Torres Strait Island
REGIONAL COUNCIL

ENGAGEMENT FRAMEWORK

PAPUA NEW GUINEA

Boigu

Dauan

Saibai

Ugar

Erub

Iama

Masig

Mabuyag

Mer

Badu

Poruma

Wug

Arkai

Warraber

Kirriri

**CAPE YORK
AUSTRALIA**

- EMPOWERING OUR PEOPLE IN OUR DECISION, IN OUR CULTURE, FOR OUR FUTURE -

Ngalpun yangu Kaaba woeydhay, a ngalpun muruygaw danalagan mabaygal kunakan palayk, bathayngaka.

| **KALA LAGAU YA**

Buaigiz kelar obaiswerare, merbi mir apuge mena obakedi, muige merbi areribi tonarge, ko merbi keub kerkerem.

| **MERIAM MIR**

Ngalpan moebaygal thoepoeriwoeyamoeyn, ngalpan ya kuduthoeraynu, ngalpan igililmaypa, sepa setha wara goeygil sey boey wagel.

| **KALA KAWAY YA**

Council's vision was created by the elected leaders of the Torres Strait and Northern Peninsula Area in 2008.

CONTENTS...

SECTION 1 | The Framework

The Engagement Framework is guided by Council's vision of '**Empowering our people, in our decision, in our culture, for our future'**.

The purpose of the Engagement Framework is to:

- Connect our diverse workforce with our 15 remote communities and external stakeholders.

- Guide Council's work to ensure our vision is delivered.

- Support best practice in the services we deliver.

- Consolidate vast fields of research and experience so that it is relevant and accessible for people working in the Torres Strait Island region.

- Improve capacity building and skill sharing so that more professional opportunities in our communities become available.

Improving your engagement skills involves self-reflection, listening, and learning. This Framework provides tools to support these reflective processes and run successful engagement activities.
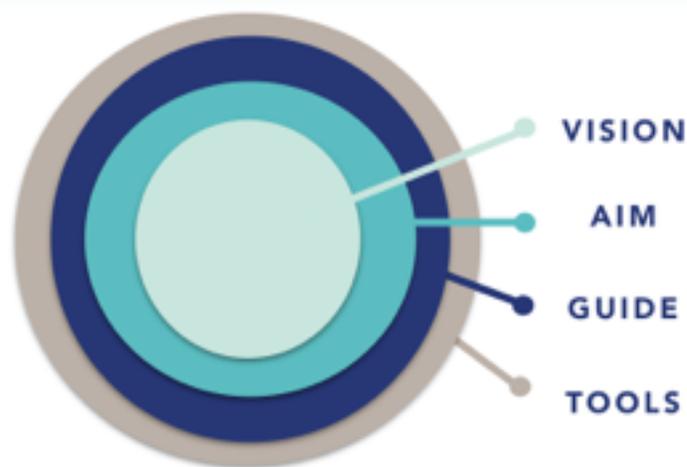
The Framework has three sections.

- **Section 1** is a high-level overview of what engagement is and why we do it.

- **Section 2** is an informative set of tools designed to guide and inform your project and service delivery.

- **Section 3** includes a glossary and a list of additional resources for those who want to learn more.

Evidenced-based research and high-level advice from Torres Strait Islander people have shaped this document. Additional information has been sourced from government and non-government sectors, specifically those working with First Nations people both in Australia and internationally.

Council is required to develop and review a Community Engagement Policy under the Local Government Act 2009. Engagement and consultation are also requirements under a range of other State and Federal legislation and funding agreements.

The Framework

VISION
AIM
GUIDE
TOOLS

The Framework has been developed so that employees can operationalise Council's vision in its planning and day-to-day activities.

Vision: The purpose of a vision is to provide strategic direction for an organisation. Council's vision is *Empowering our people, in our decision, in our culture, for our future*.

Aim: The aim of the 'Engagement Framework' is to support Council's work, to action our vision.

Guide: Reflect TSIRC's values, policies, protocols and actions that support engagement.

Tools: Provide's practical tools to support effective engagement in our project and service delivery.

What is Engagement?

Engagement is about how we form relationships and networks to deliver better outcomes for our communities. Good engagement practice can connect people, and provide everyone with an equal chance to take part.

Theories and models of good engagement are derived from international development, community engagement, capacity building, stakeholder engagement and similar fields of practice.

Council operates across a diverse range of languages, dialects and cultures across our 15 island communities and through the bureaucratic environment of government. Government environments also contain their own culture and languages (terminology).

All good engagement aims to build relationships between our employees, the community and our external stakeholders. Effective engagement helps build clear communications and strong, respectful ongoing relationships.

There are three common foundations for effective engagement:

1.   Knowledge – knowing what effective engagement is.

2.   Skills – having the skills to put that knowledge into practice.

3.   Resources – having the people, practical tools and time for effective
         engagement.

Why Engage?

Meaningful engagement aligns our actions with Council's vision and supports us to improve planning and adapt services which best meet the needs of our communities.

We engage everyday – with our workmates, community members, contractors, other organisations. Greeting someone at the front counter, phone calls, meetings, joint projects, casual conversations. All of these interactions involve connecting and engaging with people.

Evidence in the fields of public participation and sustainable development demonstrates that people tend to support policies and services that have been shaped by grassroots community input and participation. When Council planning, service delivery, community needs and expectations are well matched it can:

• Minimise resource wastage.

• Increase sustainable service use.

• Prioritise the most important services needed.

Good engagement means providing opportunitie to collaborate. Being open to both leading and learning so that skills and knowledge are shared across departments and communities.

Ngalpun Idid and Strategic Planning

Since the inception of Torres Strait Island Regional Council in 2008, strategic foundations have been developed through the engagement of industry and community experts.

At the very heart of TSIRC planning is Ngalpun Idid | Cycle of Prosperity. Ngalpun Idid holds up our vision and has been developed as an overarching theme made up of three pillars:

• Art | Culture | People

• Environment

• Economic Development

The 'Engagement Framework' sits alongside Council's significant guiding documents including our **Five - Year Corporate Plan** and our **Annual Operational Plans.** These documents outline our vision, values and strategic direction into direct action and are used for planning and service delivery. The plans can be accessed through our website.

Our Region

Council service 15 separate communities across 42,000 square kilometres of water, each with its own unique cultural, linguistic and geographic identity.

Many challenges we face are unique to the region and impact our daily work across every area of Council Delivery.

These complexities require particular approaches to how we communicate, solve problems, make decisions, act and learn. The good news is there are simple tools and ways of approaching our work that can improve our project and service delivery outcomes.

Ngalpun Idid describes our aspirations and articulates very clearly our collective move as a nation of people towards achieving a more efficient and streamlined model of governance.

It is important that our community, employees, partner organisations and other key State and Commonwealth stakeholders have a clear view of our vision.

Ngalpun Idid outlines a future where Ailan Kastom is embraced and preserved for our children, whilst health and environmental management are top priorities for the wellbeing of our people. It outlines a strong strategic focus on sustainable economic and community growth.

Excerpts from the Mayoral Foreword of the 2009 – 2014 Corporate Plan

Getting the best outcomes

Complex environments such as ours have a number of important qualities to understand. Key factors to consider include:

History – The Torres Strait is a region of co-existing laws – one traditional, and one colonial in origin. Because of this there has been a difficult and complex history for our communities. *[see next section for further reading]*

Readiness – Readiness of people and resources has an enormous impact on project outcomes. If a community, its physical and resource conditions are not receptive or ready for a project, the likelihood of successful outcomes decreases dramatically.

Dynamic, adaptive & evolving – Conditions on the ground are always changing. When we engage it is important to be open, respond to change and have adaptation strategies so we can stay connected and achieve our goals.

Circular feedback – Communication and actions around an issue don't only occur in a straight line between the project and the community being engaged. Communication and actions occur across community, between communities and with stakeholders.

Regular cycles of communication, action, reflection and feedback are important to staying on track to projects outcomes. Skills in listening and interpreting complex information are essential to good cross-cultural communication.

Multiple influences – We are not the only influencer. Any action or communication has a ripple effect (good, bad or neutral) that impacts our outcomes.

It is important to get to know the environment you are working in so that you are 'tuned in' to the bigger picture.

History Matters

The Torres Strait is a region of co-existing laws – one traditional, and one colonial in origin. Traditional law, Zogo, is often referred to as 'lore' to distinguish it from the Western law of the Australian nation.

In 1872 the Torres Strait was annexed (occupied) by the State of Queensland and colonial rule of the Torres Strait commenced. From the early 1900's conditions became particularly difficult with increasing colonial control of people's rights and restrictions on their movements and actions. Government interventions included removing people to reserves and missions across Queensland.

Examples of government administration for Aboriginal and Torres Strait Islander people included evening curfews, government control of wages (now known as Stolen Wages) and getting permission for marriage. Some of these restrictions took place up until the 1970's.

Many people still remember these days and have witnessed the impact on their families.

Despite this history of oppression, Torres Strait culture and lore has continued and is still held in high regard.

It is vital to understand and respect that the Torres Strait is a region of co-existing laws – traditional, and colonial. How Australian law and administration is conducted in the Torres Strait is a very sensitive experience for people.

It is important to be mindful of this context in everyday administration of our work to ensure that we are not engaging in ways that may be felt to be disrespectful, controlling or otherwise remind people of past bad experiences.

Ailan Kastom and Australian Law

It is essential that planned engagement by Council staff, consultants and partners is conducted with respect for Ailan Kastom.

'Both ways' is a working philosophy which equally balances respect and understanding of traditional Torres Strait law and custom, with Australian law. A

willingness to learn and engage in this way is essential to working in a culturally capable way.

Within the context of Lore and Law there are many ways that Council can engage with community members and stakeholders in activities and decision making processes.

Our World Views

Our world view shapes our perspective on life. It is our set of beliefs that influence the way we think, understand, act and see the world.

People within a culture often share common values and perspectives.

TSIRC and our stakeholders have an incredibly diverse range of cultural backgrounds and world views. This is what makes us so unique.

Recognising our own perspective on life is a first step to engaging well with others. To do this we need to step back and reflect on our own assumptions about 'how things work'.

Why does it matter?

Respecting what people value builds good engagement.

Understanding cultural differences helps build trust, mutual respect, good communication and lasting partnerships.

Finding commonalities with others (such as a shared love of cooking or fishing) is a good way to connect when we are from different cultures, and supports openness and building trust.

To engage well, we need to step out of our own comfort zone. Acknowledging other peoples' needs and priorities helps build partnerships. Be willing to learn, and apply newly developed skills and knowledge, even thought it might feel 'new' and uncomfortable.

For people from a non-Indigenous background this may often involve:

- More attention and time to building ongoing relationships, including seeking cultural guidance.

- Stepping back a bit from the details and tasks.

- Re-focusing on the big picture and being more flexible about the process and details.

- Being willing to ask questions, listen and jointly develop work approaches with colleagues in a collaborative way.

- Understanding that our community colleagues are the best people to advise on the best way forward when engaging with communities.

"No one cares how much you know, until they know how much you care." Theodore Roosevelt

Protocols

Council and other stakeholders already have protocols in place which can guide planning, conduct and feedback for engagement.

Visitor Protocol

Registering your visit informs the Councillor and PBC Chair that you are planning to visit their community. The PBC are the group representing Traditional Owners. Everyone – whether staff, visitors, contractors, politicians – follows this protocol. All TSIRC employees are responsible for directing the people they are working with to register their visit through our website.

Communication Protocol

The Communication Guideline is a guide for communications between staff and elected Councillors.

Building Capacity

Building capacity is about empowering people and their communities to do their own work. It is *not* about doing things *for*, or doing things *to* people.

Capacity building supports people to develop, implement and sustain their own solutions to problems. It builds on people's strengths, providing support that helps people influence and control their physical, social, economic and cultural environments.

It is about much more than providing training, workshops and other discrete opportunities.

In organisations, capacity building is a structured process that is integral to how an organisation functions. It puts the principles of empowerment and cultural capability at the centre of all organisational processes. This builds a culturally capable, committed workforce that can support development and advancement of First Nations people.

Where engagement focuses on building capacity, it leaves a legacy in the form of knowledge, skills and resources that are useful beyond the life of the project

SECTION 2 | Engagement Tools

SECTION 2 | Engagement Tools

This section provides guidance and easy-to-use tools to support communication and engagement. This will support you to build good relationships and community buy-in of TSIRC projects.

Our Top 10!

Good engagement can be achieved by:

1. Appreciating, and gaining the cultural experience to respond to, Indigenous historical, cultural and social dynamics.

2. Valuing the cultural skills, contributions and knowledge of Aboriginal and Torres Strait Islander people and community organisations.

3. Identifying and acknowledging non-Indigenous cultural values and attitudes (particularly if you are a non-Indigenous person!)

4. Knowing why you are engaging, and how deep that engagement needs to be to suit your activity.

5. Understanding how your service, program or project is responding to the wellbeing of our people.

6. Building long-term relationships of trust, respect and honesty.

7. Providing information in plain language and giving people enough time to respond.

8. Supporting good governance and building capacity 'both-ways' in our communities and our governments.

9. Consulting through an *Ask and Listen* approach, rather than informing people of what you think is best.

10. **Be the leading change for our region!** Work in a way that empowers others.

Who can Support Engagement?

We all engage across our organisation, with community members, and with stakeholders as part of our daily work for Council.

All TSIRC employees are responsible for improving engagement in their own teams.

The Engagement Team is available for support and advice regarding engagement activities. If you want to talk through plans or ideas, or need assistance, contact us. If we are not the right people we may be able to refer the appropriate people who can help.

Building relationships across our organisation is very important to building our capacity as an organisation. Follow up on connections with colleagues who you feel comfortable with and seek their perspective.

Our website gives the contacts of our Cluster Divisional Managers and Divisional Managers who are a first point of contact when you are planning engagement with a community.

Types of Engagement

There are three key questions to consider before deciding how best to engage with your stakeholders.

1. What **social impact** will your policy, decision or activity have on the daily life and identity of people?

2. How **important** is the project in terms of strategic planning, community need and legal compliance?

3. What **resources** (human, time and financial) are available for the engagement activity?

On their own, information and consultation activities do not create effective engagement. However, they are important tools when used with other engagement activities that focus on building strong and respectful ongoing relationships.

Good Meetings make for Good Outcomes

Meeting structure

- **Arrange prayer** to open and close meetings and ensure that food is blessed before it is served.

Budget

- **Fee for service** when engaging PBCs.

- Catering.

- **Travel of participants** from other locations if attendance is mandatory or critical to outcomes.

Communication

- **Use images** and plain language.

- **Listen and observe** before, during and after meetings. Develop awareness of the context around your project/service.

Time and timing

- **Give notice** of meetings as early as possible – it shows respect for others commitments.

- **Allow additional time** before and after scheduled meetings so start/finish times can be flexible.

- **Allow for multiple meetings** over time – outcomes may not be possible from one meeting.

- A good meeting is one that achieves good outcomes – whether today, or in follow-up meetings or contacts.

Relationships

- **Run meetings in partnership** with the Councillor or a community elder. They can bring the meeting to order if needed.

- **Spend time** before a meeting building relationships. Slow, genuine and without pressure works best in getting to know people.

- **Attend community events** as much as possible and engage in protocols (such as prayers).

- **Don't try to silence people** when there is conflict [*see Staying on Track for more info*].

- Be humble and appreciative of people's time and attention.

- Always be respectful even when offended.

- Respectfully decline where your beliefs conflict with an activity (e.g. being vegetarian and being offered meat), without passing judgement.

How we can Engage and Communicate

	HOW TO DO IT	EXAMPLES
INFORM	• Provide information and public education.	• Community Notices • Website & Social Media
CONSULT [ASK + LISTEN]	• Ask questions, listen to respond. • Support discussion and give feedback about outcomes.	• Community meetings • Stakeholder Survey
INVOLVE	• Encourage active contribution by community members and stakeholders.	• Community Events • Sports Activities
ENABLE	• Provide opportunities that increase people's confidence and leadership.	• Women's leadership course
COLLABORATE	• Ensure there are equal partnerships in decision-making processes. • Provide adequate resources and information.	• Cemetery relocation/ remediation • Public Art project

This table has been adapted by TSIRC from the IAP2 Spectrum for Public Participation © and provides practical guidance for engagement activities.

Types of Community Meetings

Meetings are a great way to get together and flesh out ideas and be informed of other people's viewpoints. TSIRC holds a variety of Community Meetings for different activities. The following information outlines which meetings are most suitable for topics being discussed.

Council Meeting

Council Meetings, or Ordinary Meetings, are hosted across our communities where all 15 elected Councillors, the Mayor and Executive staff discuss strategic business for the region.

Existing and potential stakeholders also attend to present Council business. To encourage good governance and transparent decision making processes community members are encouraged to attend the Council Meetings.

Community members can present a submission or 'deputation' on any pressing concerns. This can be done by contacting the CEO or the CEO's Executive Assistant (with two weeks' notice).

The updated Meeting Schedule is available on the homepage of our website.

Public meeting

A public meeting is **chaired by the Councillor** and is called to discuss **strategic matters** with community. Public meetings build community relations and ensure that our constituents are regularly informed of Council business and direction.

Public Meetings are where people can raise issues and engage in discussion and debate. These meetings take place as required.

Information session

Information sessions are **chaired by staff** and have a focused purpose, which is **to provide information** on TSIRC matters. Examples of an information session might be

a public health alert by an Environmental Health Worker, or communicating information on a stakeholder survey by the Divisional Manager.

Information sessions are *focused on providing information to community and are not places of discussion and debate.*

Project meetings

Project meetings may be chaired by the Councillor, Mayor, Executive Manager and/or Functional Manager. Project meetings are sometimes co-facilitated by a consultant with expertise in the project area. The meetings are usually held in the early stages of a project, or when there are changes of direction in the project.

Depending on the nature of your project (big or small, short term or long term) you may use a wide range of strategies (e.g. consult, inform and collaborate) to engage with people during the life of the project.

Community stakeholder meetings

Stakeholder meetings are a great way for service providers to get together and share information about what's happening in their organisation.

Usually a representative from each organisation speaks on behalf of that organisation. Representatives are good at building relationships, talking positively about challenging issues and knowing what information is for sharing.

Stakeholder meetings provide great opportunities to build relationships, share informal discussion on business and identify partnerships. This style of meeting ensures service providers work together for their community, rather than in isolation.

 Meetings, both formal and informal, use a variety of engagement activities to achieve best results, improve community and stakeholder relationships and deliver good quality services.

Staying on Track: Managing Discussion and Debate

This guide supports your meeting to stay on track and provides pointers to help reduce conflict.

Define boundaries

Right at the start of the meeting, set boundaries and clearly state the purpose of the meeting.

Be prepared before your meeting. Know when the next public meeting is, or who the appropriate senior team-member is (Councillor, Divisional Manager, Executive, etc) so that you can refer any questions to the appropriate meeting or person.

If people interrupt during the meeting, calmly repeat the purpose of the meeting. Part of good meeting management is to have short, clear statements rehearsed beforehand, and to re-use them as needed during the meeting.

Acknowledge unrelated comments and issues

A rehearsed phrase might be "Let me look into that for you. We can have a quick chat once we have finished this session" or "The best person to speak to about this matter is our Housing Coordinator, who will be able to seek further advice from their Manager." Make sure the request is actioned.

Don't be tempted to argue, debate or tell someone off for interrupting or diverting the discussion away from topic. As soon as you engage in that way you risk losing control of the meeting.

Continue to use clear, non-judgemental and positive language that describes what you are doing and why you are there.

If you have someone who is very distressed or fired up about an issue unrelated to your topic, it is important to acknowledge they are concerned by the issue and repeat the meeting boundaries (topic) as described above. Refer people to appropriate times, people and places to discuss their concerns, outside of the meeting you are hosting. Make sure they feel listened to and valued so it does not escalate.

Everyone has the right to feel safe at work and be spoken to in a respectful manner. If anyone is acting in a threatening manner you can ask to take a break and seek support as to what steps you should take next.

Capacity Building - Two Ways, Both Ways

Here are tips to maximise how your work can build capacity in others:

1. **Start from where people are at** and build foundations from that point.

2. **Build understanding of people's aspirations**, passions, strengths and learning needs. Willingness and capacity to engage with and understand people's needs are critical to helping people develop successfully towards their goals.

3. **Build a listening culture** where listening is equally or more valued than instructing. Listen to understand, don't just listen to respond.

4. **Look for a good fit** between people's passions and opportunities in the organisation, community or region.

5. **Conduct skills audits** to determine strengths and knowledge gaps so people can successfully and sustainably reach their goals.

6. **Facilitate access** to mentoring, training and resources that meet people's learning and development needs.

7. **Engage culturally capable people** in mentoring and training roles.

8. **Value people and relationship skills** in trainers and mentors. Technical knowledge can always be accessed as needed.

Guide to Writing in Plain English

This guide and the resources listed in Section 3 can help you develop plain English writing skills.

Plain English means writing clearly, so that more people can read it easily. This also means that more people get to have a say on what is being discussed.

Plain English writing includes:

1.   Identify your audience and know your reader.

2.   Use a friendly tone, and personal and direct language.

3.   Simple short sentences (max 20 words).

4.   Short paragraphs with one idea per paragraph.

5.   Familiar, everyday words. [E.g. It's a 'spade', not a 'digging implement'].

6.   Active voice [E.g. 'he threw the ball' *not* 'the ball was thrown by him'].

7.   Provide clear definitions whenever technical terms must be used.

8.   Good use of clear and relevant headings, bullet points, tables, images and white space. This helps break up complex ideas and too many words.

9.   Break complex information into small pieces, plainly written.

10.   Use pictures to communicate ideas and information.

11.   Use the shortest word that does the job!

Plain language – a jargon-free zone

Every profession has its own jargon (or lingo). We get so used to hearing it, we forget that others might not understand it. Jargon prevents participation and clear communication in plain language, particularly in cross-cultural settings.

Tools & Tips

A good tool to check whether your writing is simple and direct is the online editing tool http://www.hemingwayapp.com/ . The Hemingway Editor is free and easy to use and can help when your writing needs clarity.

Also, you can try reading your work out loud.

Writing in plain English does not 'dumb down' or simplify your ideas. It provides clarity so that it is accessible to more people. It shows that you clearly understand your topic.

Aim to engage your reader, not isolate your reader.

Values-driven Engagement

The following values guide how we engage. These principles help us:

- Improve service delivery;

- Identify and respond to changing local needs;

- Maintain an ongoing dialogue with our community members and stakeholders.

VALUES	WE WILL
Sharing	Share information about Council services, activities and decisions.
Communication	Use clear, straightforward language, short sentences and maximise visual and spoken communication.
Focus	Guide participation so that discussion stays on track. Acknowledge and commit to providing feedback on unrelated issues at a later date.
Clarity	Clearly communicate the reasons for engaging, and any opportunities which can influence decision making.
Respect	Use community engagement methods that respect people and Ailan Kastom.
Participation	Start engagement at the very start of the project and continue through to project end, including reporting/feedback.
Transparency	Adopt decision-making processes that are open and transparent.
Inclusiveness & fairness	Ensure engagement activities are inclusive and fair for everyone.
Openness	Be open to the views and opinions of all community members.
Feedback	Provide information and feedback about the process and outcomes of community engagement.

SECTION 3 | Learning Resources

Glossary

'Both Ways' or 'Two Ways': Refers to shared learning between people of Western and Indigenous heritage where both approaches to life and learning are equally valued and all parties are open to learning from each other.

Capacity Building (or Building Capacity): An approach to social or professional development that focuses on understanding the obstacles to people, governments, and organisations realising their goals. Capacity building aims to increase the ability of individuals, organisations and societies to function, solve problems and set and achieve objectives in a sustainable manner.

Chief Protector: Between 1904 and 1939 the Office of the Chief Protector of Aboriginals in Queensland controlled virtually every aspect of the lives of Aboriginal and Torres Strait Islander people. Under the Chief Protector's control, the Protector took charge of a region with Supervisors living in communities to oversee the day-to-day management of people's lives.

Community Development: Community development is the process of working alongside individuals and groups to ensure they have the skills and support to bring about action and/or change.

Community Stakeholder: Community members – anyone living in a community.

Cross-Cultural: Interactions (relationships, communication, etc.) between two or more different cultures or cultural areas.

Cultural Capability: A combination of 'knowing', 'doing' and 'being' which makes a person capable of engaging across cultures in a way that is respectful and safe for the people of another culture.

Dominant Culture: A dominant culture is the most powerful, widespread, or influential within a social or political entity in which multiple cultures are present. In a society it refers to the established language, religion, values, rituals, and social customs which are often presumed to be the norm for the society as a whole.

First Nations: Refers to groups of peoples who are the original peoples of a place and who share the same language or language group and cultural practices and knowledge. The Torres Strait region for instance could be described as including several First Nation groups.

Indigenous: People are described as Indigenous when they are recognised to be the original inhabitants of a place. In Australia it is a term sometimes used to describe both Aboriginal and Torres Strait Islander peoples. It is important to be sensitive in its use so that the distinctive cultures and histories of both Aboriginal and Torres Strait Islander peoples remain acknowledged.

International Development: Broad term often linked with human development and international efforts to reduce poverty and inequality and improve health, education and job opportunities around the world.

Organisational Stakeholder: Organisational stakeholders are people in paid or elected roles in organisations that interact with TSIRC.   Organisational stakeholders may affect, or be affected by, TSIRC's actions, such as receiving services, providing services, funding, partnership and working together.

Paternalism: Paternalism is the interference of a state or individual with another person or peoples, against their will.   Paternalism is often defended or motivated by a claim that the person interfered with will be better off or protected from harm.

Strategic: High level planning and decision making about how resources are allocated. Strategic planning takes into account the uncertainty of current and future conditions and allows for this changeability in how plans may be implemented.

Resources & References

Best-practice resources

Cultural Capability: The Federal Government's Cultural Capability Framework for Commonwealth agencies. A clear and comprehensive guide to achieving cultural capability across an organisation: http://www.apsc.gov.au/publications-and-media/current-publications/cultural-capability-framework

Effective Engagement: National research that describes best practice for engaging Aboriginal and Torres Strait Islander communities: *Engaging with Indigenous Australia— exploring the conditions for effective relationships with Aboriginal and Torres Strait Islander communities:* http://www.aihw.gov.au/uploadedFiles/ClosingTheGap/Content/Publications/ 2013/ctgc-ip5.pdf

Building Economic Capacity:

The Federal Government's Indigenous Procurement Policy: http://www.dpmc.gov.au/ resource-centre/government/commonwealth-indigenous-procurement-policy

Supply Nation is a non-profit organisation dedicated to facilitating access to markets for Indigenous businesses. Their website includes a valuable report, *"The Sleeping Giant. A Social Return on Investment Report on Supply Nation Certified Suppliers"*: http://www.supplynation.org.au/

Engagement Tools and Resources

- Community Tool Box website. A huge selection of community engagement and community development resources: http://ctb.ku.edu/en

- First Nations British Columbia (Canada) website. Includes a wide range of tools, papers and resources developed by and for Canadian First Nations peoples http://fnbc.info/

- Asset Based Community Development website. Outlines the strengths-based approach to community development and provides a range of resources http://www.abcdinstitute.org/index.html

- An Australian website which provides a range of articles, links and resources on engagement, capacity building and community development: https://sustainingcommunity.wordpress.com/

- Governance history of the Torres Strait: http://www.tsirc.qld.gov.au/changing-region/governance-history

Plain English Resources:

An online editing program which is great at helping you work your sentences down to simple and plain format http://www.hemingwayapp.com/

Useful plain language websites:

http://centerforplainlanguage.org/5-steps-to-plain-language/

http://thecopycollective.com/copywriting-fundamentals-how-to-write-in-plain-english/

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