public Participation and Engagement Working Group substantiates Council's commitment to building an engagement culture and works to build organisational awareness and capabilities through the implementation of training programs, tools, standards, processes and systems.

3. Knowing our audience

Council is committed to ensuring that those who are interested or affected by a particular engagement activity are included and engaged early. Considering our audience for each engagement activity, and how best to reach them, is part of our engagement planning process.

4. Continual learning

Council is committed to a process of evaluation and improvement. We will continually share our learnings from our engagement activities and adapt to changing demands, technologies and environments.

WHAT YOU CAN EXPECT FROM US

Wherever you live, work or play we will proactively engage with you so we collectively make the best decisions.

As part of this commitment you can expect to:

- Have a real say in how the city functions;
- Have mistakes acknowledged and addressed;
- Be able to see Council's policy thinking on projects early in the pipeline;
- Be given honesty around what is and isn't negotiable;
- Be engaged on problems as well as solutions; and
- Be listened to, heard and provided opportunities to influence decisions that affect you.

REVIEW PERIODS

This strategy was adopted by Council on 4 December 2018 and will be reviewed annually alongside other related Council documents.

ACKNOWLEDGEMENTS

In developing this Public Participation and Engagement Strategy, Ipswich City Council wishes to acknowledge the learnings we have reviewed from other local Councils and leaders in the field across all levels of government in Queensland and across Australia and internationally. We are grateful for the generosity of Mitchell Shire (Vic) and Northern Beaches (NSW) Councils who shared their community engagement and digital transformation journeys with our Community Engagement Branch.

This strategy draws from research into the Ontario Provincial Government Engagement Framework, and borrows heavily from Engage VicRoads. In the process of developing this strategy a variety of guidelines were reviewed including the Queensland Government's Online Community Engagement Guideline and Community Engagement Toolkit and resources produced by the International Association for Public Participation (IAP2).

The collaborative input from across all Ipswich City Council Departments through its Public Participation and Engagement Working Group has been especially valuable to the development of this strategy. We will continue to share and learn from others to advance our practice of public participation and community engagement.

PUBLIC PARTICIPATION AND ENGAGEMENT POLICY	Version: Document No.:
<p>1.1 Objectives: The objective of this policy is to articulate Ipswich City Council's commitment and approach to public participation and engagement with the community.</p> <p>1.2 Regulatory Authority: Community engagement is a legislative requirement under the Queensland <i>Local Government Act 2009</i> to ensure <i>democratic representation, social inclusion and meaningful community engagement</i> for public participation in government decision making: section 4(2)(c).</p> <p>1.3 Policy Statement: Ipswich City Council is committed to meaningful engagement with the community on issues affecting the city, and on local issues that significantly impact the community.</p> <p>1.4 Scope: The matters addressed by this policy include the Ipswich City Council's policy statement regarding public participation and engagement, the principles which underpin Council's engagement processes and Council's approach to public participation and engagement.</p> <p>1.6 Principles: Effective community engagement is built on trust, respect and goodwill. Council has a commitment to community engagement that is governed by a set of principles that underpin good engagement process. These principles are described below:</p> <p><i>We know why we are engaging and we communicate this clearly</i> Engagement is an integral part of all Ipswich City Council's work. We will be very clear with ourselves, our stakeholders and communities about why we are engaging, what we want to achieve and how people can get involved. We will be very clear about the extent that communities can influence outcomes and what Council will do with their feedback and ideas.</p> <p><i>We deliberately include as many people as we can</i> Showing respect for and knowing the community that Council wants to engage is essential to achieving quality outcomes. Council's aim is to hear the views and ideas of as many community members as is possible. This requires extra effort to build good relationships on the ground using the right language for the right audience. Interested stakeholders may also include, among others, non-government organisations, advocacy groups, universities and think tanks.</p> <p><i>We aim to be inclusive and connect with those hardest to reach</i> Diverse perspectives help Council to develop a balanced understanding of community experiences. For this reason we reach out and adapt how we connect with diverse groups. Identifying possible alternatives to barriers that limit the community's ability to participate in Council activities is an important part of our engagement planning.</p>	

We are sensitive to history and know the context

When engaging, it is important to understand what has happened in the past, at all levels of government, to avoid any obvious pitfalls and to build trust. Knowing the history and background to previous engagements will also prevent going over old territory, while being aware of any future opportunities for collaboration.

Whenever possible, we engage early on challenges and not just solutions

Early engagement is essential for better outcomes because it brings more voices to the table to identify issues and ideas before options for solutions are developed. Engaging early on the challenges allows us greater opportunity to discuss, debate and decide on long term solutions. Providing the community with timely and accurate information about Council initiatives is considered early in our project planning. While Council may not always be able to engage as early as we would like, we can make it clear when there will be opportunities for the community to have a say and what we will do with their feedback.

We genuinely listen at every stage and we keep coming back

Genuine engagement requires active listening. Council recognises that only communities who feel they have been genuinely listened to will be meaningfully involved. One of the most important elements of listening is considering what is said and responding in an appropriate and timely way by explaining what has happened as a result. This doesn't mean always agreeing but showing people how their ideas and participation have influenced outcomes and contributed to decision making.

We are relevant and purposeful

Council realises that not everyone has the time to attend public meetings or participate in focus group sessions, so if we want people to take part in engagement activities we need to capture their imagination and be relevant. Whether it's a carefully constructed policy discussion on housing, or a social media post on recycling, we want our engagements to have a clear purpose and to reach the maximum number of interested people. Council will continue to explore new ways to engage diverse voices, in order to ensure that our engagement is both relevant and purposeful.

1.7 Approach

Engagement is a two way process

Ipswich City Council uses the Ontario Public Engagement Framework to help identify the appropriate form of engagement depending on the goals, time frames, resources and levels of impact in the decision to be made. Further, multiple methods may be used throughout the individual life of a project.

What is vitally important is to determine what aspects of the project the community can influence and to ensure the various stakeholder groups are clear about their role in the decision-making process.

When projects are not circumscribed by other regulatory or legislative requirements, the community

and stakeholders should have an opportunity to influence the shape and direction of the project within the engagement process.

Forms of engagement

Recognising that no two issues are the same and that different issues will require different forms of engagement, Council utilises the four key approaches set out in the Ontario Public Engagement Framework to guide our engagement with the community:

1. *Share*: Council informs the community about its initiatives.
2. *Consult*: Council gathers views from the community on an issue, policy, development or decision.
3. *Deliberate*: Council works with the community in varying degrees of depth to frame an issue and/or arrive at solutions
4. *Collaborate*: Council works with the community to frame an issue, arrive at and deliver solutions.

1.8 Roles and responsibilities: This policy applies to all employees of Ipswich City Council (full-time, part-time, temporary and casual) and consultants and contractors engaged by or associated with Council.

1.9 Definitions:

Community	A group of any size whose members reside in the same locality, share common characteristics (e.g. age, sex, ethnic origin, faith), interest and/or cause. People can belong to several different communities at any one time.
Public Participation	Public participation is an action or a series of actions taken by community members and stakeholders to involve themselves in local affairs.
Engagement	Engagement is a democratic process that allows people and decision-makers to have a dialogue and a 'stake' in the interests and issues that matter to them.
Stakeholder/s	A person, group of persons or organisations that have or feel they have an interest, or can affect/be affected by an issue or decision.
Council	The Ipswich City Council, being the local government for the City of

	<p>Ipswich, and includes all employees of Ipswich City Council (full-time, part-time, temporary and casual) and consultants and contractors engaged by or associated with Council.</p>
Project	<p>A planned undertaking (including strategy and policy development) that builds, enhances and maintains Council assets or enhances Council services in order to achieve a desired outcome, within a defined scope and funding requirements.</p>
<p>1.10 Policy Author: Community Engagement Manager.</p> <p>Date of Council resolution:</p> <p>Committee Reference and date: THIS WILL BE FILLED IN ONCE THE POLICY HAS</p> <p>No of resolution: BEEN ADOPTED AT FULL COUNCIL BY THE CORPORATE</p> <p>Date to be reviewed: GOVERNANCE ADMIN TEAM</p>	

Communities Committee	
Mtg Date: 27.11.18	OAR: YES
Authorisation: Caroline McMahon	

5 November 2018

MEMORANDUM

TO: CHIEF OPERATING OFFICER
(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)

FROM: SOCIAL POLICY AND STRATEGY MANAGER

RE: GUIDING PRINCIPLES FOR STRENGTHENING EMERGING COMMUNITIES OF PLACE

INTRODUCTION:

This is a report by the Social Policy and Strategy Manager dated 5 November 2018 concerning the development and implementation of principles that frame and guide the development of strong new and emerging communities in Ipswich. Urban growth brings both opportunities and challenges to shaping liveable communities. This Guiding Principles document allows Council to respond and shape Ipswich as a city with strong local communities.

BACKGROUND:

In October 2010, the Ripley Valley was declared by the State Government as an Urban Development Area, transitioning later, in February 2013, to a Priority Development Area (PDA) under the *Economic Development Act 2012* (ED Act). Soon afterwards, the development assessment and relevant administration powers were delegated to Council. All development applications are assessed against the Ripley Valley Development Scheme under the ED Act.

Under Economic Development Queensland (EDQ)'s *Infrastructure Charging Offset Plan* for Ripley Valley, developers can claim offsets against the implementation charges for works agreed with EDQ and completed, including employment strategies, community development and ecological sustainability and innovation (Economic Development Queensland, 2013). Ipswich City Council is responsible for the initial assessment of developers' implementation charge offset claims. This was the first time in Ipswich that delivering local community development initiatives has been incentivised in Priority Development Areas (PDA).

In the absence of a detailed framework from EDQ to allow rigorous assessment of these claims, Council developed its *Community Building Assessment Framework* (Attachment A), which was presented to the Policy and Administration Board No 2017(06) in July 2017. This framework articulates community development goals and clarifies Council's assessment of developer investments into community building initiatives in brand new communities.

Later endorsed by EDQ in 2017, this Framework was Council's proactive approach to influencing developers to invest in meaningful initiatives that enhance the social fabric of brand new communities, while enhancing the community's environmental and economic development opportunities locally. It was recognised that being more proactive was necessary to mitigate potential negative impacts of poorly developed geographical communities, post their development.

Council has used this framework and assessment tool for two developments within the PDA and has used the learnings from the early process to improve the tool, in order to provide clearer guidance and improved advice to EDQ and the developers.

Subsequent to Ipswich City Council's development of the Framework, EDQ has now developed a *draft Implementation Offset Assessment Framework* (IOAF). The EDQ document has drawn heavily from Council's framework as part of this process, including key principles, objectives, research, process outlines and the assessment criteria and template. The IOAF will be used to assess all future applications for offsets within PDAs across Queensland. We consider this a positive acknowledgement of the innovation and best practice approach developed within Ipswich to provide the best outcomes for residents in the Ipswich PDA Ripley.

COMMUNITY BUILDING ACROSS IPSWICH

While the Framework was initially developed to address Ripley's emerging community, there is an opportunity to apply the principles for community building more broadly, to inform other new residential developments across the City. Inevitably, with growth comes opportunities and challenges in achieving balanced community outcomes.

The principles and key elements from the Framework have been used to develop Council's *Guiding Principles for Strengthening Emerging Communities of Place* (Attachment B).

Guiding Principles for Strengthening Emerging Communities of Place

Each geographical community is different, with some more established than others, and some requiring tailored approaches to respond to their unique local contexts. This document contains guiding principles to ensure that Council continues to develop strategies that are flexible to local context, and foster local community ownership into the process of building vibrant, liveable communities.

Purpose

The purpose of this document is twofold:

1. To provide Council with key guiding principles to guide Council's effective policy response and work in strengthening new and emerging geographical communities;
2. To foster and grow local community capacity, resilience and ownership of the community strengthening process.

The document outlines these principles in the context of new and emerging communities and highlights the multi-dimensional role that Council plays in shaping local areas and developing strong communities.

Principles

The key guiding principles to achieve strong local communities are:

1. Build local ownership
2. Start from the community's strengths
3. Leverage community input
4. Make holistic connections
5. Be flexible in practice & evaluating success
6. Use collaboration as a method

Essential building blocks to a good community

There are many factors that contribute to what makes a good community. Overall, good geographical communities are considered those that are sustainable, resilient, liveable and vibrant places in which to live. There are fundamental building blocks that make communities well-functioning, and these can be considered as 'enablers' which help establish the right foundations of a good community.

A well-functioning and liveable community requires all or a majority of these key building blocks:

1. Strong social network
2. Shared community values
3. Access to local resources
4. Access to services
5. Good physical assets
6. Local data as an enabler.

The *Guiding Principles* document contains examples of how the principles can be incorporated into Council's community development practice as well as areas to avoid when working in new and emerging communities.

Anticipated uses

These principles will be used to inform a broad range of place-based work in new and emerging communities across Council departments, including the following:

- Design of place-based community development programs and strategies in new and emerging communities;

- Formulation of local resilience programs that deal with wellbeing issues in the community or the development of local adaption strategies as part of community preparedness against natural disasters;
- The undertaking of Crime Prevention Through Environmental Design (CPTED) studies to evaluate community safety concerns in public spaces;
- Commentary on development applications that relate to residential developments; and
- Delivery of social impact assessments that relate to a particular area or place.

BENEFITS TO COMMUNITY AND CUSTOMERS:

The *Guiding Principles for Strengthening Emerging Communities of Place* aligns with the Advance Ipswich Plan, and supports the strategic goals and actions from the Corporate Plan 2017-2022 in particular Goal 3 *Caring for Community*.

The principles and report elements will inform and guide other community initiatives required to build good communities in Ipswich.

CONCLUSION:

The *Guiding Principles for Strengthening Emerging Communities of Place* provides a consistent approach and overarching framework to developing strong communities within Ipswich. The elements contained within the framework can be used by multiple areas across Council for new and existing communities.

ATTACHMENTS:

Name of Attachment	Attachment
Attachment A: Community Building Assessment Framework	Attachment A
Attachment B: Guiding Principles For Strengthening Emerging Communities of Place	Attachment B

RECOMMENDATION:

That the Interim Administrator of Ipswich City Council resolve:

That the *Guiding Principles for Strengthening Emerging Communities of Place* as detailed in Attachment B to the report by the Social Policy and Strategy Manager dated 5 November 2018, be adopted.

Noelle Hudson
SOCIAL POLICY AND STRATEGY MANAGER

I concur with the recommendation contained in this report.

Caroline McMahon

CHIEF OPERATING OFFICER

(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)

Works Cited

(n.d.). Retrieved from Department of State Development, Manufacturing, Infrastructure and Planning:
<https://dsdmip.qld.gov.au/edq/ripley-valley.html>

Economic Development Queensland. (2013). *Infrastructure Charging Offset Plan Ripley Valley Priority Development Area*.

ATTACHMENT A



ICC COMMUNITY BUILDING ASSESSMENT FRAMEWORK

Assessing the implementation of initiatives in greenfield and new areas

MARCH 8, 2018
SOCIAL POLICY AND STRATEGY BRANCH
ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT, IPSWICH CITY COUNCIL

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1. OVERVIEW

Ipswich is a vibrant growing city, and wants to ensure that new developing communities are:

- Fair
- Inclusive
- Resilient
- Connected
- Sustainable

Part of local government's role is to assess the developments within its city, this is a complex task considering the varying population growth, economic drivers and essential social factors that are taken into account. On their own, State legislation (and policies) including town planning practices, are limited in their scope to inform how Council and other stakeholders can shape good liveability outcomes for Ipswich's communities. Large scale developments require additional nuanced assessment and investment in community development to ensure the delivery of strong, cohesive communities.

Ipswich City Council considers that setting clear requirements to building brand new communities is essential. This is primarily due to Council's long-term task in ensuring that urban growth fosters liveability and sustainable development across Ipswich's communities. This Community Building Assessment Framework (the Framework) will determine which local investments will be required to build a sustainable new community that delivers upon the essential elements above. While the Framework was initially developed to address Ripley's emerging community, this framework intends to inform other residential developments across the City. Inevitably, with growth comes opportunities and challenges in achieving balanced community outcomes.

2. KEY ELEMENTS TO THIS DOCUMENT

DEVELOPMENT OF THIS DOCUMENT INFORMED BY:

- **STATE GOVERNMENT PRIORITIES:** priorities articulated for greenfield communities.
- **COUNCIL CORPORATE VISION:** draws on Council's vision and corporate plans that aim to prioritise and build liveable Ipswich communities.
- **LITERATURE REVIEW:** a scan on how other brand new communities have developed and lessons learned on what makes a good community.

KEY COMPONENTS TO THE FRAMEWORK INCLUDE:

- **COMMUNITY DEVELOPMENT PRINCIPLES:** these help 'frame' what makes 'holistic' and effective community building work or community development practice.
- **DEFINING A GOOD COMMUNITY:** these describe the essential ingredients required to building a good community.
- **ANTICIPATING CHALLENGES:** articulates some likely factors that will require flexibility in the design and assessment of initiatives in order to respond to the changing nature of emerging communities.

KEY COMPONENTS TO THE ASSESSMENT TOOL INCLUDE:

- **THE 5 KEY THEMES & OBJECTIVES:** provides clear parameters to help inform the type of initiatives or activities required in building a good community.
- **THE SIX CRITERIA:** provides a way of assessing which offset claims will be weighed favourably.
- **PROGRAM LOGIC:** the Assessment Tool is based on a program logic, which aims to link the 'input', the delivered activities and resources spent, against both the objectives and the 'outputs' achieved.

3. PURPOSE

To develop a clear, consistent assessment methodology and tool that provides guidance and supportive framework to assist in the development of strong and sustainable communities in Ipswich. This framework and tool assesses the community development contributions and initiatives in building the essential elements of a sustainable community. *In other words, it is about encouraging local investments that contribute to the longevity of a strong community.* This Framework aims to be a living document to reflect the long-term development of new growth areas.

4. WHY AN ASSESSMENT FRAMEWORK?

Council developed this Framework as a local response to mitigate any unintended social consequences to urban growth. Current town planning assessments do not have the appropriate mechanisms to assess the socioeconomic fabric of a new community. In Ripley's case, the six vision statements highlighted in Ripley's Urban Development Scheme ¹describe the strong relationships between the social, economic and environmental dimensions to Ripley's development. The underlying goals from these vision statements rightly indicate a preference for *sustainable development*. While these vision statements can be considered as 'holistic', they are too broad to inform *how* local developments could achieve a sustainable Ripley.

Economic Development Queensland's (EDQ) guidelines provide a useful starting point to encourage developer investments in social, economic and environmental initiatives. Given the complexity, scale and multiple developments occurring in Ripley, a local-level framework is still considered necessary to determine *how* EDQ's guidelines could work locally.

As this is the first time in Ipswich that delivering local community development initiatives has been incentivised in Priority Development Areas (PDA) being, Council is at an advantage to draw upon these policy levers to shape good outcomes for the PDA (i.e. Ripley). Council also sees value in using this Framework in guiding future community outcomes in Ipswich's non-priority development growth areas. As a consequence, the Framework will provide Council with a consistent approach to identify or influence the type of initiatives required to achieve liveability outcomes across the development and in turn the City.

The Framework also aligns to Council's corporate policy documents (e.g. *Advance Ipswich Plan*) and broader South East Queensland Regional Plan, which give regard to building liveability in geographical communities, or places where residents live.

5. WHAT IS BEING ASSESSED?

The Framework assesses local initiatives that consider the social, economic and environmental dimensions to a new development and contribute to *building the essential ingredients of a sustainable community*. Therefore, the criteria set in the Assessment Tool (see Section 5) is designed to review the relevance of implemented initiatives.

This document is called a 'Community Building' assessment framework, as it relates to reviewing how initiatives build a new community. However, community development principles underpin this framework (see Section 6) including the enablers or elements that build a sustainable community (see Section 5). Community Development principles are relevant for this framework because ***the genuine involvement of residents in their community is necessary to building a holistic community***. Residents' participation in local business development, social and wellbeing activities or environmental conservation is not possible without building residents' sense of ownership of their new community.

Community development practice gives emphasis to building the capacity of local residents or businesses to participate in their community; building key relationships, networks and services *within* and *outside* a community in order to achieve economic, social and environmental outcomes. As the span of some developments can range from 5 to 20 years, the social fabric of the community will continue to evolve. This in turn means that both the delivery of local community building initiatives and the current assessment framework will need to remain flexible and adapt to the local changing environment. Flexible implementation and assessments are necessary because there are also 'influences' which can impact or shape a community's development (see Attachment 12.1). For example, a disproportionate balance of jobs outside a local area, can influence residents' ability to participate in local activities, if their commute time is not minimised.

A set of community indicators (see Attachment 12.2) also aims to track the longer-term outcomes of some larger and long-term developments. The overlay of these indicators over this Framework, aims to provide an iterative process to inform and improve the delivery of local community building initiatives.

6. THE BUILDING BLOCKS THAT CREATE A SUSTAINABLE COMMUNITY

Most urban developments design the physical aspects of the communities or places where people live, recreate and at times work (when local employment is in close proximity). Key state policies such as the SEQ Regional Plan and other evidence on master planned communities make critical connections between achieving sustainability while building ‘liveable’ communities.

While sustainable communities are about balancing the *long-term* social, economic and environmental outcomes of a community, liveability is about balancing the current and future aspirations of residents for their communities. Invariably, good communities are ones that are both sustainable in the long-term, but also achieve a positive lived experiences for residents over the development of their community. This is also means that developing communities that are both sustainable and liveable require two considerations:

- It is important to make linkages between a community’s physical design, its social fabric (e.g. connectedness and identity), with its local economic opportunities in order to develop durable places.
- New communities are essentially blank slates and lack the physical and socio-economic dimensions required to behave as communities. Therefore, community building initiatives need to grow the essential building blocks or elements that create and achieve a sustainable community.

These building blocks are ‘enablers’ which help establish the right foundations of a sustainable community. The building blocks below help inform the assessment focus of this Framework and include the following:

- ✓ **STRONG SOCIAL NETWORKS:** a good community requires strong social networks not only for people feel connected to each other and where they live, but to build personal and community resilience in times of local crisis.
- ✓ **SHARED COMMUNITY VALUES:** having a shared sense of identity and values is the essential ‘glue’ that creates liveable and vibrant communities. In the absence of a shared identity or values, genuine social relationships, or building neighbourliness is not possible.
- ✓ **ACCESS TO LOCAL RESOURCES:** a strong community has access to the local spaces and facilities that enable social connections and other resources, such as knowledge and skills, to develop its local capacity and leadership.
- ✓ **ACCESS TO SERVICES:** new communities require early delivery of services (e.g. schools, public transport, support services etc.) in order to become liveable and increase residents’ quality of life. New communities often miss out on the timely delivery of these services which can impact on a community’s development journey.

- ✓ **GOOD PHYSICAL ASSETS:** the physical design of the community e.g. parks can impact on perceptions of local safety, determine whether a place is walkable and can affect the quality of natural environment.
- ✓ **LOCAL DATA AS AN ENABLER:** Over time, residents are more likely to feel satisfied where they live when they have some level of input into how their community is developed. Therefore, an ongoing commitment to include residents' aspirations into broad community building efforts is important. In addition, due to the dynamic nature of new communities, local data becomes instrumental in enabling the early planning and delivery of services, infrastructure and programs.

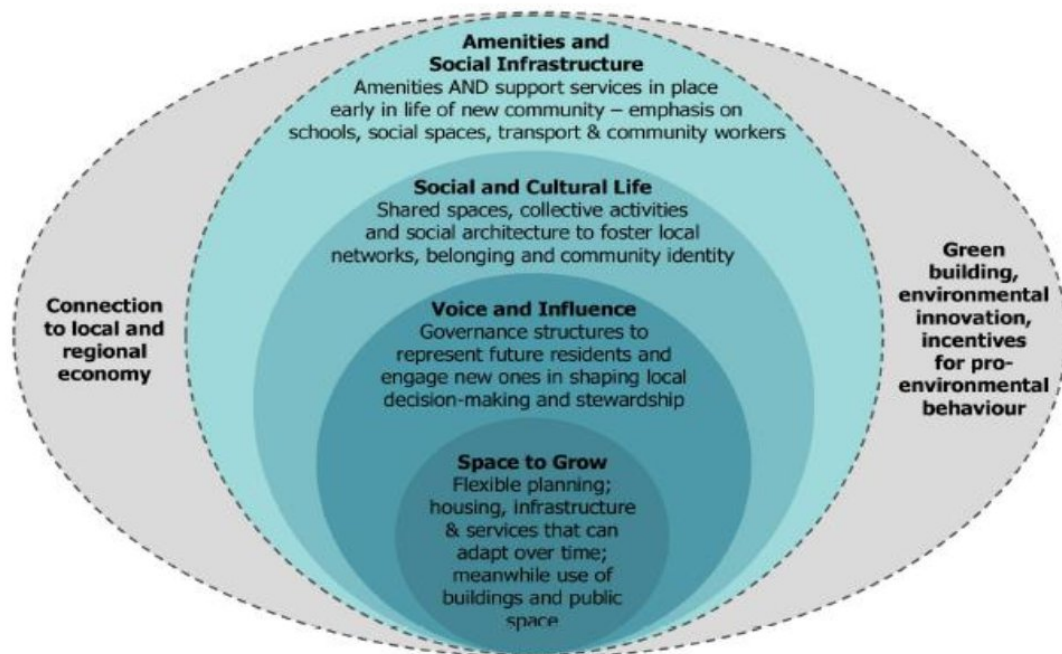


Illustration of Design for Social Sustainability Framework, Young Foundation, 2011

The diagram above succinctly describes the enablers or building blocks that create sustainability in new communities.

7. PRINCIPLES UNDERPINNING THE FRAMEWORK

Because community participation and involvement is central in building a holistic and sustainable community, a set of Community Development principles has been identified as relevant for new and dynamic communities. These principles together with the identified building blocks of a sustainable community have shaped this Framework, its Assessment Tool and the Tool's five key objectives (see *Attachment 12.3*). These principles highlight the importance of local involvement, making connections within and outside of the community and the holistic nature of building a community which is not limited to the 'social' fabric of the community.

- PRINCIPLE #1: BUILDING LOCAL OWNERSHIP:** The key emphasis of Community Development (CD) practice is the ability to work with the community and at times, for the community, when local issues require advocacy. The delivery of any community development initiatives will not succeed if a community does not develop a sense of ownership of its own issues, aspirations, and responses, locally. For example, a community initiative around the environment conservation can turn into a short-lived community event, if residents do not take ownership of tackling local environmental issues.
- PRINCIPLE #2: MAKING HOLISTIC CONNECTIONS:** Community development (CD) work does not just focus on building relationships *between* residents and *outside* of the community but it is also about making the critical connections to other key dimensions (e.g. economic, environment (natural & built)) that significantly shape a community's overall development.
- Therefore, desirable CD initiatives will be those designed to achieve multiple outcomes (social, economic, environment) for the new community. For example, a community development initiative may not necessarily just be a social event but can take a form of an economic development project which produces social outcomes as well.
- PRINCIPLE #3: FLEXIBLE IN PRACTICE AND EVALUATING SUCCESS:** Good community development work requires flexibility in order to make sure that its strategies are relevant and effective as a community and its priorities evolve. This is particularly important for a new community, which will continue to have new residents as growth continues. An example of flexibility is that a community development activity may not work in Year 3 of the community's development, but more likely relevant in Year 5, because it aligns with residents' emerging priorities. Good community engagement is an important method which can ensure that the delivery of initiatives match the expectation of residents. Both the implementation of local initiatives and the focus of this assessment need to be flexible in order to remain appropriate to evolving communities.
- PRINCIPLE #4: COLLABORATION AS A METHOD:** Because good CD work tends to take a holistic approach, one of the core methods required in CD work is the ability to collaborate and work in partnerships with others. For example, partnerships with the community sector will be relevant to not only match residents' needs to services, but to ensure that greenfield and new areas receive early delivery of social services.
- PRINCIPLE #5: INVESTING FOR LONGVEITY:** Some community outcomes will take time to emerge as CD practice works to contribute to the 'soft' aspects of a new community such as positive community values, which take a while to develop. However, investments in a local community can have a lasting effect in creating a self-sustaining community, post-development. Initiatives that build the essential building blocks of a community such as fostering the growth of local community networks are more likely to achieve a self-sustaining community, overtime.

8. HOW WE ASSESS INITIATIVES- THE TOOL

The Framework's actual assessment tool (see *Attachment 12.4*) is based on program logic, which attempts to link investments made to the local community against five key objectives (see *Attachment 12.3*). The five objectives aim to guide initiatives to contribute to the essential ingredients of a good community. The Assessment Tool (the Tool) can be used for other developments outside of priority development areas. The Tool has been specifically designed to:

- give each key objective with **equal weighting** and also highlight that all objectives are **linked and mutually reinforcing**. This means that meeting Objective 1 is not more important than meeting the requirements for Objective 5, **and the purpose behind initiatives may cut across more than one Objective**. **This aims to give regard to community building as a holistic approach.**
- incentivise collaborations between the developers including Council and other key stakeholders invested in delivering services to the new community. This is because place-making in a new development is a complex process and will require partnership approaches to achieve good outcomes for the community.

As it is near impossible to directly evaluate long-term community outcomes against initiatives delivered annually, six criteria will help determine which initiative would be seen favourably and how well they link back to the five key objectives highlighted in *Attachment 12.3*.

<p>CRITERIA 1: INITIATIVES THAT ACHIEVE MULTIPLE OBJECTIVES</p> <p>initiatives will score higher if:</p> <ul style="list-style-type: none"> <input type="checkbox"/> they are designed to achieve multiple purposes; <input type="checkbox"/> and as a result could potentially lead to multiple outcomes <p>e.g. an initiative can be about building a community's identity (such as Ripley) as well as harnessing its natural environment for eco-tourism and employment outcomes.</p>	<p>CRITERIA 2: STRONG COMMUNITY ENGAGEMENT THAT ADDS VALUE</p> <ol style="list-style-type: none"> 1. Initiatives that reach diverse range of residents, to promote inclusion and cohesion and will promote engagement from all residents, across the demographic groups, taking into account: <ul style="list-style-type: none"> <input type="checkbox"/> Cultural diversity <input type="checkbox"/> Different age groups <input type="checkbox"/> Varying living situations e.g. renting, homeowner 2. Developers demonstrate wide engagement with residents and demonstrate (through supporting attachments) that they systematically collect residents' data. E.g. developers share up to date data collected on residents, which helps inform the design of Ripley's infrastructure, initiatives and advocacy for services e.g. transport.
<p>CRITERIA 3: USING LOCAL RESOURCES THAT BUILD LOCAL CAPACITY</p> <p>Developer initiatives will be seen favourably higher if:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Strategies build local capacity (e.g. build local governance), help support locally-driven initiatives; <input type="checkbox"/> Provide the community with the resources such as physical spaces to participate in local initiatives. 	<p>CRITERIA 4: COMMUNITY & IDENTITY COHESION ACROSS MULTIPLE DEVELOPMENTS</p> <ul style="list-style-type: none"> <input type="checkbox"/> Developers demonstrate the use of a common community branding to deliver investments for the Ripley community. <input type="checkbox"/> Developers work together in rolling out community development initiatives that are inclusive of the wider Ripley Valley.
<p>CRITERIA 5: PARTNERSHIPS WITH OTHERS</p> <p>Developers demonstrate strategies that encourage partnerships with others to achieve holistic outcomes for the community. E.g. working with or enabling partnership approaches with government and nongovernment services.</p>	<p>CRITERIA 6: INITIATIVES PROVIDE SUPPORTING EVIDENCE</p> <p>Each developer attaches receipts and other documents that support the corresponding investment and match against the relevant objectives.</p>

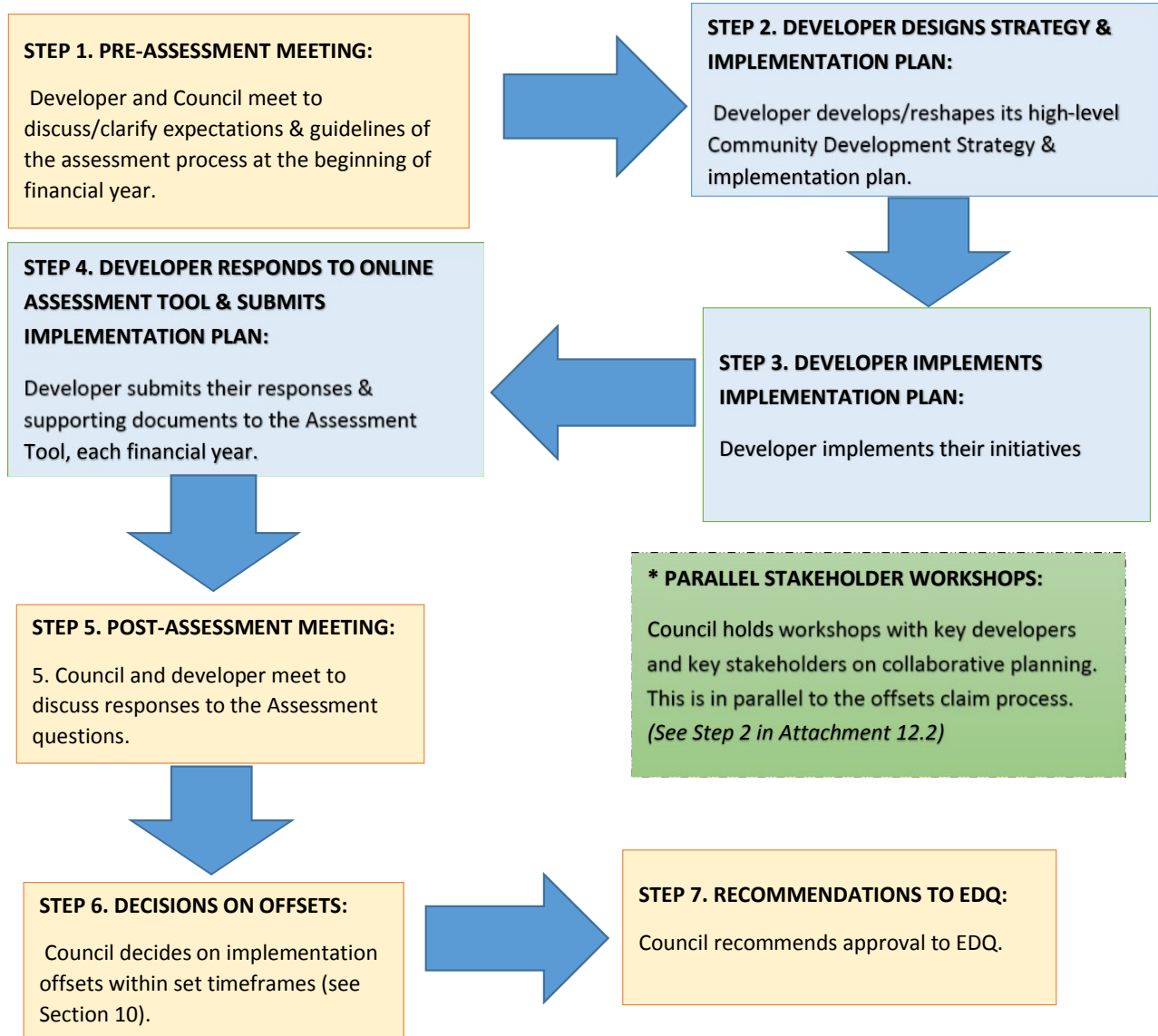
9. THE PROCESS FOR OFFSET CLAIMS- FOR PDAs

There is an opportunity for Council, developers and other key stakeholders to participate in collaborative planning where initiatives and projects require partnerships. The entire process is highlighted in a flowchart below.

Claimable offsets will be supported by good communication between the developer and Council. Council and the developer have an opportunity to clarify the requirements for offset claims, prior to the developer submitting its responses to the Assessment Tool. Once its responses have been submitted, these will be evaluated against six criteria which link back to the key objectives (*see Section 8 above*). Council will meet with the developer again to clarify the information provided.

Claimable offsets for priority development areas will be based on the six criteria and the five key Objectives highlighted in the Assessment Tool (*see Section 8 & Attachment 12.3*).

Once the assessment scores have been finalised, Council then recommends outcomes of offsets claims to EDQ.



10. APPROVAL TIMEFRAMES FOR OFFSET CLAIMS- TBD

11. OTHER CRITICAL CONSIDERATIONS FOR ALL GROWTH AREAS

Assessing the relevance of local community initiatives is only one key aspect to assessing how well a development area is progressing (*see Attachment 12.2*). There are other planning considerations such as community infrastructure that are important enablers to delivering on local initiatives.

Population growth is the main trigger for the delivery of community facilities. However, the timely delivery of local services is made possible when community facilities are delivered early. The lack of, or the inadequate supply of community facilities, will inhibit the range of community initiatives required to build social cohesion in the new community.

In conjunction with assessing developer implementation of local initiatives, there needs to be parallel discussion on planning for appropriate social and recreation infrastructure in brand new communities (such as Ripley). In Ripley's case, the parallel process for offsets claim and discussions on infrastructure planning is outlined in a diagram in *Attachment 12.2*.

Given the complexity, scale and longevity of developments (such as Ripley) a good stakeholder engagement process is necessary to continually ensure that there is collaborative planning and common goals across the multiple agencies (government, developers, and non-government agencies). An ongoing stakeholder engagement process is a necessary method which underpins the future planning and timely realisation of soft and hard infrastructure in emerging communities.

12. KEY ATTACHMENTS

12.1 ANTICIPATED CHALLENGES THAT REQUIRE FLEXIBLE IMPLEMENTATION & ASSESSMENT

As highlighted previously flexible implementation and assessments are necessary because there are ‘influences’ which can impact or shape a community’s development. This table is not an exhaustive list but is to be used to guide and highlight potential areas for strengthening and consideration when planning for community development in new communities. These areas align with the principles and criteria outlined in sections 7 and 8.

<p>FACTOR #1: When the social aspects of a new community are not well strengthened, building community wellbeing can become challenged. Some scenarios that may influence this include:</p> <ul style="list-style-type: none"><input type="checkbox"/> Specific social mix of residents or groups begins to emerge and this demographic requires tailored community development strategies.<input type="checkbox"/> Low income residents and/or renters may represent a higher transient cohort in the community and may likely be hard to reach.<input type="checkbox"/> Local leadership, information and resources are not well-established in the community, which can impact on a community’s ability to respond to local crisis e.g. floods.<input type="checkbox"/> Significant natural disasters can impact on residents’ ability to quickly recover financially. Community development initiatives become about community recovery work and resilience.	<p>FACTOR 2: The physical design of a community is likely to influence the behaviour of a local community:</p> <ul style="list-style-type: none"><input type="checkbox"/> The design of parks and other public space are not designed to be sensitive to the new community’s changing demography or designed to accommodate for a variety of uses.<input type="checkbox"/> The unintended consequences of compact living i.e. the closely designed homes and infrastructure may create neighbourhood conflicts where residents with diverse backgrounds and lifestyle habits do not create compatibility.<input type="checkbox"/> This may be mitigated to some degree by community activities that build positive neighbourhood relationships.
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FACTOR 3: Inadequate community resources impedes on building community and local capacity. Some of these examples include:

- ☐ There is inadequate or delayed delivery of community spaces and facilities which inhibits the delivery of community activities, services and other mixed uses (e.g. employment & training). This means that there are missed opportunities to influence early delivery of activities and services because of inadequate infrastructure.
- ☐ Community groups are not adequately supported (i.e. in terms of their capacity or financially) to grow and remain sustainable. This inhibits fostering community ownership of their 'place'.

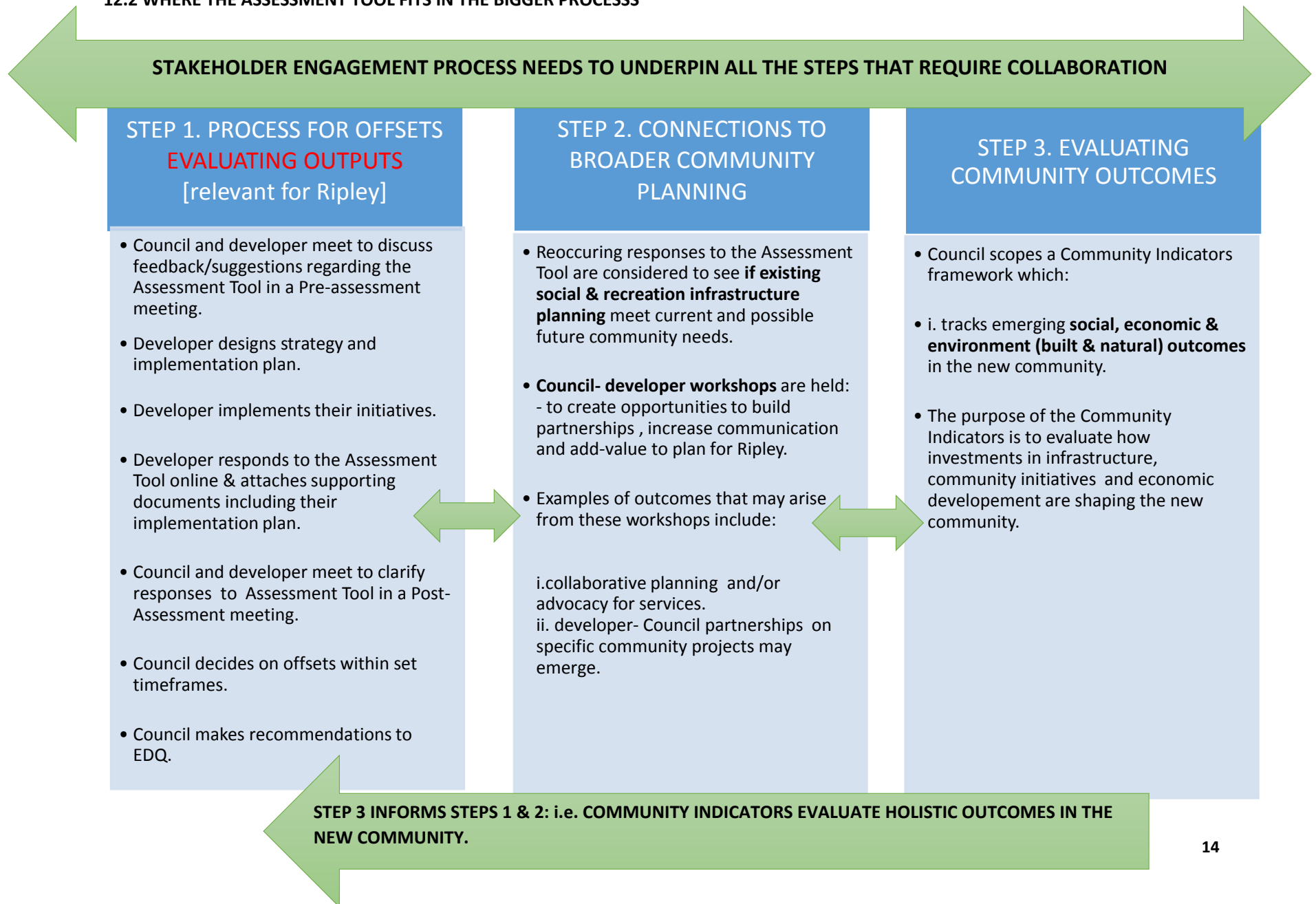
FACTOR 4: The lack of local job opportunities:

- ☐ There are fewer jobs created locally which impedes residents' ability to participate in local activities, because they are time-poor. This is likely to mean that there may be fewer residents participating in local community activities.
- ☐ For example, well-known studies show that commuter times that are 30 mins and higher can impact on people's availability to participate in local social and recreation activities.

FACTOR 5: Differing expectations for local participation & engagement:

- ☐ New residents will have purchased or moved in to a new community for a variety of reasons. Connecting with their local neighbourhood or building relationships may not be one of those reasons. This may be because they prefer seeking connections with their existing relationships and networks, which may be outside of where they live.
- ☐ Where the majority of households are two income households, residents may not be able to afford to time to engage in local activities, outside of their immediate commitments (e.g. family). This means that people's local participation will need to suit their interests and lifestyles and not be about building or sharing common community goals.
- ☐ Majority of people connect with others through social media, and this may be their primary method of engagement. Community engagement methods need to be relevant to the emerging and evolving patterns of how local residents desire to be engaged.

12.2 WHERE THE ASSESSMENT TOOL FITS IN THE BIGGER PROCESS



12.3 KEY OBJECTIVES IN THE ASSESSMENT TOOL - [AVAILABLE AS ONLINE VERSION FOR ALL DEVELOPMENTS]

The purpose of the Community Building Assessment Tool is to evaluate the investments made in a new development that consider the key building blocks or ‘enablers’ to a healthy community (see Section 5). **The main purpose of initiatives must be to build the right foundations which contribute to a self-sustaining community, now and in the coming years.** There are five key themes and objectives that underpin the assessment of offset claims and articulate the required building blocks required to build a good community. The description of the objectives and rationale are highlighted below:

<p>THEME 1: LEVERAGE COMMUNITY INPUT</p> <p>OBJECTIVE 1: <i>Initiatives/activities demonstrate ongoing inclusion of community priorities to plan for, & deliver local activities, services and some level of input in the design of their place.</i></p>	<p>RATIONALE:</p> <p>Participation in community activities alone is insufficient in building a good community and in increasing residents’ sense of belonging to their community. This is because as a new community emerges overtime, and so will the aspirations and needs of local residents. The liveability of a brand new community increases when the local aspirations of current and new residents become incorporated in the overall development of their community. Overall, effective community building and place-making involve understanding and systematically collecting the views, aspirations and needs of residents in the overall design of a new community. Community engagement also serves as an important backbone in the design of good initiatives and actions that aim to build new communities. Local initiatives that have a strong community engagement focus are more likely to increase local participation and closely fit local need with the delivery of programs, services and infrastructure.</p> <p>Through ongoing community engagement work, residents’ aspirations become important data that can be leveraged to advocate, design, plan and deliver on the essential amenities, services and programs. The use of a variety of community engagement methods e.g. surveys, social media, focus groups etc. is also important to better match the varying engagement needs of residents and to increase community reach.</p> <p>Some examples of how local data can contribute to building good communities include:</p> <ul style="list-style-type: none"> ✓ The early and systematic collection of residents’ mobility needs and habits to inform appropriate transport options for their new community ✓ The collection of local input to better design community activities as residents’ needs or priorities evolve or change.
<p>THEME 2: ENABLE SOCIAL CAPITAL & LOCAL CAPACITY</p> <p>OBJECTIVE 2: <i>Initiatives/activities foster positive social relationships & local leadership which contributes to community resilience and wellbeing.</i></p>	<p>RATIONALE:</p> <p>Building a sustainable community requires initiatives that identify and support local leadership as well as locally driven activities which benefit the wider community. In order to foster good leadership however, community building work will need to cultivate and grow positive relationships across neighbourhoods and across the wider community.</p> <p>The benefits of strong and positive social relationships can have a positive multiplying effect in building a well-functioning community. This is because good local relationships not only increase trust, perceptions of safety and good will among residents, but also contribute to community resilience and overall community wellbeing. For example, during times of crisis (e.g. floods), a resilient community will rely on its local relationships and leadership to organise itself and is more likely become more adaptable to the negative impacts on residents. Community relationships take a long time to build and nurture. However, initiatives that have the most impact in the long-term, are those which continue to foster good social relationships and locally-driven initiatives.</p> <p>Good relationships for example, are also more likely to increase residents’ ability to better manage neighbourly conflicts, which are common occurrences in suburbs designed for compact living (i.e. homes and infrastructure built closely together).</p> <p>Some examples of building blocks or enablers of fostering social capital and capacity building include:</p> <ul style="list-style-type: none"> ✓ Supporting the establishment, governance and local ownership of support groups and local associations ✓ Linking local groups to fundraising and other training to increase financial sustainability and leadership
<p>THEME 3: FOSTER INCLUSIVE IDENTITY & COMMUNITY VALUES</p> <p>OBJECTIVE 3: <i>Initiatives/activities contribute to building a common identity which fosters social cohesion & good community values such as caring for local environment.</i></p>	<p>RATIONALE:</p> <p>Effective local initiatives are ones that facilitate building a local identity that is shared across brand new residential developments through shared local rituals and traditions that resonate with local residents. Brand new communities, will develop their own community rhythms, and entrenched values which shape the long-term identity of a community.</p> <p>A community that lacks a strong sense of who it is (its identity) is a community that is likely to lack community cohesion. Popular community events that build a community ritual, history or local landmark can contribute to fostering a new community’s identity e.g. Goodna’s annual Jacaranda Festival is a good example. Residential developments will come with a particular branding that shape the tone and identity of each development. This may not translate to building a cohesive identity in new areas. Therefore community initiatives will need to involve residents from other residential developments and existing local communities to build a common identity, in particular in areas with multiple developments.</p> <p>Some examples of enablers or building inclusive identity and local values include:</p> <ul style="list-style-type: none"> ✓ Local festivals that celebrate the distinct characteristic of the whole community ✓ Ongoing support of emerging groups and local residents’ interests in local causes e.g. conservation work to facilitate local collaboration

<p>THEME 4: LINKAGES FOR ECONOMIC RESILIENCE</p> <p>OBJECTIVE 4. <i>Initiatives/activities link the community to strategic opportunities, resources and relationships that contribute to local economic development.</i></p>	<p>RATIONALE:</p> <p>A strong local economy will be a strong catalyst in the creation of a well-functioning community. No matter how well a community's social activities have been designed, the health of a local economy impacts how a community progresses. Local initiatives are necessary to facilitate creating a good balance of residents who work locally, and those who travel outside the community to work. In the absence of this focus on local jobs creation, residents are more likely to be time-poor and less likely to participate in their local community.</p> <p>Another key reason why local initiatives need to focus on facilitating the growth of local economy is because the local workforce is more likely to be considered adaptable, when residents participate in a variety of employment opportunities and have a diverse skill-set to continue to keep them competitive as industry markets change. Facilitating the growth of a viable local economy will require fostering a wide range of relationship networks, resources (e.g. capital, training etc.), and economic markets (inside and outside of the community) which support the development of local businesses in a new community.</p> <p>Desirable local initiatives are those that help make vital linkages between people, strategic economic networks and opportunities which contribute to a community's entrepreneurial and local businesses culture.</p> <p>Some examples of 'enabler' initiatives that foster of building local economic resilience include:</p> <ul style="list-style-type: none"> ✓ Establishing a local Chamber of Commerce which assist in fostering strategic business networks and relationships within and outside of the community ✓ Linking local residents to business incubator models and training in order to foster the growth of viable and sustainable local business ✓ Finding the opportunities and providing the local physical spaces for potential local community markets such as South Bank's weekend markets
<p>THEME 5: SERVICE PARTNERSHIPS & PLANNING</p> <p>OBJECTIVE 5. <i>Initiatives create opportunities for early service planning & partnerships.</i></p>	<p>RATIONALE:</p> <p>Greenfield communities may face delayed delivery of essential government and not for profit services. This is because the population numbers may not warrant early delivery based on demand (e.g. transport). Population triggers are also the basis for the delivery of adequate infrastructure (e.g. community facilities) that support the delivery of services. Early delivery of services in a new community contributes to, and is more likely to increase, residents' liveability in their community. Therefore, initiatives that demonstrate consistent collection of local needs are required in order to advocate for the delivery and early planning of services in new areas.</p> <p>There is an opportunity to increase service collaboration in new and emerging communities in order to enable better delivery of local services. The Stronger Families Alliance's Child and Family Plan is one such good example of stakeholder collaboration over the delivery of child and family services in the Blue Mountains in NSW. Initiatives that enable collaborations with various stakeholders are key to minimising duplication of services in emerging communities.</p> <p>Some examples of 'enabler' initiatives that foster partnerships and service planning include:</p> <ul style="list-style-type: none"> ✓ Systematic collection of local needs to that build the case for the early delivery of government and non-government services in new communities ✓ Assisting in the set-up of local governance group of service providers that plan for and delivery local and coordinated services ✓ Providing for the local physical spaces for the early delivery of not for profit services

12.4 THE ASSESSMENT TOOL - AVAILABLE AS ONLINE VERSION FOR ALL DEVELOPMENTS

DESCRIPTION OF ACTIVITY <input type="checkbox"/> What was the activity? <input type="checkbox"/> Who participated? <input type="checkbox"/> How many were delivered?	DESCRIBE CLEARLY HOW INITIATIVES IN YOUR IMPLEMENTATION PLAN MEET THE OBJECTIVES <i>*based on six criteria (see Section 8 for the criteria and Attachment 12.3 for five Objectives)</i>	WHAT WAS ACHIEVED IN THIS INITIATIVE? <input type="checkbox"/> Evidence provided to demonstrate results for initiative <input type="checkbox"/> Key lessons for future delivery	STAKEHOLDERS & PARTNERSHIPS ENGAGED <input type="checkbox"/> Who led? <input type="checkbox"/> Who were the collaborators?	TIMEFRAME OF INITIATIVE <i>(E.g. weekly, annual etc.)</i>	RESOURCES USED <input type="checkbox"/> Location <input type="checkbox"/> Asset <input type="checkbox"/> People	TOTAL MONEY SPENT

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ATTACHMENT B



GUIDING PRINCIPLES FOR STRENGTHENING EMERGING COMMUNITIES OF PLACE

*Principles to inform consistent and flexible approaches to
Council's work in emerging geographical communities*

PREPARED BY: SOCIAL POLICY AND STRATEGY BRANCH

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1. Overview

Urban growth brings both opportunities and challenges to shaping liveable communities. Council's ability to proactively respond to rapid growth and shape Ipswich as a city with strong local communities will determine how we meet the aspirations of our city and our community.

These principles provide a framework for investment in meaningful initiatives that build the social fabric of brand new communities, while enhancing the environmental and economic development opportunities locally.

Each geographical community is different, with some more established than others, and some requiring tailored approaches to respond to their unique local contexts. This document contains guiding principles to ensure Council continues to develop local strategies that are flexible to local context, and foster local community ownership into the process of building vibrant, liveable communities.

The key guiding principles highlighted in this document include:

1. *Build local ownership*
2. *Start from the community's strengths*
3. *Leverage community input*
4. *Make holistic connections*
5. *Flexible in practice & evaluating success*
6. *Collaboration as a method*

2. Purpose

The purpose of this document is twofold:

1. To provide Council with key guiding principles to inform Council's effective policy response and work in strengthening new and emerging geographical communities;
2. To foster and grow local community capacity, resilience and ownership of the community strengthening process in shaping new and emerging communities.

3. Who is this for?

Many areas of Council design and deliver programs, services and infrastructure in new and emerging communities. This document aims to provide Council with principles that relate to developing communities and place-based community planning.

Essentially, this document aims to provide clear practice principles that relate to strengthening geographical communities, which is in line with Council's Corporate Plan 2017-2022 (*Goal 3 under Caring for Community theme*).

4. Which local communities?

This document informs work across all local geographical¹ communities in Ipswich, whether they are:

- new e.g. Ripley
- changing and/or emerging e.g. Redbank Plains

5. Why is it important?

Communities do not form or occur in isolation, but are influenced by a number of factors (such as how well their physical environments are designed, the socio-economic opportunities provided to residents) and can be grouped by common characteristics of people living in a particular physical location. Communities can also occur because of people's affiliation to common interests and culture, which cut across where they live.

The communities relevant to this framework are anchored by geographical places where people live, which may or may not reflect people's affinity to where they live. However, the focus on geographical communities is important because as Ipswich continues to grow, a social spatialisation is occurring, where residents of a particular socio-economic, cultural and age mix are becoming concentrated in geographical places. This means that our communities will continue to be heterogeneous over the lifespan of Ipswich's development.

Traditionally, Ipswich was considered a city of communities with a built form that distinguished the rural and urban areas of Ipswich. However, Ipswich was also mainly homogenous with a predominately Anglo-Saxon cultural mix of residents. Yet, as growth continues to occur at different times, communities will experience a change in dynamics, identity and lived experiences across the City. For some local communities, the impacts of growth and Ipswich's likely changing socioeconomic trajectory may be felt unevenly across the City.

¹ Geographical communities broadly encompass other terms as communities of place, local areas, suburbs, neighbourhoods, localities etc.

Though Council is responsible for decision-making that shapes the whole City, it is through consistent, well-considered, and locally tailored approaches that Council can effectively respond to changes and the future challenges ahead for Ipswich's local communities. Guiding principles are necessary to ensure consistent yet flexible approaches to strengthening communities.

6. Council's different roles

As a local government authority, Council undertakes a range of functions for the City and these influence how local areas are shaped. These roles are listed below and are not limited to the following:

- decision-maker (where Council formulates and implements various Council strategies and policies)
- enactor of various legislations
- place-maker, where we influence others, and directly design the built form of suburbs and areas;
- deliverer of services, infrastructure and programs e.g. waste collection, customer service, community activities etc.
- funder (where Council administers community grants to local groups)
- **facilitator/linker**
- **collaborator** (there will be many others in the community sector) contributing to community wellbeing strategies and services. Therefore collaboration is important.

Local governments are primarily in the business of place-making, where they play a key role in making decisions on, and designing and shaping the physical form of local communities. As the level of government which is closest to its communities, Councils also play varied roles in strengthening communities, through activities and programs that build social connections, and contribute to the wellbeing of communities.

The above last two roles (i.e. facilitator/linker and collaborator) have been highlighted as significant and require better strengthening across Council's practice in place-based community strategies. As communities (and groups) become more heterogeneous, then Council's local work may be best placed as collaborator and facilitator to converging common outcomes, across competing interests in various local communities.

7. Building blocks to a good community

There are many factors contributing to what makes a good community. Overall, good geographical communities are considered those that are sustainable, resilient, liveable and

vibrant places to live in. The diagram below succinctly describes the enablers or building blocks that create sustainability in new communities.

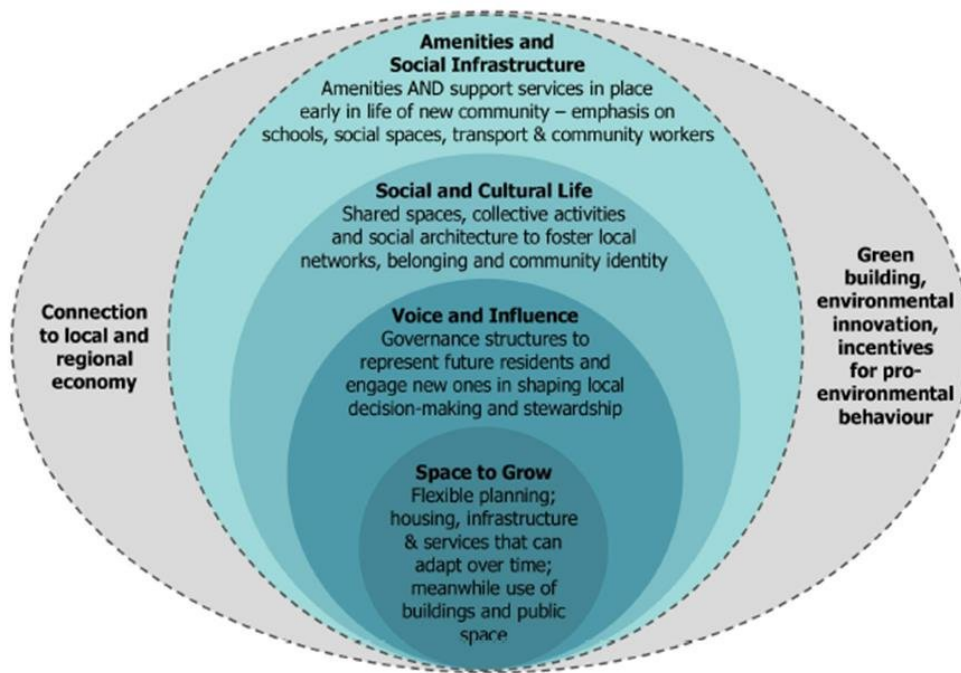


Illustration of Design for Social Sustainability Framework, Young Foundation, 2011

There are fundamental building blocks that make communities become well-functioning ones, and these can be considered as ‘enablers’ which help establish the right foundations of a good community. A well-functioning and liveable community requires all or a majority of these key ingredients.

Good communities are those that have:

1. STRONG SOCIAL NETWORKS: a good community requires strong social networks not only for people to feel connected to each other and where they live, but to build personal and community resilience in times of local crisis.	2. SHARED COMMUNITY VALUES: having a shared sense of identity and values is the essential 'glue' that creates liveable and vibrant communities. In the absence of a shared identity or values, genuine social relationships, or building neighbourliness, is not possible.
3. ACCESS TO LOCAL RESOURCES: a strong community has access to the local spaces and facilities that enable social connections and other resources, such as knowledge and skills, to develop its local capacity and leadership.	4. ACCESS TO SERVICES: new communities require early delivery of services (e.g. schools, public transport, support services etc.) in order to become liveable and increase residents' quality of life. New communities often miss out on the timely delivery of these services which can impact on a community's development journey.
5. GOOD PHYSICAL ASSETS: the physical design of the community e.g. parks can impact on perceptions of local safety, determine whether a place is walkable and can affect the quality of natural environment.	6. LOCAL DATA AS AN ENABLER: Over time, residents are more likely to feel satisfied where they live when they have some level of input into how their community is developed. Therefore, an ongoing commitment to include residents' aspirations into broad community building efforts is important. In addition, due to the dynamic nature of new communities, local data becomes instrumental in enabling the early planning and delivery of services, infrastructure and programs. ²

² Adapted from ICC Community Building Assessment Framework, 2018.

7.1. Building blocks as community goals

The building blocks to a good community as described above can also be used as community goals, which form the basis of Council's delivery and/or collaboration with others in order to foster strong new communities. Different building blocks may be relevant for different geographical communities, depending on their local context, such as the communities' strengths and weakness.

For example, for brand new communities, all the building blocks will be necessary for the new and emerging area.

Therefore if the community goals are underpinned by the above building blocks, then the goals for new and emerging communities are as follows:

BUILDING BLOCKS AS COMMUNITY GOALS	
BUILDING BLOCK 1: STRONG SOCIAL NETWORKS	COMMUNITY GOAL 1: Foster strong networks in communities that lack social cohesion, resilience and wellbeing outcomes that impact the community.
BUILDING BLOCK 2: SHARED COMMUNITY VALUES	COMMUNITY GOAL 2: Foster and work with the community in order to build shared community values, particularly in places whose identity is changing due to a change in demographic and mix of residents.
BUILDING BLOCK 3: ACCESS TO LOCAL RESOURCES	COMMUNITY GOAL 3: Identify existing, and strengthen future community capacity by enhancing the knowledge, skills and leadership of those in a geographical community.
BUILDING BLOCK 4: ACCESS TO SERVICES	COMMUNITY GOAL 4: Actively advocate for early delivery of services in areas that are growing, brand new and or where the demographics are changing in local communities.
BUILDING BLOCK 5: GOOD PHYSICAL ASSETS	COMMUNITY GOAL 5: Actively advocate for local spaces and facilities that are well-designed, meet CEPTD principles, and are accessible by all members of the geographical community.
BUILDING BLOCK 6: LOCAL DATA AS AN ENABLER	COMMUNITY GOAL 6: Acknowledge and build upon the aspirations and representative views of local residents in local places to better design place-based strategies that effectively strengthen local communities.

8. Guiding principles for our practice

Community participation and involvement is central to building a holistic and sustainable community. The development of community building principles is required for work across Ipswich's new and emerging communities. These principles together with the identified building blocks of a sustainable community underpin the parameters to this document. These principles highlight the importance of local involvement, making connections within and outside of the community and the holistic nature of building a community which is not limited to the 'social' fabric of the community.

KEY GUIDING PRINCIPLES ³	EXPLANATION
PRINCIPLE #1: BUILD LOCAL OWNERSHIP	The key emphasis of community building work is the ability to work with the community and at times, for the community, when local issues require advocacy. The delivery of any community development initiatives will not succeed if a community does not develop a sense of ownership of its own issues, aspirations, and responses, locally. For example, a community initiative around the environment conservation can turn into a short-lived community event, if residents do not take ownership of tackling local environmental issues.
PRINCIPLE #2: LEVERAGE COMMUNITY INPUT	Participation in community activities alone is insufficient in building a good community and increasing residents' sense of belonging to their community. Through community engagement work, residents' aspirations become important data that can be leveraged to advocate, design, plan and deliver on the essential amenities, services and programs. The use of a variety of community engagement methods is also important to better match the varying engagement needs of residents and to increase community reach.
PRINCIPLE #3: START FROM THE COMMUNITY'S STRENGTHS	Each resident and community has inherent strengths and capabilities that either enable or require strengthening in order to participate in all aspects of community life. Place-based strategies that are underpinned by the recognition of individuals' and groups' inherent capability is more likely to reach potentially 'untapped' strengths and talents, including local solutions that are already available in local communities. In this way, Council's strategies will be supported by local communities because its strengths based approach is able to foster community ownership of local solutions, and local social change process.
PRINCIPLE #4: MAKE HOLISTIC CONNECTIONS	Place-based community strategies do not just focus on building relationships <i>between</i> residents and <i>outside</i> of the community but it is also about making the critical connections to other key dimensions (e.g. economic, environment (natural & built) that significantly shape a community's overall development. Therefore, desirable place-based initiatives will be those designed to achieve multiple outcomes (social, economic, environment) for the new community. For example, a community development initiative may not necessarily just be a social event but can take a form of an economic development project which produces social outcomes as well.

³ Adapted from ICC Community Building Assessment Framework, 2018.

PRINCIPLE #5: FLEXIBLE IN PRACTICE AND EVALUATING SUCCESS	<p>Good place-based work requires flexibility in order to make sure that strategies are relevant and effective as a community and its priorities evolve. It's as much about good process as it is achieving outcomes. This is particularly important for a new community, which will continue to have new residents as growth continues.</p> <p>An example of flexibility is that a community development activity may not work in Year 3 of the community's development, but may be more relevant in Year 5, because it aligns with residents' emerging priorities. Good community engagement is an important tool which can ensure that the delivery of initiatives match the expectation of residents.</p>
PRINCIPLE #6: COLLABORATION AS A METHOD	<p>Because good community development or place-based community initiatives tend to take a holistic approach, one of the core methods required working with communities is the ability to collaborate and work in partnerships with others. For example, partnerships with the community sector will be relevant to not only match residents' needs to services, but to ensure that greenfield and new areas receive early delivery of social services.</p>

9. Links with communities of interest

While this document pertains to communities of place, these strategies will inevitably create links with communities of interest, where Ipswich residents draw their sense of belonging from the cultural identity. There will be a continual need for social inclusion strategies to ensure that specific target groups feel genuinely included in the socioeconomic fabric (and community life) of the City.

Working in a community of place is one key way that can enhance social inclusion or target group-based community development work because of the following reasons:

- As highlighted above, a socio-spatialisation of areas often occurs, whereby residents of a similar cultural and/or socioeconomic background concentrate in places.
- Therefore working in geographical communities can be much more likely to be effective in reaching a majority of a particular social target group.
- Conversely, place-based strategies can be more effective in 'bridging' relationships across diverse groups that may not naturally connect with, or affiliate with other groups in the same location. Consequently if these strategies are successful then they may be more likely able to effectively address Goals 1 and 2 (*see section 7.1 Building blocks as community goals*).

10. What can make our local work ineffective?

Given this document clarifies Council's intent in contributing to social change strategies that aim to improve the strength of Ipswich's new and emerging communities, it is important to highlight the potential pitfalls of place-based strategies that may prevent the development of strong communities. Place-based strategies that are not supported by strong project design are likely to have less of an impact with and for local communities.

Place-based strategies may become ineffective when:

1. A Council community initiative is about building community capacity but does not genuinely grow local ownership throughout the capacity building process, and as a result is ineffectively driven in a 'top-down' approach as a social change process with little community buy-in;
2. The place-based initiative does not clarify what effective role or roles Council can play at the beginning, in the middle and at the end of the community strengthening process. For example, depending on the local community context, Council's role may be more effective as a collaborator rather than a deliverer of local community programs and strategies (*see section 6: Council's different roles*).
3. Community input gathered is not representative of the diversity of views in a geographical community; and
4. Community input is gathered to design Council's local strategy or place-based response, however, there is strong focus on collecting a *spread* of community data through quantitative means but less on the *breadth* of local knowledge which may contribute to understanding what maybe occurring. As a consequence local knowledge that is qualitative in nature, becomes nullified or considered as irrelevant data.

Community building strategies should take into consideration some of these risks.

11. Anticipated uses

The principles and elements outlined in this document have broad applications in informing place-based work in new and emerging communities across Ipswich. Suggested uses include:

- Design of place-based community development programs and strategies in new and emerging communities;
- Formulation of local resilience programs that deal with wellbeing issues in the community or the development of local adaption strategies as part of community preparedness against natural disasters;
- The undertaking of Crime Prevention Through Environmental Design (CPTED) studies to evaluate community safety concerns in public spaces;
- Commentary on development applications that relate to residential developments; and
- Delivery of social impact assessments that relate to a particular area or place.

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BM:KF
A5171867

Communities Committee	
Mtg Date: 27 November 2018	OAR: YES
Authorisation: Jeffrey Keech	

6 November 2018

MEMORANDUM

TO: ACTING CHIEF OPERATING OFFICER (FINANCE AND CORPORATE SERVICES)

FROM: SENIOR PROPERTY OFFICER

RE: NEW AGREEMENT FOR LEASE & LEASE – SHOP KIOSK 1 KARALEE SHOPPING VILLAGE – 39 JUNCTION ROAD KARALEE – CVS LANE CAPITAL PARTNERS PTY LTD AS TRUSTEE FOR CVS LANE KARALEE RETAIL TRUST
DIVISION 5

INTRODUCTION:

This is a report by the Senior Property Officer dated 6 November 2018 to enter into a new Agreement for Lease and Lease for Shop Kiosk 1, Coles Karalee Shopping Village, 39 Junction Road, Karalee between Ipswich City Council (Council) and CVS Lane Capital Partners Pty Ltd as trustee for CVS Lane Karalee Retail Trust (CVS Lane). The subject property is held by CVS Lane as trustee of the land by estate in fee simple and the proposed use of the Lease area is for a Library Pod to be developed and installed by Council.

BACKGROUND:

Ipswich Libraries currently has 4 branches and 1 mobile service. Under the *Ipswich Library and Information Service Coping with Growth 2008-2026* strategy, Ipswich Libraries aims to extend the collection and presence of the library service into areas identified as remote to the city's main library facilities. The service that is provided is intended to be accessible and complement the lifestyle of Ipswich residents.

In implementing the 2008-2026 strategy, this includes a plan to deploy kiosks or Library Links to locations with high pedestrian traffic potential, such as popular and busy community or retail hubs. A Library Pod prototype based on a Marketplace Collectivise concept developed by Council and placed in retail centres would be targeted at residents who may not visit a Council library branch. The Library Pod concept is anticipated to drive an increase in membership through the local delivery of physical and virtual collection and access to all residents (Refer to Attachment A).

Ripley Town Centre and Karalee Shopping Village were identified by Ipswich Libraries as two potential locations offering alignment to the strategic growth of the library service. In June of this year, both locations were presented to the Libraries and Tourism Committee as potential site options for the installation of the Library Pod prototype. A recommendation was adopted at the Council Ordinary Meeting on 26 June 2018, that Karalee Shopping Village is the most suitable location for the Library Pod.

Property Services was requested to negotiate the terms and conditions of the Agreement for Lease and Lease with the managing agent, CBRE. The details of the negotiation and key terms of the agreement are outlined in the Confidential Background Paper (Attachment B).

CONCLUSION:

It is recommended that Council enter into negotiations with CB Richard Ellis for a new three (3) year Lease and Agreement for Lease.

ATTACHMENTS:

Name of Attachment	Attachment
Library Pod Location Report	Attachment A

CONFIDENTIAL BACKGROUND PAPERS

Confidential Background Papers	Background Papers
Confidential Background Paper	Attachment B

RECOMMENDATION:

- A. That the Interim Administrator of Ipswich City Council ("Council") enter into an Agreement for Lease and Lease with CVS Lane ("the landlord") for a period of three (3) years as per the commercial terms negotiated in the Confidential Background Paper (Attachment B).
- B. That the Chief Executive Officer be authorised to negotiate and finalise the terms of the Agreement and the Lease, to be executed by the Chief Executive Officer of Ipswich City Council and to do any other acts necessary to implement Council's decision in accordance with section 13(3) of the *Local Government Act 2009*.

Brett McGrath
SENIOR PROPERTY OFFICER

I concur with the recommendations contained in this report.

Caroline McMahon

**CHIEF OPERATING OFFICER (ARTS SOCIAL DEVELOPMENT AND COMMUNITY
ENGAGEMENT)**

I concur with the recommendations contained in this report.

Jeffrey Keech

ACTING CHIEF OPERATING OFFICER (FINANCE AND CORPORATE SERVICES)

ATTACHMENT A

Libraries and Tourism Committee	
Mtg Date: 18.06.2018	OAR: YES
Authorisation: Caroline McMahon	

11 June 2018

MEMORANDUM

TO: CHIEF OPERATING OFFICER
(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)

FROM: LIBRARY SERVICES MANAGER

RE: LIBRARY POD LOCATION

INTRODUCTION:

This is a report by the Library Services Manager dated 11 June 2018 regarding the deployment location of the prototype Library Pod.

BACKGROUND:

The *Ipswich Library and Information Service Coping with Growth 2008-2026* strategy called for the development and integration of remote service points, referred to in the strategy as kiosks or Library Links. The purpose of this offering was to extend the collection and presence of the library service into areas identified as remote to the city's library facilities; to supplement the libraries' service in an efficient and effective way. With the kiosks planned for locations with high pedestrian traffic potential, the intent is to provide an accessible service that complements the lifestyle of Ipswich residents. .

Provision was made in the 2017/18 Library Services capital budget to develop a prototype pod and install it into a shopping centre with high traffic and growth projections. This would allow the pod to be tested in an environment with maximum opportunity for success.

Initial approaches to Riverlink Shopping Centre failed to yield any prospective kiosk site. Alternative sites were explored with two sites offering alignment to the strategic growth of the library service.

- a) Ripley Town Centre: Ripley has already been identified in the long term growth plan for the Library Service, a Library Pod would supplement the Mobile Library stop (the highest growth stop in the schedule) at Providence South Ripley and the public programming conducted at Providence Centre. It would add an additional library presence for this growing community in preparation for the establishment of a branch in this area in the future, thereby aligning to the current rate of demand. A prime

kiosk location in front of the new Coles Supermarket at Ripley Town Centre has been identified and is currently available.

- b) Karalee Shopping Village: Karalee is currently the second busiest Mobile Library stop (after Springfield) on the schedule and is one of the most remote locations from a branch library. In response to community growth, an extension is currently underway at the Karalee Shopping Village. A prime kiosk location in front of the new Coles Supermarket has been identified and this site will be available in approximately 6 months' time when the extension works are completed.

FINANCIAL IMPLICATIONS:

The design and manufacture costs for the Library Pod are included in the 2017/18 Library Services capital budget, the lease cost has been budgeted in the 2018/19 operational budget (details outlined in Attachment A).

BENEFITS TO COMMUNITY AND CUSTOMERS:


The pod prototype is based on a Marketplace collection model, this will create an original collection service offering targeted at residents who may not visit the library branch but would be attracted by a retail kiosk experience that provides self-service browse and borrow with instant satisfaction. Using established radio frequency identification technology (RFID), customers will be able to browse physical and eBooks using their library card, with the ability to immediately join online and borrow a book also available at the kiosk to drive an increase in membership. Over time, location specific borrowing patterns would allow a tailored collection that meets demand.

CONCLUSION:

The provision of Library Pods is part of the long term strategic deployment of library services across the city. A key element to the success of the prototype pod is the selection of a location that meets both the high traffic and growth potential criteria. The Pod will be a cost effective and sustainable way to increase local delivery of physical and virtual collection promotion and access for all residents.

ATTACHMENT:

CONFIDENTIAL ATTACHMENT

Name of Attachment	Attachment
Attachment A - Library Pod Location Financial Implications COMMERCIAL IN CONFIDENCE	 Attachment A - COMMERCIAL IN CO

RECOMMENDATION:

Amended at Libraries and Tourism Committee No. 2018(06) of 18 June 2018.

~~That Council provide direction on the preferred location for the deployment of the Library Pod prototype.~~

That the preferred location for the installation of the Library Pod prototype be Karalee Shopping Village.

Sylvia Swalling

LIBRARY SERVICES MANAGER

I concur with the recommendation contained in this report.

Caroline McMahon

CHIEF OPERATING OFFICER

(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)

Communities Committee	
Mtg Date: 27.11.2018	OAR: YES
Authorisation: Caroline McMahon	

13 November 2018

MEMORANDUM

TO: ACTING CHIEF EXECUTIVE OFFICER

FROM: CHIEF OPERATING OFFICER (ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT DEPARTMENT)

RE: CITY HEART CABS PROGRAM

INTRODUCTION:

This is a report by the Chief Operating Officer (Arts, Social Development and Community Engagement Department) dated 13 November 2018 concerning the City Heart Cabs Program.

BACKGROUND:

The City Heart Cabs Program (**the Program**) was launched as a subsidised travel program for Ipswich residents in January 2011.

The premise behind the Program was to allow eligible members of the community to travel by taxi from their home to a local shopping centre for only \$2.00 per person each way.

To be eligible for the Program participants must reside in one of the participating suburbs, as articulated in Attachment A.

Furthermore, Council's website states the following:

To use the services:

"People must meet the eligibility criteria by being in receipt of an age pension, disability support pension or carer's payment/allowance and residing in one of the participating suburbs.

Call Yellow Cabs on 3363 2373 before midday on the day before travel.

The next morning at about 9am, passengers will be picked up and taken to the respective shopping centre.

At 12.30pm, passengers will then be collected from a designated pick-up area at that shopping centre and taken home.”

The program commenced with two destination points: Riverlink Shopping Centre and Ipswich City Square. From that point, shopping centres at Redbank Plaza, Brassall, Booval Fair and Orion Town Centre joined the program in partnership with Council, with funding provided by the shopping centres and marketing support provided by Council. Redbank Plains has since ceased operation of the program.

Riverlink Shopping Centre and Ipswich City Square are the only destination points in the program that are funded by Council.

Financial Impact

The Program costs Council approximately \$15,000.00 each year. Yellow Cabs invoices Council on a monthly basis for the fares they have incurred that month (that is, the difference between the full fare and the \$2.00 rate for participants).

Program/Contract Management and Practice

There is currently no contract in place with Yellow Cabs for the delivery of the Program, with the last contract having expired in 30 June 2013.

Yellow Cabs provides to Council information regarding the service usage, including names of service users, pick up point, destination point and full fare.

At the point of booking, the user is asked to confirm their eligibility, however privacy legislation prevents the verification of eligibility. As such, the program operates under an ‘honour system’ for user eligibility.

PARTICIPANT ELIGIBILITY CRITERIA

The intent of the broader Program is to ensure that vulnerable members of the community have access to services located within their local shopping centre. To be eligible, users must receive an age pension or disabilities support pension from Centrelink. Users can be accompanied by carers. It could be argued, however, that the issue of social disadvantage (and requirement for equitable access to services) is significantly more complex than this model suggests.

The Program is also significantly constrained in terms of the geographic eligibility.

Therefore, there are likely to be residents outside of the eligibility criteria who are impacted by barriers to services (e.g. migrants not eligible for a government pension, or pensioners residing in Rosewood).

RESPONSIBILITIES OF GOVERNMENT

Subsidised transport is not a legislated function of Local Government, however some Councils do offer a subsidised taxi service with significantly broader reach and varying eligibility criteria. These programs appear to be motivated by social drivers.

Translink offers a Taxi Subsidy Scheme for people with extreme disabilities and FlexiLink Taxi services for residents in some areas of Ipswich, however the State Government is also currently reviewing its model for taxi subsidisation. A trial run by Translink for demand responsive transport is currently underway in Logan, which may influence future strategies of the State Government.

The National Disability Insurance Scheme also offers transport funding for eligible participants.

OPTIONS:

Option 1

On the basis that the eligibility criteria of this program are significantly constrained and that subsidised transport is not a legislated function of local government, under this option, Council would cease funding of the Program. This can occur in two ways: cessation of the program itself for the Riverlink and City Heart destination points, or transfer of the financial responsibility to a third party.


Under this option, it is recommended that Council's funding exit take effect as of 1 March 2019. Up until this date of cessation, the following will occur:

- Liaison with Riverlink Shopping Centre Management to discuss the option of transferring the cost of the existing program to the shopping centre, thereby exiting Council altogether;
- Engagement with Government stakeholders to determine whether there is any cross-over with existing transport subsidy so that Council's exit strategy can incorporate a referral mechanism for existing users;
- Provision of notice of the cessation of the Program to Yellow Cabs;
- Where possible, contact details of users of the Program will be obtained to notify them of the cessation date and advise them of alternative providers. (It should be noted, however, that this may not be possible.)

Option 2

If Council wishes to continue its financial support of subsidised travel, it is recommended that a significant review of the program be conducted in the next financial year to explore the program's purpose, benchmark against other Local Government Areas, consider equity of access, and to increase efficiency.

ATTACHMENT:

Name of Attachment	Attachment
Attachment A – Participating Suburbs	 Attachment A

RECOMMENDATION:

That Options 1 and 2 outlined in the report be discussed.

Caroline McMahon

**CHIEF OPERATING OFFICER (ARTS, SOCIAL DEVELOPMENT AND COMMUNITY
ENGAGEMENT)**

ATTACHMENT A

Suburb listings for City Heart Cabs shopping centres

BOOVAL FAIR:

Booval, Bundamba, East Ipswich, Eastern Heights, Newtown, North Booval, Raceview, Silkstone and Basin Pocket

BRASSALL:

Brassall, Coalfalls, North Ipswich, Sadliers Crossing, Tivoli and Woodend

ORION:

Augustine Heights, Brookwater, Camira, Springfield, Springfield Lakes

RIVERLINK/IPSWICH CITY SQUARE:

Basin Pocket, Churchill, Coalfalls, East Ipswich, Eastern Heights, Ipswich Central, Leichhardt, Moores Pocket, Newtown, North Ipswich, One Mile, Raceview, Sadliers Crossing, Tivoli, West Ipswich and Woodend