



**GREAT OCEAN ROAD**  
COAST & PARKS AUTHORITY

# Community Engagement Strategy





# Acknowledgement

The Great Ocean Road Coast and Parks Authority (the Authority) acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners of these lands and waters. We pay our respects to their Elders past and present and recognise Aboriginal and Torres Strait Islander culture as the world's oldest continuous civilisation – we would not be here today without their wisdom and custodianship, their commitment and sacrifice.

Our vision is for the Great Ocean Road region to thrive as one integrated living entity where Aboriginal and Torres Strait Islander cultures are respected, celebrated, and embraced.



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# Joint Statement from the CHAIR AND CEO

We are in an incredibly privileged position to be tasked with protecting and enhancing the Great Ocean Road's coast and parks on behalf of the community.

It is a great responsibility, and we are acutely aware of the region's significance to millions of people, each of whom value the Great Ocean Road in their own way.

From visitors across Victoria, Australia and the world, to those who live and work in our communities, to the Traditional Owners who have looked after this country for thousands of years, the aspirations are many and varied.

We embrace this challenge, and are committed to engaging, listening, respecting and reflecting community views in everything we do.

Our Community Engagement Strategy makes clear our commitment to working with the community and stakeholders, and states how we will do this.

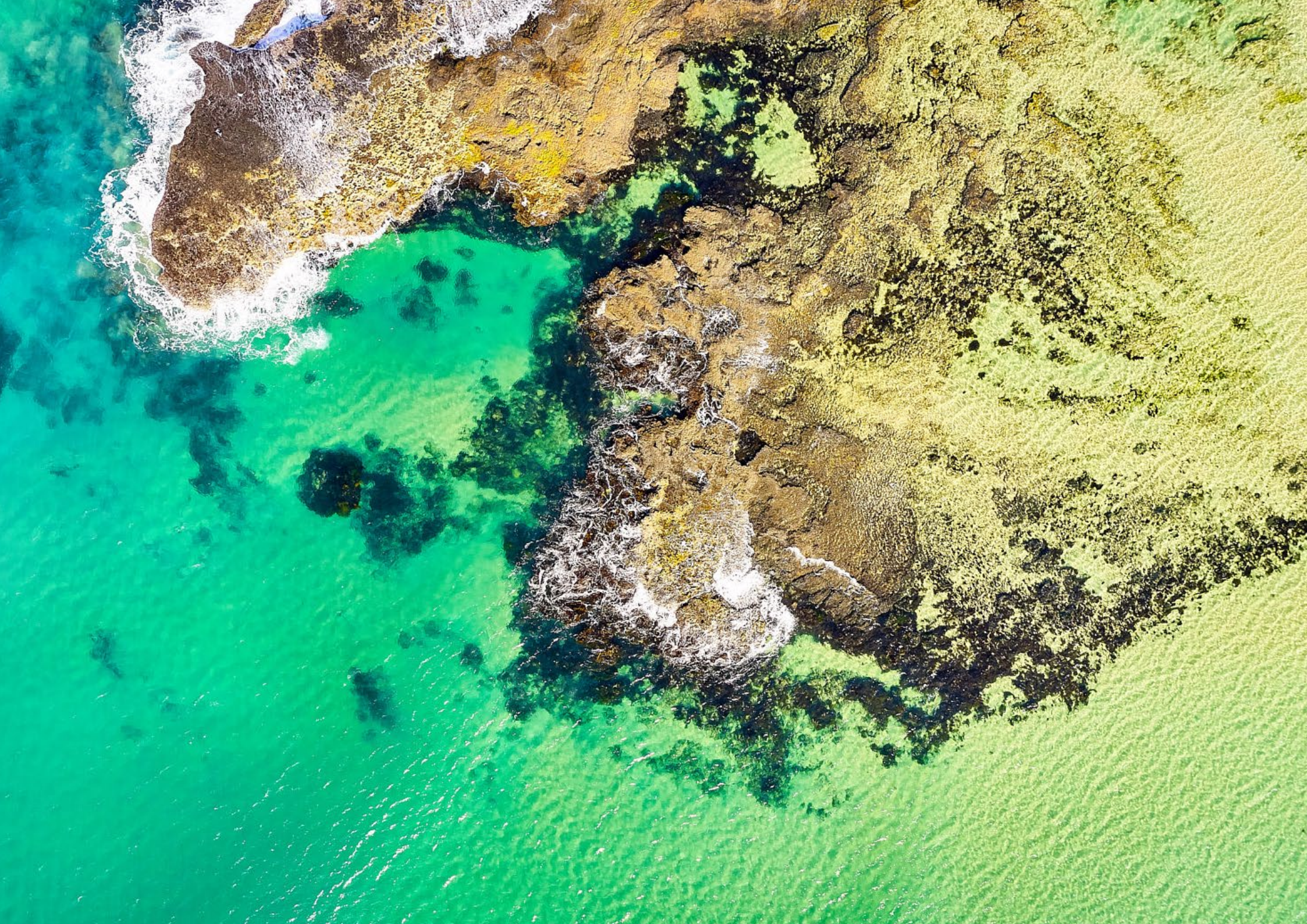
Our vision of the Great Ocean Road thriving as one integrated living entity is ambitious, and we know we can achieve this by bringing the community along this journey in a genuine partnership.

We look forward to working with you all to make the Great Ocean Road an even greater place to live and visit, now and for generations to come.

- Libby and Jodie







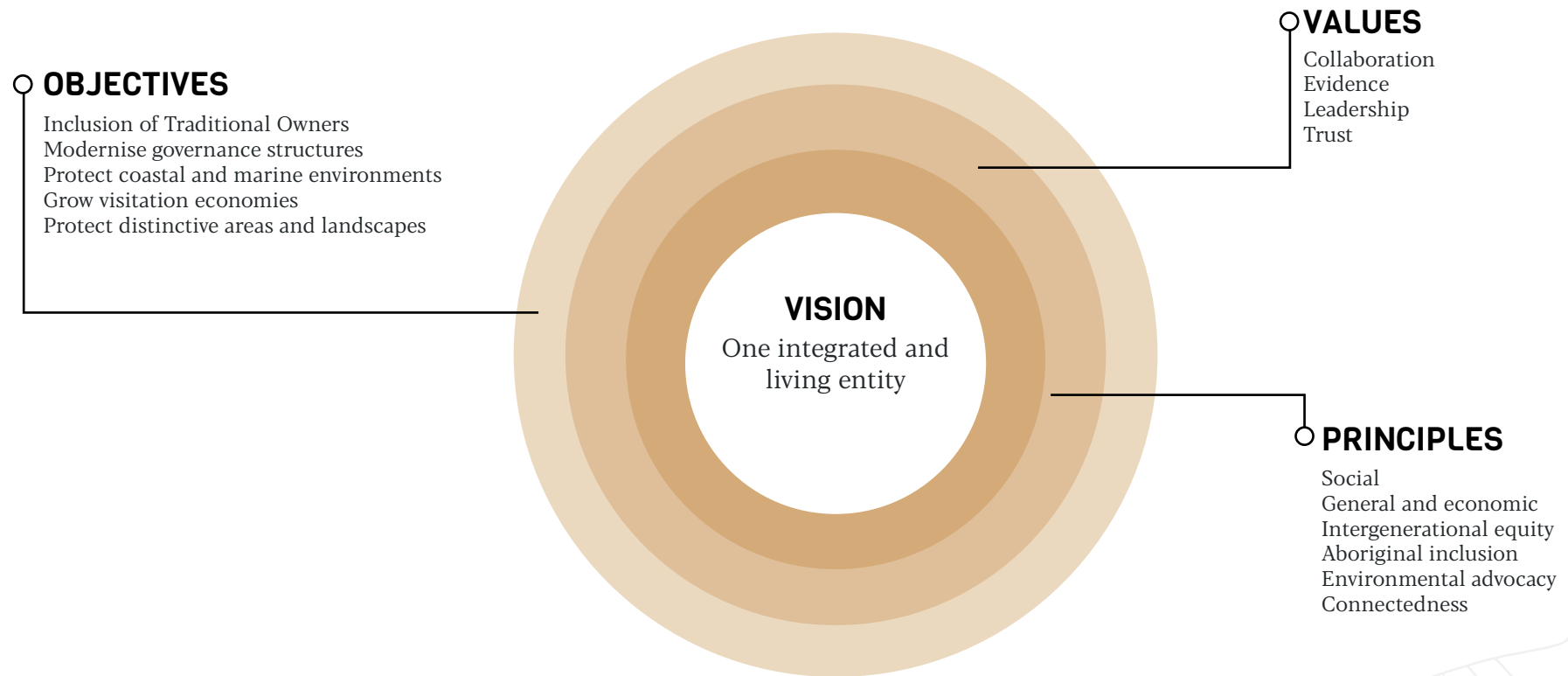


# Our Identity and Purpose

## OUR VISION FOR THE GREAT OCEAN ROAD

At the heart of our approach is a vision that the Great Ocean Road region thrives as one integrated living entity – we exist to care for, protect and manage the coast and parks traversed by the Great Ocean Road so that they can be enjoyed by all, now and for generations to come.

To ensure that we are working toward this vision, the Authority has identified a set of guiding values, objectives, and principles that are embedded in everything we do.

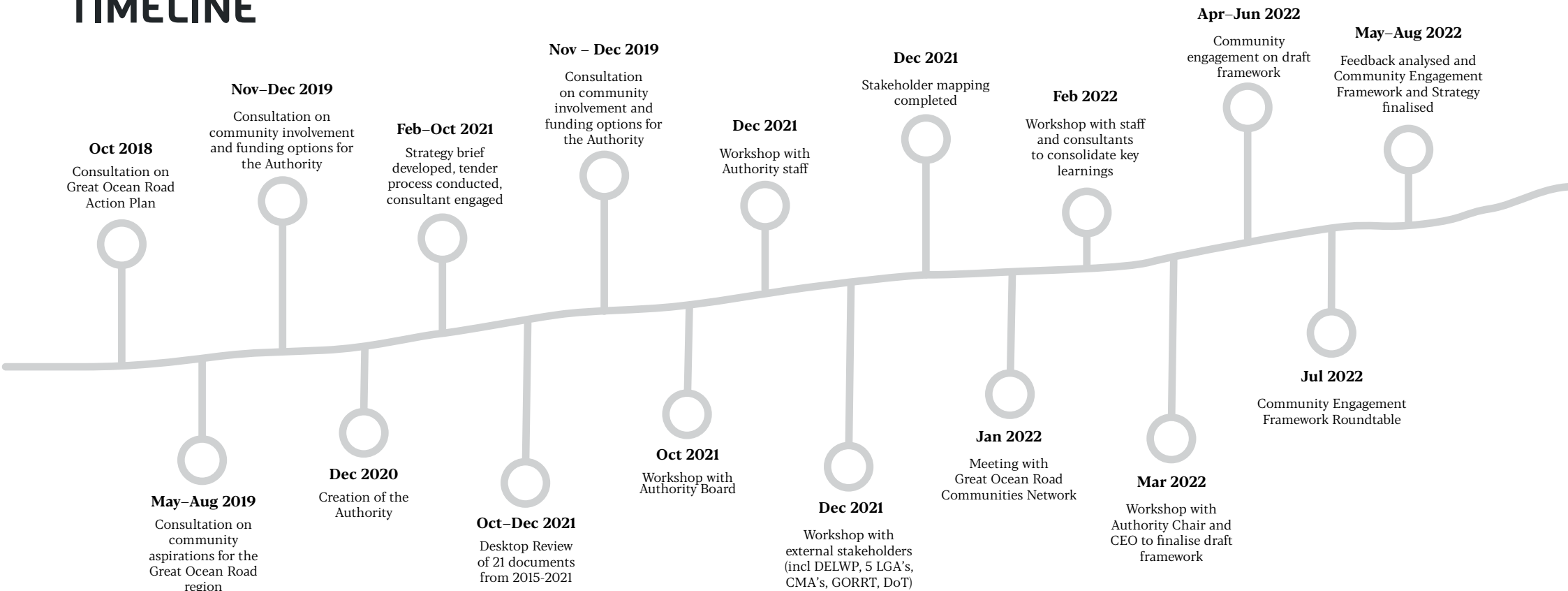


# What has informed the Strategy?

In developing the Strategy, the Authority has referred to a number of key sources for guidance on best practice community engagement frameworks and models. These include, but are not limited to:

- Great Ocean Road Action Plan recommendations and actions
- *Great Ocean Road and Environs Protection Act 2020*
- *Great Ocean Road and Environs Protection Amendment Bill 2021*
- *Traditional Owner Settlement Act 2010*
- Sustainable Development Goals
- UN Declaration on the Rights of Indigenous Peoples
- Extensive consultation on the draft Framework
- Minister's Statement of Expectations
- Great Ocean Road Taskforce Community Views Reports from 2018 – 2020
- Board, staff, community group and stakeholder meetings and workshops

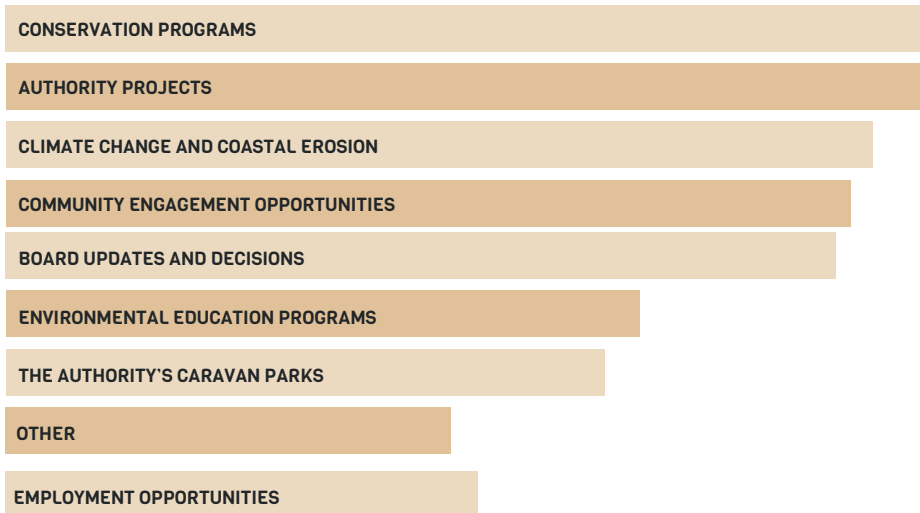
## TIMELINE



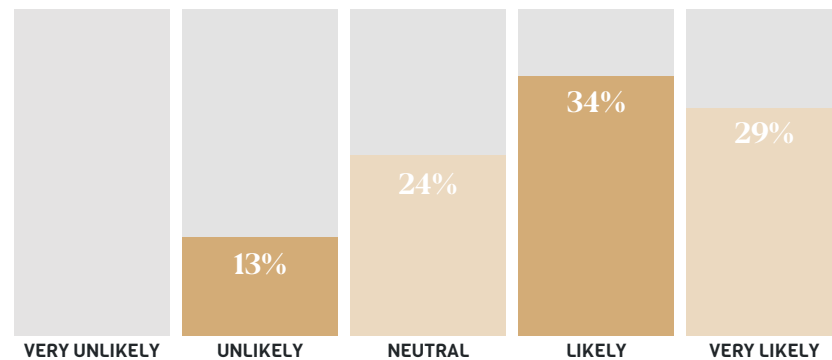
# What has informed the Strategy?

## KEY FINDINGS

### What topics are you most interested in learning about?



### How likely are you to participate in our community engagement forums and channels?



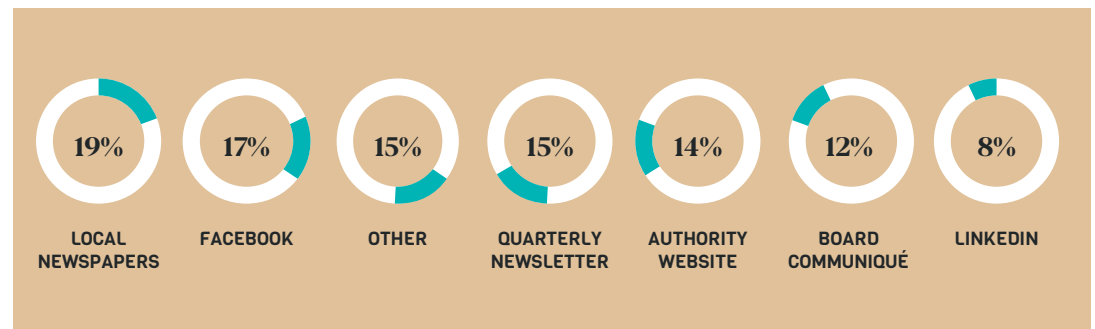
### The top three preferred methods of engagement were:

1. Attend an in-person session
2. Complete an online survey
3. Attend an open deliberative forum

### Your priorities for the Strategy are:

- Local community groups should be established to provide input and guidance.
- Protection of biodiversity, native species, and their habitats is a priority.
- The Strategy should enhance engagement and strengthen partnerships.
- Reporting should be publicly available and easily accessed.

### Which are your preferred communication channels?





# Legislative Environment

Community engagement is embedded in a range of legislative and regulatory directives that inform why, when and how members of the Great Ocean Road communities are engaged on projects and decisions.

## Victorian Government Public Engagement Framework

The Public Engagement Framework outlines the government's approach to enabling meaningful and inclusive community engagement. It incorporates specialist knowledge of community engagement with feedback on the priorities and expectations of Victorian communities when participating in Government decision making processes. The Public Engagement Framework includes six principles that underpin the design and delivery of successful public engagement:

- 1. Meaningful** – The process of public engagement is genuine and informs the final decision.
- 2. Inclusive** – The engagement is respectful, inclusive and accessible.
- 3. Transparent** – The engagement is clear and open about what the public can and cannot influence.
- 4. Informed** – The engagement provides relevant and timely information to the public.
- 5. Accountable** – The engagement is high quality and responsive to the public.
- 6. Valuable** – The engagement creates value for the community and government.  
This can include social, economic and environmental value.

These six principles have been integrated into our Community Engagement Strategy through their alignment with the five core elements of the Strategy.

# Legislative Environment

## Victorian Auditor-General's Office Guidelines on Public Participation in Government Decision Making

The Victorian Auditor-General's Office has developed a guide for public participation that outlines six elements of better practice aligned with the International Association for Public Participation (IAP2) spectrum.

**1.**

***Define*** –

clearly define the decisions required and scope of engagement through communication channels such as the website.

**2.**

***Identify*** –

identify who is affected by the decision and how they should be included.

**3.**

***Understand*** –

work through the resources, expertise, skills and time required to successfully deliver the engagement.

**4.**

***Document*** –

keep records of the public participation and management approach for development of case studies, best-practice guidance, and transparency.

**5.**

***Implement*** –

action the plan for public engagement and continually monitor the approach.

**6.**

***Evaluate*** –

report on our public engagement activities and apply continuous improvement.

These six principles have been integrated into our Community Engagement Strategy as our model for engagement.



# Legislative Environment

LEGISLATION	REQUIREMENTS
<b><i>Charter of Human Rights and Responsibilities Act (2006)</i></b>	<p>Consideration of relevant human rights in decision making, in particular:</p> <ul style="list-style-type: none"> <li>• The right of every person to participate in the conduct of public affairs</li> <li>• The right to freedom of expression, including the freedom to seek, receive and impart information and ideas of all kinds.</li> </ul>
<b><i>Equal Opportunity Act (2010)</i></b>	<p>Providers of services must:</p> <ul style="list-style-type: none"> <li>• Take reasonable and proportionate steps to eliminate discrimination as much as possible</li> <li>• Not discriminate when they deliver services</li> <li>• Make reasonable adjustments for people with disabilities so that they can participate or access a service, including when providing information.</li> </ul>
<b><i>Public Administration Act (2004)</i></b>	That community views are used in improving outcomes.
<b><i>Public Governance Performance and Accountability Act (2013)</i></b>	A corporate plan is made available online.
<b><i>Subordinate Legislation Act (1994)</i></b>	Community consultation is required when amending legislation and regulations.

Source: Victorian Auditor-General's Office

# Our commitment to the Traditional Owners

We recognise the unique and elevated position of the Traditional Owners of the Great Ocean Road, the Wadawurrung Peoples and Eastern Maar Citizens.

We will build relationships with Traditional Owners through their Aboriginal Corporations, Wadawurrung Traditional Owners Aboriginal Corporation and Eastern Maar Aboriginal Corporation, entering into a Memorandum of Understanding with each other that demonstrates our commitment to work with these First Nations on their terms as partners and decision makers.

The Traditional Owners are an important part of the success of this strategy.

## Great Ocean Road and Environs Protection Act 2020

### Preamble

The Parliament recognises the intrinsic connection of the Traditional Owners to the land and sea Country that the Great Ocean Road traverses, and that the area has nourished and sustained the Traditional Owners physically and spiritually and continues to be important to the traditional owners today and into the future.

### Eastern Maar

The following statement (in a Maar language and in English) is from the Eastern Maar –

*‘watnanda koong meerreeng, tyama-ngan malayeetoo’*

*Ngatanwarr*

*Ngeerang meerreeng-an  
Peepay meerreeng-an  
Kakayee meerreeng-an  
Wartee meerreeng-an*

*Maara-wanoong, laka. Wanga-kee-ngeeye*

*Meerreeng-ngeeye, pareeyt, ngeenpeeyan, weeyn,  
wooroot, poondeeya-teeyt  
Meerreeng-ngeeye, nhakateeyt, woorroong,  
leehnan, moorooop, keerray  
Meerreeng-ngeeye, thookay-ngeeye, pareeyt  
pareeyt ba waran waran-ngeeye,  
wangeeyarr ba wangeet - ngeeye, maar ba  
thanampool-ngeeye, Ngalam Meen-ngeeye,  
moorooop-ngeeye*

*Meerreeng-ngeeye Maar, Maar meerreeng*

*Wamba-wanoong yaapteeyt-oo, leerpeeneeyt-  
ngeeye, kooweekoowe-ngeeye  
nhakapoorepoore-ngeeye, keeyan-ngeeye  
Wamba-wanoong nhoonpee yaapteeyt-oo,  
tyama-takoort meerreeng*

*Peetyawan weeyn Meerreeng, nhaka Meerreeng,  
keeyan Meerreeng, nganto-pay ngootyoonayt  
meerreeng*

*Kooweeya-wanoong takooort meerreeng-ee ba  
watanoo Meerreeng-ngeeye, yana-thalap-ee ba  
wanga-kee Meerreeng laka*

*Ngeetoong keeyan-ngeen Meerreeng, Meerreeng  
keeyan ngooteen*

Together body and Country, we know long time

(We see all of you), greeting.

Mother my Country.  
Father my Country.  
Sister my Country.  
Brother my Country.

We are the Maar speaking Peoples. Hear us.

Our Country is water, air, fire, trees, life.  
Our Country is thought, language, heart, soul, blood.  
Our Country is our Children, our youth, our Elders,  
our men and women, our Ancestors, our spirit.

Our Country is Maar, Maar is Country.

We bring to the light our songs, our stories, our vision, our love.

We bring these things to the light so All can know Country.

To care for Country. To think about Country. To  
love Country. To protect Country.

We invite all that choose to live on or visit our  
Country to slow down. To tread softly and listen to  
Country speak.

If you love Country, Country will love you.

### Wadawurrung

The following statement (in the Wadawurrung language and in English) is from the Wadawurrung –

*Comugeen budjo thalikivi kin bil bengordj  
ngadak. Ngarrwabil, boron, guli, bagurrk.  
Comugeen budjo bengadak ngarruk dja, ngubiyt,  
weagoon gobata gupma wurring baap bengordj  
nganak, djarrima murrupnhuk bengadak*

*Gobata Wadawurrung balug jumbuk dirdalbil  
murrupnhuk bundjil monomeet beeko weagoon.  
Mutjakak noogie wada durrahilly.  
Wangarrak Wadawurrung balug bengadak mirriyu  
birraledja gobata kia ying, ngarrimilli, wahak,  
karrung, kuya, nyanayit yanunitt, djilenawurr, baap  
willam bengordj ngadak*

*Nyurrinana ngal bengordj ngadak*

*Willam wurdjwari Wadawurrung Balug dja  
bengordj ngadak, bullarto nerrigirr baap  
monomeet worroving warree, gelany bulboluk*

*Koaka darta, Godomut, Koomoo, Jan Juc, Mangowak*

*Willamo weagoon monomeetwa yonbarra baap  
wirrapjira, banya, tarka binyak ngal. Wawagoon  
nerrigirra kii baap bullarto garrin kia wahak,  
karrung, yanikan werrity. Corroboree bullarto  
waik ngitiy balugya bengordj ngadak*

*Beek budj kanamo ngiti,  
Mirr wurru ngarra dja bengadak.  
Mirritonon dja Wadawurrung balug, gobata beak  
yerraak murrup yanimirriyu ngarrwauk bengordj  
ngadak*

We deeply respect our people of the past. Elders,  
children, men, women. We deeply respect their  
knowledge of country, water, life, their care of the  
traditions and of each other, we stand with their  
spirit.

Great spirit Bundjil told us to take care of the great  
life within the land. To only take what you need  
without selfishness.

Wadawurrung shared their knowledge of singing,  
dance, trade, camps, fishing, hunting, paintings,  
and homes with us to protect for our future  
generations.

We all need to help.

Our Wadawurrung family group lived within the  
great sea, with a large land of forested areas and  
wonderful banks of the ocean, near many water  
bodies.

Anglesea, Point Addis, Barwon Heads, Jan Juc,  
Aireys Inlet.

These homes all provide ideal life to birds and fish,  
eels. Reeds turned into our baskets.  
Life in the forest gave resources like food and lots  
of tools to use for trade, building, journeys.  
If there was lots to trade, we would share with our  
families and celebrate.

We love this earth will all our feeling  
We would name our country, by what we could see.  
Our country is remembered by Wadawurrung, our  
proud spirit walks to tomorrow to teach others the  
care of our earth.



# Our commitment to our communities

We exist to care for, protect and manage the marine coast and parks traversed by the Great Ocean Road so that they can be enjoyed by all, now and for generations to come. We know, however, that we will not be able to deliver on our vision of the Great Ocean Road region thriving as one integrated living entity without a genuine relationship with the communities that we serve.

Community engagement and relationships play an essential and effective role in the protection, improvement and promotion of the Great Ocean Road coast and parks, and this Community Engagement Strategy outlines how we will bring that to life.

We will ensure that our communities have the knowledge and the opportunities necessary to participate fully in the future of our Great Ocean Road. We will **lead by example** in everything we do in a way that recognises and leverages the existing leadership within our communities. We are committed to working with leaders across and within our communities to solve complex challenges. Our community engagement approach will provide opportunities and platforms for current and future community leaders to develop and hone their skills as collaborators, thought leaders and advocates.

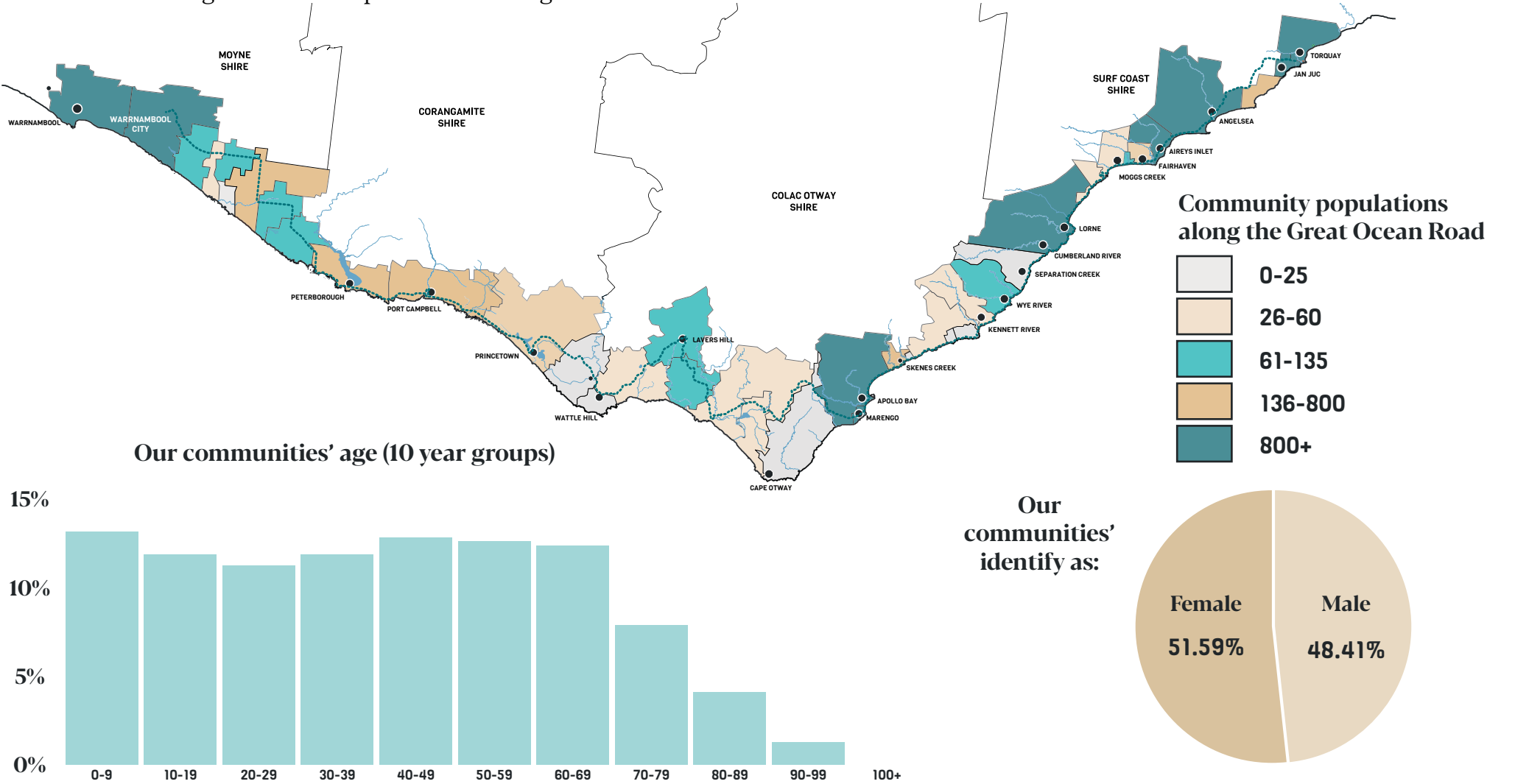
We know that we are stronger together. Our communities and partners are knowledge holders and we will respect and celebrate this. Through well-designed and future-focused engagement across a range of activities, forums and locations we will promote **collaboration** with our communities.

The value of the lived experience of our communities will make us better. We will make **evidence**-based decisions and empower our communities to do so as well. We will regularly gather and share information through formal and informal structures to build our collective knowledge and strengthen our **connections**.

We are committed to being transparent and open with our communities and building and deepening relationships grounded in reciprocity and **trust**. Through various channels, mediums and engagement spaces, we will invite feedback, robust discussion and reflection with the aim of strengthening our connections and common purpose.

# Understanding the Great Ocean Road Communities

For the purposes of this Strategy, communities refers to (but is not limited to) the Wadawurrung Peoples and Eastern Maar Citizens as Traditional Owners, residents of the Great Ocean Road region, visitors to the Great Ocean Road region, advocacy organisations and local, state and national government departments and agencies.





# Core Elements of Engagement

To ensure that our Community Engagement Strategy consistently aligns with the values of our commitment (Leading by example, Collaboration, Connectedness, Evidence-based, and Trust) five core elements of engagement have been developed:



**To strengthen capacity and enable strategic leadership**  
through the Community Leadership Group.



**To increase community participation and build collective knowledge**  
through community conversations and the Great Ocean Road Summit.



**To connect with and learn from our communities and knowledge holders**  
through place-based engagement and sector-based engagement.



**To be transparent and keep our communities informed**  
through regular communication and reporting on our website, media (social and traditional) and newsletters.



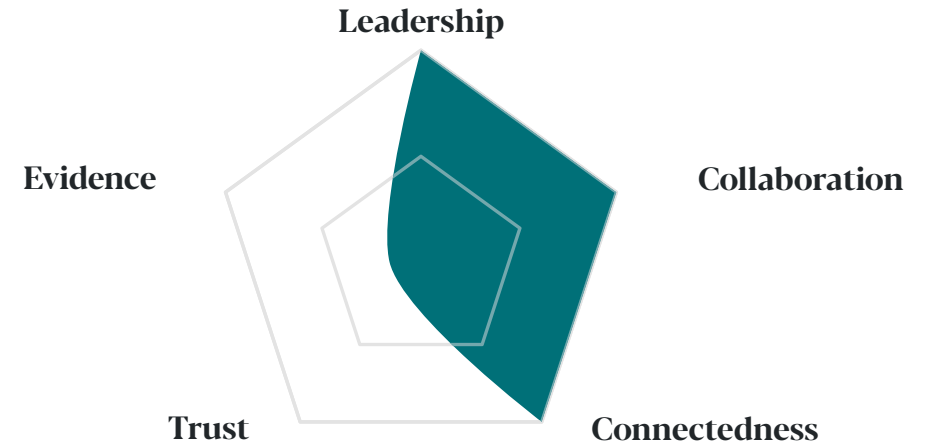
**To receive and respond to feedback from our communities**  
through our website and media (social and traditional).



# 1. Strengthen capacity and enable strategic leadership

The first core element of the Strategy focuses on:

- Leading by example
- Collaborating with community members to provide strategic thought leadership
- Strengthening community connectedness through addressing key issues identified by the community



OBJECTIVES	ACTIONS
To strengthen capacity in our communities, as well as internally	<ul style="list-style-type: none"><li>• Identify learning and development needs for Authority staff in order to strengthen our community engagement skillset and approach.</li><li>• Broaden engagement network with other organisations along the Great Ocean Road and establish regular relationship building activities.</li><li>• Develop and implement community engagement learning and development program.</li></ul>
To enable strategic leadership in addressing the key issues for the Great Ocean Road	<ul style="list-style-type: none"><li>• Undertake asset mapping of community knowledge and skills</li><li>• Establish a Community Leadership Group that comprises a membership of 12-15 people holding a diversity of skills, experience, knowledge and passion, meeting on a quarterly basis.</li></ul>



# 1. Strengthen capacity and enable strategic leadership

**Learning and Development** – In order to ensure that community engagement plays a substantial and central role at the Authority, all staff will undertake community engagement training to increase our skills and capabilities on a whole-of-organisation level. Over the course of this strategy, we aim to develop an in-house expertise for the following areas:

- Managing and building community relationships
- Navigating complex change processes
- Responsible management of data and databases
- Conflict resolution
- Collaborative community problem solving

**Asset Mapping** – The Authority will undertake asset mapping of community knowledge and skills to better understand the experience, knowledge and passion of the Great Ocean Road communities. This understanding will inform when and where community insights can have the greatest impact in decision making.

**Community Leadership Group** – The Community Leadership Group will be established with 12-15 community members from a range of ages, backgrounds and places, and with a diverse set of skills, talent, experience, and knowledge.

The Community Leadership Group will inform the strategic goals of the Authority, as well as provide guidance in decision making processes.

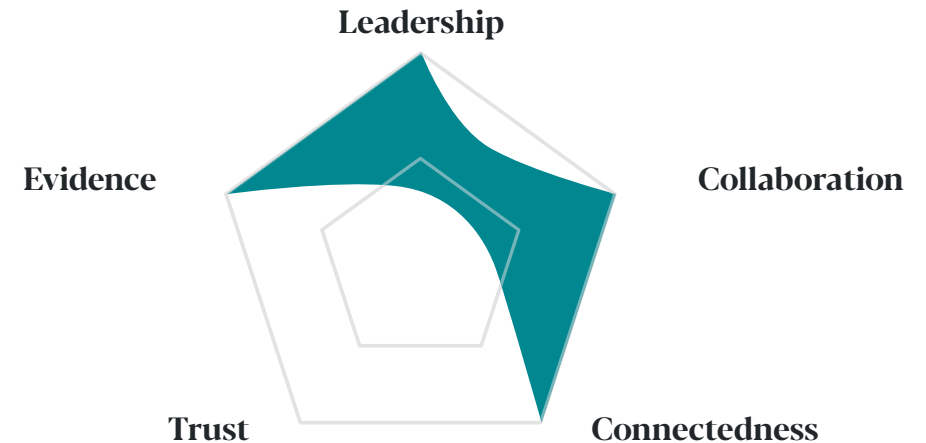




## 2. Increase community participation and build collective knowledge

The second core element of the Strategy focuses on:

- Ensuring that decisions are evidence-based
- Collaborating with community leaders to build collective knowledge
- Connecting community members with additional expertise and perspectives



OBJECTIVES	ACTIONS
To increase community participation in decision-making processes and place-based outcomes	<ul style="list-style-type: none"><li>• Establish a series of community conversations in different locations along the Great Ocean Road (e.g. Torquay/Jan Juc, Wye River, Apollo Bay, Port Campbell). Each forum will discuss a place-based or subject-based topics, with learnings shared on the Authority website.</li></ul>
To build collective knowledge in the areas that are most impactful to our communities	<ul style="list-style-type: none"><li>• Establish a biennial Great Ocean Road Summit to bring together sector leading experts and collaborate with communities.</li><li>• Create a formal template-for-learning derived from real-world case examples of best ways/worst ways to protect and manage the coast from different perspectives.</li></ul>



## 2. Increase community participation and build collective knowledge

**Community conversations** – We acknowledge the considerable wisdom and knowledge within our communities on the issues that are most important to the Great Ocean Road. Through the Community Conversations, we will engage with that expertise and develop a deeper level of community engagement with the environmental, conservational, and cultural heritage values of the Great Ocean Road.

The community conversations concept will operate on an annual calendar across four regions: Torquay and Jan Juc; Wye River; Apollo Bay; and Port Campbell. These forums will be a series of ‘open to public’ community discussions to enhance understanding and take action on the specific subjects, issues, and ambitions of each area.

**Template-for-learning** – the Authority will develop and publish a range of case studies that illustrate the impact of community engagement when it is done well (and poorly), as well as some guidelines for our communities about how to get the most out of their engagement opportunities.

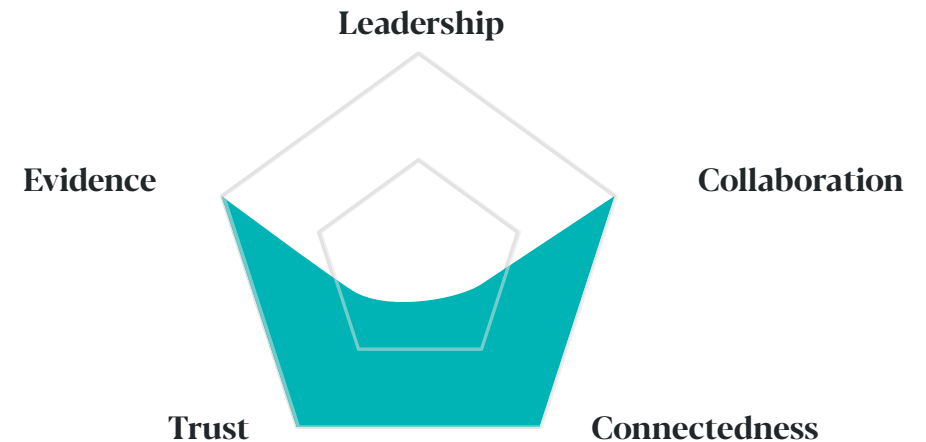
**Great Ocean Road Summit** – The Summit is a biennial event that will bring together sector leading experts to share and collaborate with community members on the matters of most importance to the Great Ocean Road. The Summit would be an opportunity to connect with external expertise and knowledge, share best practice principles, and collaborate on future directions for our communities. The first Summit will occur 2023 and continue every second year following.



### 3. Connect with and learn from our communities and knowledge holders

The third core element of the Strategy focuses on:

- Ensuring that decisions are evidence-based
- Collaborating with communities in decision making
- Strengthening relationships, trust and the sense of connection with our communities



OBJECTIVES	ACTIONS
To connect with our communities and knowledge holders	<ul style="list-style-type: none"><li>• Undertake place-based and sector-based engagement - both for project work and proactively to improve understanding of communities and facilitate ‘learnings’ from previous projects and experiences.</li><li>• Establish an engagement platform that allows greater interaction with community (this may include a town-by-town navigation tool that allows the public to see how all major assets and projects are being managed)</li></ul>
To learn from our communities and knowledge holders	<ul style="list-style-type: none"><li>• Undertake place-based and sector-based engagement - both for project work and proactively to improve understanding of communities and facilitate ‘learnings’ from previous projects and experiences.</li></ul>





### 3. Connect with and learn from our communities and knowledge holders

**Place-based and sector-based engagement** – In addition to regular engagement to continue to build relationships with our communities, specialised engagement with community members will be undertaken on an as-required basis, and includes a range of project delivery and consultation processes, sector forums, community invitations and other significant events. These engagements will be critical to ensuring that our communities are informed, consulted, and involved at every stage of the project delivery journey. Our engagement approach with each of these groups will be aligned with the Victorian Auditor-General's Office Guide for Public Participation.

#### The Authority will...

1. Define
2. Identify
3. Understand
4. Document
5. Implement
6. Evaluate

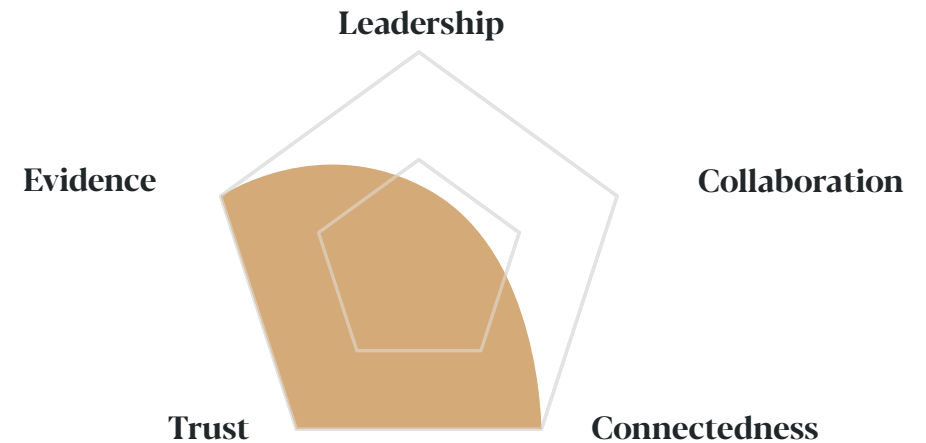
*For full information on how these commitments will be met, please see Legislative Environment (pg 7).*



## 4. Be transparent and keep our communities informed

The fourth core element of the Strategy focuses on:

- Building trust through transparency and accountability
- Sharing outcomes to ensure that they align with evidence
- Keep community members informed and connected through open communication channels



OBJECTIVES	ACTIONS
<b>To be transparent in our reporting, operations and finances</b>	<ul style="list-style-type: none"><li>• Publish an Annual Report detailing strategic progress, governance arrangements and financial statements.</li><li>• Develop and publish a Corporate Plan that outlines the structures within the Authority and how they will function to meet our vision.</li><li>• Develop and share with community grievance mechanisms (for community, stakeholders and the Authority) available when unhappy or unsatisfied with how an issue/ problem is being handled or its outcome.</li></ul>



## 4. Be transparent and keep our communities informed

OBJECTIVES	ACTIONS
To keep our communities informed of Authority planning, actions, and outcomes	<ul style="list-style-type: none"><li>• Regular communications through platforms such as the Authority website, media (both traditional and social, regional and local), newsletters, the Board Communique, and an annual forward program of engagement activities.</li><li>• Ensure broad reach to communities and visitors (state, national, international) by establishing relationships with tourism and other community networks.</li><li>• Create a space on the Authority website for sharing forward program of engagement activities.</li></ul>

**Report** – The Authority will publish a public annual report each financial year, providing a comprehensive overview of actions, achievements, and learnings from the previous year. The annual report will provide a transparent overview of governance arrangements, financial information, and evaluation measurement outcomes.

**Corporate Plan** – The Corporate Plan serves as our consolidated annual planning document, providing the public with an understanding of our vision, purpose, and functions, and responds to our Minister’s Statement of Expectations.

**Community grievance mechanisms** – We acknowledge that at times, consensus will be unachievable and not everyone will agree with each other or the outcome. We will develop a clear process for the escalation of grievances so as to create a safe environment for community members to raise their concerns. We will ensure the integrity of our processes are consistent.

**Regular communication platforms** – Across our communities, there are already many opportunities for the Authority to engage and communicate with community members and we will endeavour to match our communication method with the members’ needs. We will provide regular communications through our website, local newspapers, social media, newsletters, and our monthly Board Communique to ensure that our communities are informed of project updates and developments.

Additionally, the Authority will regularly update its forward program of community engagement activities (including dates, locations, and further information) on its website for members of the Great Ocean Road to refer.

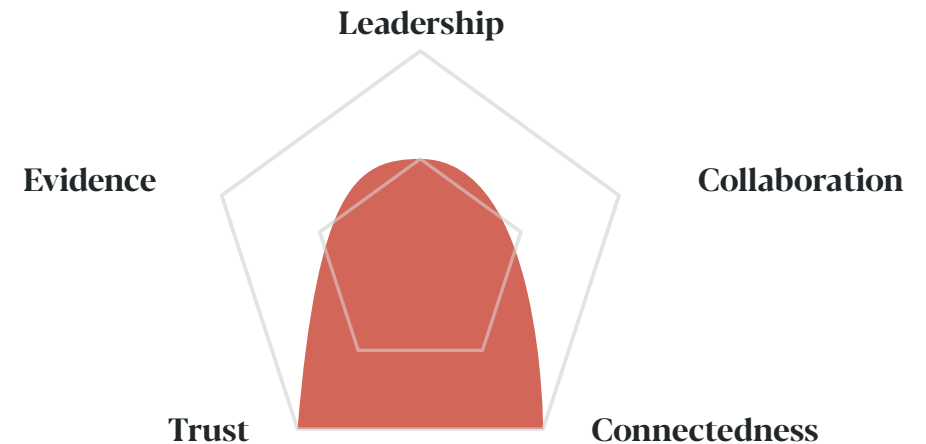




## 5. Receive and respond to feedback from our communities

The fifth core element of the Strategy focuses on:

- Strengthening relationships with community members and organisations through proactive feedback and response
- Establishing a variety of open and accessible feedback channels



OBJECTIVES	ACTIONS
<b>To receive feedback from our communities</b>	<ul style="list-style-type: none"><li>• Proactively solicit community feedback through online surveys, project pages, reflections on individual engagement activities, webinars and drop-in sessions.</li><li>• Establish a range of feedback channels including:<ul style="list-style-type: none"><li>• The Authority website</li><li>• Social media</li><li>• Written feedback submissions</li><li>• Telephone and email</li></ul></li></ul>
<b>To respond to feedback from our communities</b>	Engage and respond to feedback in a timely and respectful manner.



## 5. Receive and respond to feedback from our communities

**Proactive Feedback** – The Authority will continually gather and incorporate feedback from a range of sources, including:

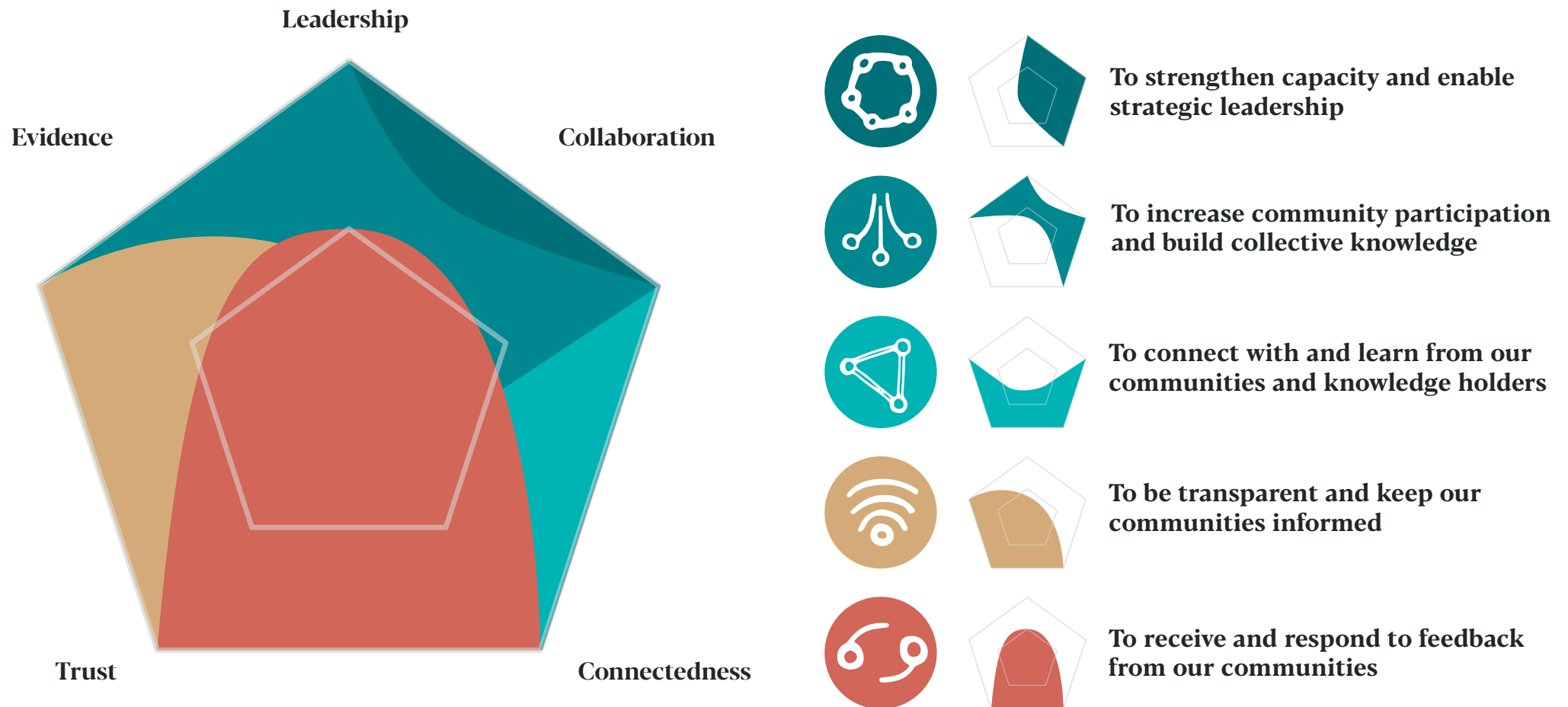
- Online surveys circulated among place-based and/or sector-based stakeholders
- Specific and prompted feedback on each of our project pages (hosted on website)
- Participant reflections, comments, and critiques of engagement activities
- Webinars and drop-in sessions to have a yarn with us.

**Website** – Our website will have clear and accessible instructions on how to get in contact with us, as well as a form to provide feedback directly. Additionally, a specific ‘Have Your Say’ feedback page has been developed and published on the website.

**Social media** – Our social media pages will be the source for quick updates and communications from the Authority and provide measurable feedback from our communities through platform interactions such as sharing and favouriting. Our social media channels will also accept additional feedback through chat and messenger implementation.

**Written feedback, telephone and email** – The Authority will establish open feedback channels through our public post-box, telephone number, email address. Where possible, we will respond to feedback through the same channel to ensure a consistent experience for our community members.

# Whole of strategy alignment with our community commitments





# Measurement and Reporting

Measurement and reporting is critical to tracking progress towards outcomes, providing evidence of what works, and strengthening our culture of continuous learning. Our evaluation approach aligns with the Victorian Government's outcomes reform, which focuses on identifying and quantifying the value created with our communities. The purpose of aligning with this framework is to have a set of consistent metrics shared across Victorian Government to support continuous improvement in engagement practice. Implementation of measurement and reporting will be supported by a Monitoring Plan, which provides:

- Guidance and tools for how data will be collected and reported
- Roles and responsibilities for the collection
- Reporting requirements for each outcome
- Timing for annual reporting

This section defines the reported indicators and measures mapped to the five core elements of the strategy, noting that these indicators may evolve over time as data becomes available and new measures are developed.

# Indicators and Measures

CORE ELEMENT	INDICATORS	MEASURES
<b>1. To strengthen capacity and enable strategic leadership</b>	Increase involvement and engagement with communities to better understand their needs	<ul style="list-style-type: none"> <li>• Proportion of community engagement projects designed and delivered in partnership with communities</li> <li>• Proportion of projects that involve communities in decision making</li> <li>• The right to freedom of expression, including the freedom to seek, receive and impart information and ideas of all kinds.</li> </ul>
	Increase participation in the design and delivery of engagement processes	<ul style="list-style-type: none"> <li>• Proportion of community engagement projects that involve people in the design and delivery</li> <li>• Proportion of people who report that they know how to engage in decision making processes</li> </ul>
<b>2. To increase community participation and build collective knowledge</b>	Increase participation in public engagement	<ul style="list-style-type: none"> <li>• Proportion of people who have participated in community engagement more than once</li> <li>• Proportion of people who participated in community engagement for the first time</li> </ul>
	Increase diversity in public engagement	<ul style="list-style-type: none"> <li>• Proportion of community engagement participants from diverse backgrounds/cohort groups</li> <li>• Proportion of people from priority communities who are represented</li> </ul>

# Indicators and Measures

CORE ELEMENT	INDICATORS	MEASURES
<b>3. To connect with and learn from our communities and knowledge holders</b>	Increase accessibility of public engagement projects	<ul style="list-style-type: none"> <li>• Proportion of community engagement projects that offer a variety of engagement options/methods</li> <li>• Proportion of people who report that participation in community engagement was accessible</li> <li>• Proportion of community engagement activities delivered through digital solutions</li> </ul>
<b>4. To be transparent and keep our communities informed</b>	Increase transparency in how public engagement informs decision-making	<ul style="list-style-type: none"> <li>• Proportion of people who report that they were informed about how their views informed decision-making</li> </ul>
	Increase evaluation and reporting of public engagement activities/ processes	<ul style="list-style-type: none"> <li>• Proportion of community engagement projects with evaluation and findings reported.</li> <li>• Proportion of community engagement activities where findings and decisions made were reported and shared on the Authority website.</li> </ul>
<b>5. To receive and respond to feedback from our communities</b>	Increase skills and capabilities in public engagement	<ul style="list-style-type: none"> <li>• Proportion of staff who have completed community engagement training and/or skills development</li> <li>• Proportion of staff who have undertaken diversity training or have demonstrated understanding and experience working with diverse communities.</li> <li>• Proportion of staff who report that they used their training/ skills to design and deliver community engagement activities.</li> </ul>





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