SHIRE OF COCOS KEELING ISLANDS

Community and Stakeholder Engagement Framework

April 2019

Foreword

I am pleased to present the Shire of Cocos (Keeling) Islands Community and Stakeholder Engagement Framework. This document demonstrates our commitment to transparency in our governance and decision-making and articulates how we will use the spectrum of levels of engagement to ensure the most appropriate method of community and stakeholder input into Council's decision making process.

We recognise that engagement with community and stakeholders is ongoing and provides an opportunity for robust, healthy and collaborative processes for the community and Council to work together on ideas and solutions to challenges and to respond to opportunities. This Framework aims to ensure our community conversations are meaningful and facilitates informed decision making, planning and prioritisation of resource allocation resulting in better outcomes.

While not everyone will always agree with all decisions, we believe that by being transparent, our dialogue as a community will be respectful and demonstrate a commitment to working together. We hope that our commitment to transparency and participation as outlined in this Framework will continue to build trust, strengthen our relationships.

We look forward to implementing this Framework and to learning from what works and what doesn't to continuously improve the way we engage and would welcome your feedback.

Cr Seriwati Iku
Shire President

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Introduction

This Framework uses the term 'community engagement' to describe the process of information sharing, consultation (seeking feedback) and active involvement and participation (collaboration and empowerment) between the Shire, Community and Stakeholders.

The Community Engagement Framework has been developed for Shire of Cocos (Keeling) Islands staff, Council, and any external consultants working with the Shire, and provides guidelines on how to involve internal stakeholders, external stakeholders and the broader community in the decision-making process.

While there is no universally accepted definition of Community Engagement and no definition is perfect, for the purpose of gaining some clarity, this Framework uses IAP2 definition:

"Public participation' means to involve those who are affected by a decision in the decision-making process. It promotes sustainable decisions by providing participants with the information they need to be involved in a meaningful way, and it communicates to participants how their input affects the decision. The practice of public participation might involve public meetings, surveys, open houses, workshops, polling, citizen's advisory committees and other forms of direct involvement with the public."

This Framework would add that community engagement is inclusive of our stakeholders including other local, regional and mainland agencies with whom we partner and rely upon for support and advice.

Community engagement does not replace Council's responsibility for decision-making as the Local Government Act 1995 (WA) (CKI) is quite clear about responsibility of Councils to make decisions. The purpose of gaining input from the community is to enhance and inform Council's decision-making processes.

This Framework aims to provide a structure to ensure the Shire connects with the community allowing community members and stakeholders to have the opportunity to be part of problem solving and decision-making processes that will affect their lives and the community as a whole.

Principles of Engagement

The key to building consistency in the practice of community engagement is the use of a principle-based approach. Principles guide and provide direction on when to commence engagement and help resolve challenging issues during the engagement process.

Having a principled approach means community engagement is not just a process, rather it is about developing respectful and mutually beneficial relationships – not just between the Council and the community, but also between community members themselves. Therefore, community engagement activities will be:

a) **Open and transparent:** they are accessible and encourage participation with no hidden agendas.
b) **Genuine commitment:** there is a clear sense that there will be follow through and that the community will be kept informed on how input has been used to inform decision-making.
c) **Inclusive:** all voices and opinions are valued and considered. Participants should reflect the diverse needs of the community and include all communities of interest. Community demographics gender, age, impairments and cultural background and beliefs must be

considered.

d) **Consensus seeking:** in style and approach of the dialogue.
e) **Proactive:** an open, forward-looking process, using every engagement experience as a learning opportunity to improve community engagement practices will be implemented.
f) **Timely:** activities should be planned during the project planning stages to maximise the level of influence the community is able to have and ensure it is given genuine attention, appropriate resourcing and realistic timeframes. Engagement activities, where possible, should avoid school/public holidays and religious/cultural festivals. The time of day an activity is held must also be considered to ensure a broad range of people are able to attend.
g) **Access and equity:** barriers that may hinder awareness and communication including equitable access to participate; choice of engagement techniques; use of alternative formats and presentation of information; providing assistance with transport; childcare and communication aids (translating, visual support); and choice of venue should be considered.
h) **Value local wisdom:** the collective wisdom of various groups and individuals in the community is useful and important. Additional time, different techniques, communication tools, resources and supports may be needed so individuals or groups are able to participate and share their wisdom and expertise.
i) **Acknowledges past engagement:** the results of previous engagement are taken into consideration and built upon when re-engaging with the community.

Role of Council Representatives

Consultants, staff with decision-making authority and Councillors who facilitate engagement activities are there to provide background information, listen and assist the community to provide their input. Council representatives and staff should refrain from being participants in the process or expressing their professional or personal opinions, as this may skew the input provided by the community. Where Councillor or staff input is required, the Shire will be transparent about their role and influence. When possible, internal engagement activities should also be undertaken to enable staff to provide their input into decision-making processes.

How to use the Community Engagement Framework

The community engagement process itself can take many forms. However, it should start in the planning stages of any initiative, be it a plan, strategy, policy, program or a project, which will have an effect on the community. Staff are encouraged to tailor each community engagement process based on:

- The steps outlined in this Framework for effective community engagement practices
- Appropriate use of community engagement processes and tools
- Past experience and current activities
- Management requirements
- Professional judgment
- Available budget

The Community Engagement or Public Participation Spectrum

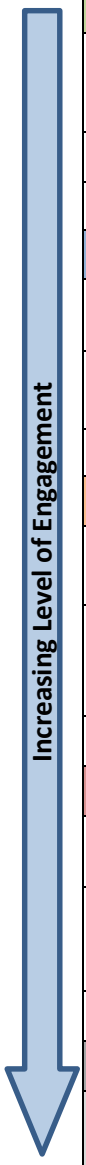
All levels of engagement have a legitimate place and purpose. It is important to understand their differences, which includes when and how each level might be appropriate for use.

Council's approach to community engagement has been adapted from the International Association for

Public Participation's (IAP2) Spectrum for Public Participation. This spectrum outlines five levels of community engagement, with the lowest level of engagement being 'inform', while 'empower' involves the greatest level of public participation in decision-making processes.

The spectrum notes that the level of empower places the 'final decision-making in the hands of the public', however, as elected representatives of the community, final decisions ultimately rest with and are the responsibility of the elected Councillors.

Public Participation Spectrum



INFORM	
Participation goal	One-way communication to provide balanced and objective information to assist understanding about something that is going to happen or has already happened.
Our commitment to you	We will keep you informed.
Role of Community	Listen
CONSULT	
Participation goal	Two-way communication process aimed at obtaining feedback on ideas, alternatives and proposals to inform decision-making.
Our commitment to you	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.
Role of Community	Contribute
INVOLVE	
Participation goal	Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered.
Our commitment to you	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.
Role of Community	Participate
COLLABORATE	
Participation goal	Working together to develop an understanding of all issues and interests to work out alternatives and identify preferred solutions.
Our commitment to you	We will look for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.
Role of Community	Partner
***EMPOWER**	
Participation goal	To give the community the knowledge, means, responsibility and accountability so the final decision can be placed in their hands.
Our commitment to you	We will implement what you decide.
Role of Community	Lead

Triggers for Community Engagement

There are seven areas that may trigger the need for the Shire to undertake community engagement. Not all of these triggers involve community input into decision making as they may fall under the areas of providing useful information or building community connections.

- Where a proposed change to Council strategic direction, functions or programs may significantly affect the community in terms of the economy, lifestyle, environment, wellbeing or amenity;
- When developing new or reviewing existing strategies, plans and Capital Works;
- When introducing a new service, discontinuing an existing service or substantially changing or reviewing a service that may significantly affect how services are provided;
- When proposals are made for changing the way in which public space looks, is used or enjoyed;
- When the community raises a significant issue with Council for a deliberation and there are likely to be competing community interests and adverse media and public attention;
- During the planning, development and delivery of major projects and the capital works plan; and/or
- When we are required to do so by law.

The extent and level of engagement undertaken in these areas will be determined following an assessment of the issue or project which are then outlined in a community engagement strategy and communications plan.

Community engagement strategies and communications plans are tailored to meet the objectives of each issue or project. It should be noted that while a project may have an overarching engagement level, a stakeholder analysis may result in some sections of the community having a greater or lesser level of participation depending on the level of impact the decision may have. During the life-time of the project, it may also be necessary to adjust the level of engagement, depending on the stage of the project.

Identifying Stakeholders

Every project is unique. Therefore, every project will also have its own unique range of stakeholders or people who have a special interest in your project. Some of these might include:

- Local residents or area based groups
- Communities of interest (i.e. sporting groups)
- Faith based groups
- Racial, ethnic and cultural groups
- Local community groups and voluntary groups
- Local businesses
- Local schools
- Other government departments or agencies
- Non-government agencies
- Not-for-profit groups

Understanding Engagement and Risk

All engagement activities involve a level of risk. When commencing a project, consideration will need to be given to determine the level of risk or impact any decision may have on the community and stakeholders. Some of these risks include:

Technical or Financial risks:

- Low participation response rates
- Poor quality responses
- Response sample group not representative of the community
- Cost or resource blowouts
- Misunderstanding between the Shire and community about the issue
- Poor information provided to the community may lead to ill-informed comments and conclusions

Social risks from within the Shire:

- Lack of commitment to the engagement and/or support for public recommendations
- Reluctance to share all relevant information
- Perception of an ill-informed or unconcerned public
- Low opinion of public ability to understand complex information
- Inconsistent understanding of the objectives of the engagement
- Staff not having the skills, confidence, capacity or resources to undertake good engagement
- Lack of clarity about what characterizes good or bad engagement
- Councillors or staff not understanding or appreciating the value of good engagement

Social risks from the Community:

- Conflicting ideas from other departments or agencies
- Low public perception of Council commitment and capacity or willingness to listen
- Community buy-in may diminish if results of previous engagement have not been seen to affect Council decisions
- Burn-out, cynicism and consultation fatigue in the community
- Managing community expectations

The Community Engagement Risk Matrix will help determine the level of risk or impact your project may have. Generally speaking, the higher the level of risk or impact, the greater the level of community engagement required. (See APPENDIX 4 Community Engagement Risk Matrix.)

The financial, legal, social and reputational risks of engagement activities and their outputs must be identified and mitigated in the planning stages and included in the Engagement and Communications Strategy.

Engaging with Internal Stakeholders

Community engagement is something most staff carry out within their daily work. Liaison with members of the community, suppliers, contractors, internal staff and Councillors, and daily communication with colleagues are all elements of community engagement.

There are many benefits of internal engagement including improvements to project management. By involving other relevant staff in your project early in the planning stage, you can become aware of potential issues or risks, possible new solutions and potential flow-on impacts affecting the delivery of your project. Internal engagement in the planning phase of your project is CRITICAL. The implications of not engaging well with internal stakeholders can include:

- Lack of ownership of project or strategy;
- Project delays costing time and money;
- The perception by the community that different departments within the Shire are operating in silos;
- Potential to miss broader benefits and collaboration.

Approvals

When deciding whether or not community engagement is required you must consider the level of impact the project will have on the community. (See APPENDIX 1 Community Engagement Procedure Flowchart.)

Projects that require community engagement activities at particular times throughout the course of the delivery should include the following in the engagement strategy and communications plan:

- Background information, including outcomes of previous engagement
- Purpose, objective(s) and deliverables of the engagement activity
- The level of engagement as per the public participation spectrum
- List of all relevant stakeholders and tools to engage with them
- Risks and mitigation/management strategies
- Specific engagement design and inclusions
- Timeframes and tentative dates for engagement and communications activities
- A communications plan including key messages and activity promotion

All community engagement activities with the exception of ordinary statutory or planning processes must be approved by the Executive Management Team (EMT). All high-level engagement activities must also secure from EMT and/or Council a determination of the extent or degree of responsibility and level of accountability the community will be given in regard to the output and/or final decision making.

Reporting and Evaluating Results

Community engagement is undertaken to help inform decision-making. Often the activities result in the production of a document, plan, strategy or policy, which will eventually be endorsed/adopted by Council and made public.

Results of community engagement activities on significant matters must be reported to EMT, Council, participants and the broader community.

To ensure engagement activities meet their objectives and are continually improved upon, mid, high-level engagement activities should include a post activity evaluation report. The report includes background information, engagement objectives, promotion, participation rates, a full description of the activities that took place, presentations made and collated results of the activities (i.e. survey results, prioritisation results, collated feedback). This report enables participants to see how their input and that of others has been captured whilst providing those who could not participate with detailed information on what happened during the engagement activity. The report can also be used as a blue print for future engagement activities.

In order to learn from and improve upon engagement activities, it is necessary to evaluate these activities. The implementation of a pre/post engagement activity survey is useful to obtain feedback from participants on the engagement process itself. (See APPENDIX 6 Sample pre/post engagement activity survey questions.)

Methods of Community Engagement

Tools and Techniques

Choosing a tool or combination of tools or techniques for engaging with the community is a critical step in the engagement planning process. It is important that you know what you are asking from stakeholders when you decide to use a specific engagement tool. You should only use tools that are suited to the purpose of your particular engagement. The selection criteria will vary according to the:

- Project context (i.e. what are the goals, objectives or anticipated outcomes)
- Community context within which your project sits (i.e. your community profile and the social and political context)
- Project parameters including the project size, budget, timeline and resources allocated
- Project Teams (i.e. skills of team and availability of members)

You may need to employ varying types of engagement for the same stakeholder during the lifespan of your project. The Community Engagement Table of Techniques (see APENDIX 2) provides an overview of the various tools or techniques for each of the five levels or tiers of engagement (inform, consult, involve, collaborate, empower) you are planning to undertake.

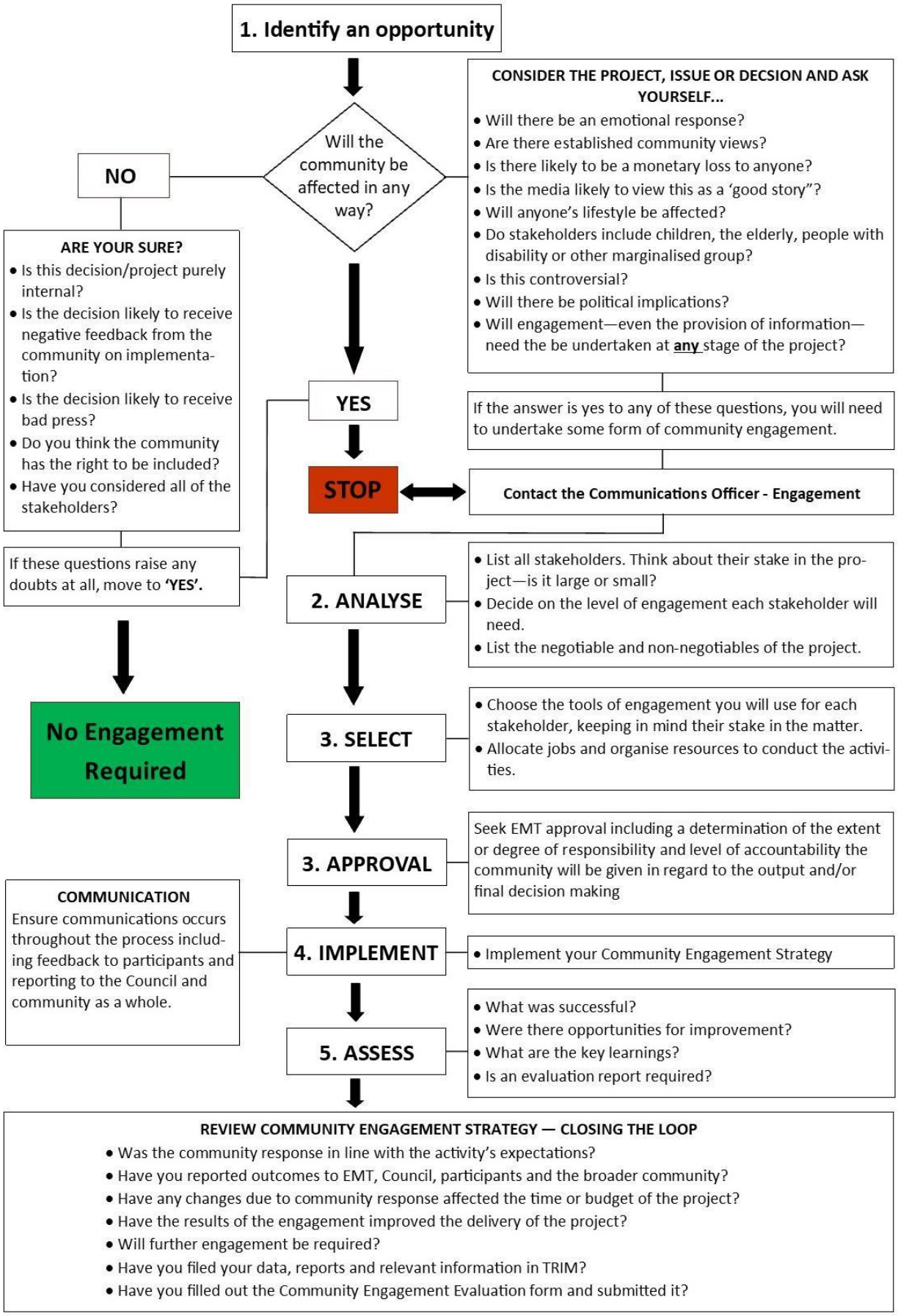
e-Engagement

Online engagement involves no or very little personal interaction with the community and uses digital tools to reach out to the community and perform similar function to what could be accomplished at a public meeting. Digital tools are considerably less resource intensive. Online engagement also has a very low barrier to participation, especially if the process is fast and easy. The result is an easily engaged broader demographic of your community participating.

There are a number of opportunities for engaging with the community using digital/social media and include:

- Facebook. Use of Facebook depends on the subject of your engagement activity.
- Facebook also provides a polling function that can be a useful tool to gauge community sentiment on a subject.
- The Shire also has a Survey Monkey corporate account (online survey tool).

APPENDIX 1 Community Engagement Procedure Flowchart



APPENDIX 2 Community Engagement Table of Techniques

Increasing Level of Engagement

	LOW RISK	MEDIUM RISK	HIGH RISK
Level 1 INFORM	**L1-L** • Media releases • Printed materials • FAQs • Ordinary statutory consultation	**L1-M** • Letters to stakeholders • Statutory letters • Education and awareness program • Websites	**L1-H** • Briefings • Information sessions • Displays • Field Trips
Level 2 CONSULT	**L2-L** • Conference • Deliberative polling • Brainstorming • Submissions • Polls • Poster/art/photo competition	**L2-M** • Mind mapping • Open house • Surveys • Community meetings • Community event booth	**L2-H** • World Cafes • Visioning processes • Focus groups • Stakeholder interviews • Community Reference groups
Level 3 INVOLVE	**L3-L** • Involving workshop • Concept design workshop • Expert panels	**L3-M** • Strategic Planning workshop • Precinct Planning workshop • Community cultural development	**L3-H** • Community indicators • Strategic visioning • Community Reference group
Level 4 COLLABORATE	**L4-L** • Planning 4 real • Online forums • Technical assistance • Design charrettes	**L4-M** • Citizen Juries or Community Panels • Open space technology	**L4-H** • Consensus conference • Mediation and negotiation
Level 5 EMPOWERMENT	**L5-L** • Prioritisation matrix	**L5-M** • Expert panel • Scenario testing	**L5-H** • Citizen Juries or Community Panels

APPENDIX 3 Public Participation Spectrum

Increasing Level of Engagement

INFORM	
Public participation goal	One-way communication to provide balanced and objective information to assist understanding about something that is going to happen or has already happened.
Our commitment to you	We will keep you informed.
Role of the community	Listen
CONSULT	
Public participation goal	Two-way communication process aimed at obtaining feedback on ideas, alternatives and proposals to inform decision-making.
Our commitment to you	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.
Role of the community	Contribute
INVOLVE	
Public participation goal	Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered.
Our commitment to you	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.
Role of the community	Participate
COLLABORATE	
Public participation goal	Working together to develop an understanding of all issues and interests to work out alternatives and identify preferred solutions.
Our commitment to you	We will look for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.
Role of the community	Partner
EMPOWER	
Public participation goal	To give the community the knowledge, means, responsibility and accountability so the final decision can be placed in their hands.
Our commitment to you	We will implement what you decide.
Role of the community	Lead

APPENDIX 4 Community Engagement Risk Matrix

Increasing Level of Risk

Increasing Level of Engagement

	LOW RISK	MEDIUM RISK	HIGH RISK
Level 1 INFORM	**L1-L** Ordinary planning or statutory processes Ordinary project promotion and associated media No risk to reputation No media attention Limited potential for complaints Little or no community expectation Required aspect of the project Collaborative stakeholders No ability to impact the outcome Minimal numbers of attendees	**L1-M** Mostly non-contentious issues Limited ability to effect reputation Limited media attention Limited potential for complaints Easily managed community expectations Required aspect of part of the project Collaborative stakeholders Limited ability to impact the outcome Minimal to moderate number of attendees	**L1-H** Some contentious issues Potential impacts upon reputation Potential for moderate media attention Some potential for complaints Careful management of community expectations Required aspect of part of the project Potential non-collaborative stakeholder groups Some ability to impact the outcome Moderate to high number of attendees
Level 2 CONSULT	**L2-L** Little potential for contentious issues Little ability to effect reputation Minimal media or other attention Little potential for complaints Some expectation management necessary No ability to impact the outcome One or more collaborative stakeholders Minimal number of participants Minimal Shire resource allocation	**L2-M** Limited contentious issues Some ability to effect reputation Limited potential to attract media attention Some potential for complaints Considered management of community expectations Limited ability to impact the outcome Stakeholders with managed influence groups Minimal to moderate number of participants Moderate Shire resource allocation	**L2-H** Potential contentious issues Some potential impacts upon reputation Potential for media attention Moderate potential for complaints Careful management of community expectations Some ability to impact the outcome Multiple stakeholder groups with self-interest Moderate to high number of participants Minimal to moderate Shire resource allocation
Level 3 INVOLVE	**L3-L** Little potential for contentious issues Little ability to effect reputation Low potential for media attention Little potential for complaints Expectations of the community easily managed Some ability to impact the outcome One or more collaborative stakeholder groups Minimal number of participants Minimal to moderate Shire resource allocation Some potential government/funding body attention	**L3-M** Some potential for contentious issues Some ability to effect reputation. Some potential for media attention Some potential for complaints Moderate community expectation management Moderate impact on the outcome Moderate number collaborative of stakeholder groups Moderate Shire resource allocation Minimal to moderate number of participants Moderate Shire resource allocation Likely potential government/funding body attention	**L3-H** Moderate potential for contentious issues Moderate impacts on reputation Moderate potential for media attention Some potential for complaints Careful management of community expectations Moderate to high impact on the outcome Potential for multiple stakeholder groups with self interest Moderate to high number of participants Moderate to high Shire resource allocation High potential government/funding body attention

Increasing Level of Engagement

Level 4 COLLABORATE	**L4-L** Little to some potential for contentious issues Some ability to effect reputation Some potential for media attention Some potential for complaints Considered management of community expectations Some ability to impact the outcome Cross-organisational impact Conflicting stakeholders Minimal number of participants Moderate Shire resource allocation Some potential government/funding body/politician attention	**L4-M** Moderate to high potential for contentious issues Likely impacts upon reputation Likely potential for media attention Moderate potential for complaints Careful management of community expectations Likely impacts on outcome Cross-organisational impact Dominant and conflicting stakeholders Moderate to high Shire resource allocation Minimal to moderate number of participants Likely potential government/funding body/politician attention	**L4-H** High potential for contentious issues High reputational risk High likelihood of media attention High potential for complaints High potential for unrealistic community expectations Potential for major impacts on the outcome Cross-organisational impact High profile, conflicting and dominant stakeholders Moderate to high Shire resource allocation Moderate to high number of participants Moderate to high potential for attention from High potential government/funding body/politician attention
Level 5 EMPOWER	L4-L Potential for contentious issues Likely to affect reputation Likely potential for media attention Moderate potential for complaints Likely potential for unrealistic community expectations Likely impacts on the success of the project or outcome Cross organisational impact Dominant and conflicting stakeholders Minimal to moderate Shire resource allocation Likely potential government/funding body/politician attention	**L5-M** High potential for contentious issues High reputational risk High likelihood of media attention High potential for complaints High potential for unrealistic community expectations Potential for major impacts on the success of the project or outcome Cross organisational impact High profile, conflicting and dominant stakeholders Moderate to high Shire resource allocation High potential government/funding body/politician attention	**L5-H** Very high potential for contentious issues Very high reputational risk Very high likelihood of media attention Very high potential for complaints Very high potential for unrealistic community expectations Very high potential for major impacts on the success of project or outcome Cross organisational impact Very high profile, conflicting and dominant stakeholders High Shire resource allocation Very high potential government/funding body/politician attention

APPENDIX 5 Community Engagement Plan - Template

SHIRE OF COCOS KEELING ISLANDS	PROJECT NAME – COMMUNITY ENGAGEMENT PLAN	DATE
Scope – what will the engagement be used for? Who will use it and how?		
Background and description of the project and key issues.		
Risks – what are the known risks that you are hoping to address. Use Risk Matrix (Appendix Four) to determine level of risk and appropriate level of engagement?		
Objectives – what do you want to achieve and how will they address the risks identified above?		

Commitment – how will the community and stakeholder input be used? Align with the IAP2 Spectrum (Appendix Three) above and the following Guiding Principles -

- Those who are affected by a decision have a right to be involved in the decision-making process and we will endeavor to seek out and facilitate their involvement.
- Participants will be provided with the information they need to participate in a meaningful way and their contributions will inform the decision.
- Decisions are sustainable because they recognize and communicate the needs and interests of all participants, including decision makers.
- We will report back to participants on how their input has been used.

Legislative requirements

Stakeholders

Internal	
	Shire President and Councillors
	CEO and Executive Management Team
	Communications Officer
	Reception/Customer Service Team
	The Office of the Administrator
	IOTA
External	
	Community groups and associations (e.g. PIPC, PKPK, HIRSA, WISRA, Tourism, Mosque Committee, Emergency Services, Sporting groups)
	Businesses/Tourism
	Seniors
	Youth
	General community
	Service providers (e.g. Watercorp, IOGTA, Community Services, School, Health Service, CRC)
	Commonwealth Government Agencies/State Government Agencies
	Others?

ENGAGEMENT METHOD				
Phase	Stakeholder	Method	Timeframe	Responsible Officer
Pre-engagement – who do you need to discuss this plan with before commencing? Does this need to be placed on the Corporate Calendar?				
Phase	Stakeholder	Method	Timeframe	Responsible Officer
Engagement – who are all the impacted stakeholders and how you will engage with them?				

Phase	Stakeholder	Method	Timeframe	Responsible Officer
Post-engagement – what will you do with the outputs and how will you report back to all stakeholders.				
EVALUATION Were the tool/s used appropriate? Did the method engage all stakeholders? Were stakeholders satisfied with the opportunity to have input?				
APPROVAL TO PROCEED				
Officer with overall responsibility	Name and signature			
Manager/EMT/CEO/Council approval	Signature/Date/Council resolution			

APPENDIX 6 Sample Pre/Post Engagement Activity Survey Questions

Thank you for participating in the XXXXXXXX workshop. Your feedback will help us to continually improve our collaborative problem solving when providing opportunities for participants to be heard, listen and learn from others, and to work together to find common ground.

How well do you think the Workshop will go/went for you?	***Very well***	***Quite well***	***Not very well***	***Not at all well***	***Can't say / not sure***
	☐	☐	☐	☐	☐

How much do you believe that this workshop will be valuable to:	***Definitely***	***Probably***	***Probably not***	***Definitely not***
a. You	☐	☐	☐	☐
b. the Council	☐	☐	☐	☐
c. the Community	☐	☐	☐	☐
Do you think this process will be/has been fair and unbiased?	☐	☐	☐	☐

To what extent do you believe the outcomes of the workshop will/has:	***Very well***	***Quite well***	***Not very well***	***Not at all well***	***Can't say***
a. Reflect your own views	☐	☐	☐	☐	☐
b. Reflect your table's views	☐	☐	☐	☐	☐
c. Reflect common ground of the room	☐	☐	☐	☐	☐

Do you think people to change or broaden their views as a result of workshops like this?	***Highly Likely***	***Likely***	***Not Likely***	***Can't say / not sure***
	☐	☐	☐	☐

When possible how important is it for the community to participate in Council decision-making?	*Always*	*Most of the Time*	*Somewhat*	*Not at all*
	☐	☐	☐	☐

How would you rate your level of trust in the Shire?						
No trust	*Moderate level of distrust*	*Minimum level of distrust*	*Neither trustworthy nor untrustworthy*	*Minimum level of trust*	*Moderate level of trust*	*Complete trust*
☐	☐	☐	☐	☐	☐	☐

Do you feel you were provided with enough information to understand all aspects of the issue/s being discussed at the workshop?

Do you have any suggestions for how we could have improved this workshop?

Do you have any other comments about the workshop?