

# Community Engagement Procedure

02  
Assess the level of impact

04  
Assess the level of engagement

90  
Identify needed resources



**GLENORCHY CITY**  
Where ideas happen.

## Community Engagement Procedure

Community Planning and Inclusion  
Glenorchy City Council

Version 1.0 | May 2017





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# Introduction

Appropriate planning is a critical success factor for any meaningful engagement process. This *Community Engagement Procedure* has been developed to guide Council staff and consultants in the design, implementation and evaluation of community engagement plans to the required standard. By following the eleven steps outlined in the *Procedure*, Council staff and consultants should be able to manage the community engagement requirements of their specific projects. The *Procedure* is to be used alongside the *Community Engagement Toolkit*. The Community Planning and Inclusion Coordinator will provide advice and support where they are required.

The *Procedure* complements three other community engagement documents of Council, namely the *Community Engagement Policy*, the *Community Engagement Toolkit* and the *Public Participation Manual*. These four documents make up Council's Community Engagement Framework which outlines Council's commitment to engage with the communities and stakeholders of the City of Glenorchy. In addition, Council is developing a *Children's Participation Charter* to facilitate the engagement of children in issues and decisions that affect them. Other related Council documents include the Media Policy 2013, Access Policy 2016, Customer Service Charter 2017 and Code of Conduct 2017.

In preparing this *Community Engagement Procedure*, Council has drawn from past experiences of community engagement,

feedback from key stakeholder groups, knowledge and skills of staff, research and best practices in the field of community engagement promoted by the International Association for Public Participation (IAP2) Australasia. Knowledge gleaned from other States and Local Government Councils, Community Organisations and businesses within and beyond Australia have also been useful. Specifically, materials from the following organisations have been referred: IAP2 Australasia, Social Planning and Research Council of British Columbia (SPARC, Canada), North Sydney Council, Blacktown City Council, Pittwater Council, Manly Council, Warringah Council, City of Melbourne, Tasmanian Government, Christchurch City Council and Community Places, UK. Community engagement has become a subject of global interest with local significance.

In Tasmania, the *Local Government Act 1993* prescribes processes and actions Council must take in making certain decisions for the good governance of the City. Other legislative instruments also establish specific procedures for community consultation and decision making by Council, for example, the *Land Use Planning and Approvals Act 1993*. In abiding by the legislative requirements for community consultation for specific assignments, this *Procedure* in conjunction with other components of the *Community Engagement Framework* can serve as a guide for Council staff and should be applied where appropriate.





## What is Community Engagement?

Community engagement broadly refers to a planned process whereby Council and the community exchange information through different methods and take actions to solve common problems, deliver services or make decisions. The main components of this definition are:

- *Planned process* – defined purpose, clear procedure.
- *Community* – focus on shared roles and responsibilities; collective, not personal interests.
- *Information exchange* – giving and receiving of information by Council and the community.
- *Different methods* – recognises diversity and fosters inclusiveness.
- *Actions and Decisions* – aims to influence the actions and decisions of Council and the community.

Although community engagement is sometimes used interchangeably with stakeholder or community consultation in some settings, Council considers these two terminologies to be subsets of community engagement. Community includes but is not limited to stakeholders, while consultation is a level of public participation as defined by the IAP2 Spectrum. For example, in developing a dog management policy for the Glenorchy community, the dog owners and veterinary clinics may be groups that have specific interests or concerns on the issue. The City of Glenorchy .id profile gives a guide to the various communities and stakeholders in the City based on factors such as demography, geography, social and economic interests, ethnicity and religion, service user groups, etc.

<b>Stakeholder</b>	This refers to a person, group of persons or organisations that have or feel they have an interest, or can affect/be affected by an issue or decision.
<b>Community</b>	Broadly refers to any specific group of people who share similar location, interest or affiliation with the Glenorchy Local Government Area. These include but are not limited to residents, ratepayers, business owners and operators, workers, students, visitors, including tourists and shoppers, government establishments, community organisations, including clubs, churches and charity groups.



## Why Community Engagement?

An essential difference between engagement on one hand, and communication, marketing and advertising on the other hand, is the opportunity for the community to have a say and contribute to the decisions and actions of Council. Community engagement therefore has taken place when the aim and outcome of the process is to make informed decisions and deliver better services.

When effectively delivered, community engagement can lead to better outcomes for all with the following benefits:

### To the Community

- Improved community participation in Council's decisions.
- Better informed and resourced community with improved understanding of Council's policies, projects and decisions and actions.
- Enhanced feeling of inclusion and reduced feeling of real or perceived alienation and marginalisation, including the disenchantment associated with it. Even those whose opinions are not accepted have expressed their right to be heard and informed about the basis of the decision.
- Improved levels of satisfaction and ownership of problems and solutions.
- Appreciation of local knowledge systems and expertise.
- Empowerment for social change.

### To the Council

- Better quality decisions informed by an understanding of community values, needs and aspirations.
- Help plan and prioritise services to meet community expectation, including efficient use of resources.
- Provides opportunity to help the community understand issues, alternatives, opportunities and solutions.
- Builds positive image and confidence in Council's ability to deliver on services.
- Gains early buy in and strengthen trust and partnership.
- Proactive treatment of unforeseen issues and problems.





## Guiding Principles

Council's community engagement practice is values-based and guided by the eight principles listed below. In planning and delivering community engagement activities, Council staff and consultants are required to ensure their actions and decisions are within these standards.

Principle	Description
<b>1 Inclusiveness</b>	<ul style="list-style-type: none"> <li>• Council will seek to engage with the broadest section of those interested or affected by an issue. Particular strategies will be used to encourage and maximise the ability to participate from communities where barriers to participation exists (e.g. children, young people, Aboriginal people, people with a disability, people from culturally and linguistically diverse communities, older people, etc.).</li> <li>• Council will endeavour to ensure that participants in any engagement process are representative of the concerned communities and considerations are given to the diversity of interests in any issue. No interested or affected individual, group or community will be deliberately excluded from participating in Council's decision-making process.</li> </ul>
<b>2 Timeliness</b>	<ul style="list-style-type: none"> <li>• Council will incorporate community engagement into the decision making process from the start and seek to engage stakeholders at the earliest possible stage. Council will keep stakeholders informed and involved throughout the process. Sufficient time will be allowed for participation by all interested or affected stakeholders in accordance with the appropriate level of community involvement required.</li> <li>• The <i>Local Government Act 1993</i> requires councils to publish certain notices or allow for public submissions for a minimum 21 days (e.g. section 60A – Public meetings and submissions, and section 157 – Notice of proposed by-law) or 14 days (e.g. section 72B – Annual General Meeting). Other legislations have specific requirements.</li> <li>• Other documents and notices may be published or exhibited for less than prescribed number of days by these legislative requirements, in accordance with the appropriate level of community involvement required.</li> </ul>
<b>3 Partnership</b>	<ul style="list-style-type: none"> <li>• Council will by its actions seek to build relationships and promote mutual understanding through its community engagement processes. Council will discourage activities that risk dividing the community into conflict or opposing extremes.</li> <li>• Where other government bodies undertake projects or activities that will impact on Council's communities, Council will advocate for the participation of the community in the decision-making process and assist with the processes where necessary and possible.</li> <li>• Council's departments will collaborate where necessary on engagement activities.</li> </ul>

<b>4 Respect</b>	<ul style="list-style-type: none"> <li>• Council will listen to and value the ideas, feelings and opinions expressed during community engagement processes. Council will promote the choice and rights of the community to engage and encourage those who wish to engage.</li> <li>• Council will require participants in a community engagement process to respect the diversity of views expressed. Council will give due regard to the ideas, feelings and opinions of participants in an engagement process before making a decision on the subject of the engagement. While it may not be possible to satisfy all the views expressed, Council will take them all into account, as appropriate.</li> </ul>
<b>5 Access to information</b>	<ul style="list-style-type: none"> <li>• Council will provide appropriate information to participants that will help them form sound opinions and judgments. Council will aim to make the appropriate information available before or during the engagement process. The information we provide will be objective, balanced, current and as much as possible in a manner and format that is suitable to the needs of the users.</li> <li>• Council will provide information to the public in plain English. Where information is technical in nature, supporting explanatory information will be provided. Where appropriate, information will be provided in languages other than English or in alternative formats (e.g. audio and electronic formats).</li> </ul>
<b>6 Transparency</b>	<ul style="list-style-type: none"> <li>• Council will be honest and open-minded in its engagement processes. Council will not engage with hidden-agendas or promote a pre-determined outcome. We will ensure the rationale for engagement is clearly stated, including information on the decision to be made, who will make the decision, how the decision will be made, how community feedback can be provided, what is negotiable and what is not negotiable.</li> <li>• As stakeholders, Council officers and the elected Council will clearly communicate their views on any issue that is up for community engagement.</li> <li>• Where available, expert opinions will be presented as part of the engagement process and considered in the decision-making process.</li> </ul>
<b>7 Responsiveness</b>	<ul style="list-style-type: none"> <li>• Council will provide regular updates to participants during the engagement process. At the end of the process, Council will provide information to participants on the outcome of the engagement process and the decision that was taken. At the end of the engagement process, responsible officers will prepare a report to Council providing rationale for any recommendations made as a result of the engagement outcome.</li> </ul>
<b>8 Continuous Improvement</b>	<ul style="list-style-type: none"> <li>• Engagement activities carried out by Council will be evaluated where possible and appropriate, and an evaluation summary produced. The evaluation outcome will be used to improve Council's engagement processes. Council will endeavour to ensure that adequate resourcing (staff, skill and financial means) is provided to enable each engagement process to fulfil its objectives and to entrench a culture of meaningful community engagement within its operations. We will always seek better ways and means to engage with our community.</li> </ul>



## Responsibility

For the purpose of this policy, the following responsibilities shall apply:

Responsible Party	Commentary
<b>Elected Council</b>	<ul style="list-style-type: none"> <li>• The elected Council is responsible for decision making in accordance with the Local Government Act 1993.</li> <li>• Ensuring that wherever possible, matters of such nature as described under the Policy Statement above have been preceded by appropriate community engagement and the opinions expressed given due consideration in the decision to be taken.</li> <li>• Supporting and encouraging community engagement by approving adequate funding and/or resources to the process.</li> <li>• Participating in community engagement activities where appropriate.</li> </ul>
<b>General Manager and Directors</b>	<ul style="list-style-type: none"> <li>• Ensuring that this policy is appropriately implemented and applied across all Directorates of Council.</li> <li>• Oversight of community engagement processes of Council and ensuring the community engagement needs of major issues are considered.</li> <li>• Advising the Elected Council on community engagement processes and outcomes.</li> </ul>
<b>Manager, Community and Customer Service</b>	<ul style="list-style-type: none"> <li>• Overseeing the delivery, reporting and reviewing of this policy as necessary.</li> <li>• Facilitating the Community Engagement Working Group. This working group is made up of representatives from across Council’s business units and will act as ‘Champions’ to assist in promoting and applying the guiding principles of this policy and supporting staff within their business units to use the <i>Community Engagement Procedure</i> and <i>Community Engagement Toolkit</i>.</li> </ul>
<b>Department Managers and Coordinators</b>	<ul style="list-style-type: none"> <li>• Oversight of all projects/plans/activities within their Department/Section by determining the necessity or benefit of community engagement to it.</li> <li>• Supporting Project Coordinators and Contractors to organise community engagement activities in line with this policy and as guided by the <i>Community Engagement Procedure</i> and <i>Community Engagement Toolkit</i>.</li> <li>• Ensuring engagement activities within their Department/Section are communicated to Aldermen through the General Manager and included in the Engagement Register.</li> <li>• Maintaining an appropriate level of involvement in the engagement process.</li> </ul>

<b>Coordinator, Community Planning and Inclusion</b>	<ul style="list-style-type: none"> <li>• Providing ongoing guidance and support to Council employees and contractors in planning and delivering community engagement activities.</li> <li>• Coordinating the management of the Engagement Register and Engagement Database.</li> <li>• Ensuring the <i>Community Engagement Procedure</i>, <i>Community Engagement Toolkit</i> and <i>Public Participation Manual</i> are regularly reviewed to meet best practices and local government standards.</li> <li>• Identifying community engagement training and development needs and opportunities for Council employees, liaising with IAP2 and Council's Learning and Development Advisor/Department Managers to organise and/or deliver appropriate training.</li> </ul>
<b>Project Coordinators and Contractors</b>	<ul style="list-style-type: none"> <li>• Using the <i>Community Engagement Procedure and Community Engagement Toolkit</i> to prepare an engagement plan and deliver engagement activities.</li> <li>• Analysing opinions expressed during engagement activities and utilising the information gathered to make recommendations and/or inform a course of action.</li> <li>• Evaluating engagement activities and preparing an evaluation summary.</li> <li>• Ensuring the community engagement evaluation report is lodged with the Coordinator Community Planning and Inclusion and any other relevant Council officer.</li> <li>• Ensuring adequate feedback is provided to all participants and where necessary the whole municipality.</li> <li>• Liaising with the Coordinator Community Planning and Inclusion for advice on the planning of engagement activities, including engagement methods, timing, stakeholders and other relevant factors.</li> <li>• Determining the legislative requirements for community engagement, if any, of their project/program.</li> <li>• Ensuring the appropriate level of community involvement in the engagement activities and decision-making process based on the engagement needs and any constraints that may apply.</li> </ul>

The Glenorchy community and stakeholders has a role in supporting the principles of this policy. *The Public Participation Manual* will be made available to our communities and stakeholders to encourage their participation in Council's decision making.



## International Association for Public Participation (IAP2)

Council recognises that Community Engagement is an emerging field of practice that is embraced globally by governments at all levels, institutions and corporations to promote the participation of local communities and stakeholders in decision making. The International Association for Public Participation (IAP2) is an international member association which seeks to promote and improve the practice of public participation or community engagement, incorporating individuals, governments, institutions and other entities that affect the public interest throughout the world. IAP2 Australasia is the leading public participation Association in Australasia.

On 17th June 2015, over 700 councillors, general managers and chief executives from local government across Australia and New Zealand met in Canberra for the National General Assembly of Local Government, and unanimously resolved:

That the National General Assembly acknowledges the seven core values of public participation as leading positive practice for involving citizens in democratic decision making and request the Australian Government demonstrate the use of these principles in the development of public policy.

IAP2 has developed the IAP2 Core Values for Public Participation for use in the development and implementation of public participation processes. When adhered to, these core values help facilitate better decisions that reflects the concerns and interests of stakeholders.

### The IAP2 Core Values are:

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

In addition, IAP2 has developed the IAP2 Public Participation Spectrum to assist with the selection of the level of participation that defines the public's role in any community engagement program. The Spectrum shows that differing levels of public participation are legitimate depending on the goals, time frames, resources and levels of impact of the decision to be made. The five levels of public participation are: *Inform, Consult, Involve, Collaborate* and *Empower*.

	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
<b>Public Participation Goal</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
<b>Council's Promise</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	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.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
<b>Role of the Community</b>	<i>Listen</i>	<i>Contribute</i>	<i>Participate</i>	<i>Partner</i>	<i>Decide</i>



## Challenges in Community Engagement

Even with the best intentions, community engagement can run into troubled waters at any stage of the process. Organisations with the need to engage the public in decision-making may struggle with issues around staffing, expertise, budget and time constraints. Council staff and consultants need to be aware of and where necessary take steps to mitigate the common challenges with community engagement. Many of these challenges can be controlled with proper planning and delivery. Some of these challenges include but are not limited to:

- Decisions and actions may be slower to reach than planned.
- Controversies, multiplicity of demands or oppositions (the NIMBY – Not In My Back Yard) phenomenon may arise during the process.
- Participants' representativeness of the wider community.
- Engagement fatigue, i.e. asking too frequently or too much from community members.
- Misinterpretation, i.e. some key stakeholders may perceive that the *"right to be consulted"* implies the *"right to be heeded"*.
- Disillusionment and unrealistic expectations, i.e. feelings of inability to make meaningful contribution or influence the decision-making process. Community members may be disillusioned if previous engagement processes did not lead to actions that reflect their opinion or what they were promised.
- Well-resourced or numerically strong stakeholder groups may hijack the process and influence the outcome.
- The minority may make a stronger case during the process and the view of the majority is rejected.
- Inadequate communication of technical information can adversely affect the engagement outcome.
- Engaging hard to reach segments of the community can be challenging.
- Council staff and decision makers may be pressured to defer their action or act contrary to their expert opinion on crucial issues.



## Contexts for Community Engagement

Community engagement will take place when in the opinion of Council officers or the elected Council:

- i. the views of individuals or groups within our community will provide further information valuable to the planning, solution or decision
- ii. the issue will significantly affect existing levels of service
- iii. the issue is complex or controversial
- iv. the issue will have long term impact on the community, or
- v. when it is a legislative requirement.

It is generally the responsibility of project coordinators to determine if community engagement is essential, desirable or unnecessary for any decision or project, and recommend to Council as may be appropriate. For example, where the community has little or no influence on a decision, community engagement may be unnecessary. Where community engagement is deemed essential or desirable, the level of community participation in the decision making and the engagement method used will be determined by the Project Coordinator based on the level of impact, time and resources available for each engagement process.



# Getting it done: steps to delivering effective community engagement





## 01 Scope the engagement project

This is a crucial first step that helps you define your engagement purpose and set a clear direction. It is helpful to summarise this in one or two paragraphs. Below are some questions and checklist that may help you scope your engagement project.

### Determine the need for community engagement

? Question	Response Y/N	Action
Has a decision been made on the issue or project?		If yes, community engagement may be unnecessary. A communication strategy may be useful.
Will community feedback be considered in the decision or project?		If no, community engagement may be unnecessary. A communication strategy may be useful.
Is the issue an internal Council issue?		If yes, community engagement may be unnecessary. An internal engagement or communication strategy may be useful.

### Determine the extent of community engagement

? Question	Response Y/N	Action
The issue will significantly affect existing levels of service.		If yes, community engagement is desirable.
The issue is complex or controversial.		If yes, community engagement is desirable.
The issue will have long term impact on the community.		If yes, community engagement is desirable.
It is a legislative requirement.		If yes, community engagement is essential.
The views of individuals or groups within our community will provide further information valuable to the planning, solution or decision.		If yes, community engagement is desirable.

Where community engagement is essential or desirable, the following are some general questions that may guide you to scope the community engagement and write a summary:

? Question	Checklist
What is your engagement objective?	<ul style="list-style-type: none"> <li>• What do you wish to achieve?</li> <li>• What question/s do you want to answer?</li> <li>• What questions have been answered already?</li> <li>• Are there existing assumptions about the issue? What are they?</li> </ul>
Why the engagement?	<ul style="list-style-type: none"> <li>• Is there a legislative or policy requirement to fulfil?</li> <li>• Is there a link with other Council/community issues or decisions?</li> <li>• What community need or aspiration will be met?</li> <li>• What are the expectations of the community?</li> </ul>
Who is involved in the engagement?	<ul style="list-style-type: none"> <li>• Who will make the decision? Elected Council, Council Management, you or an external authority?</li> <li>• Who is/are the sponsors of the issue/project?</li> <li>• Who are the affected or interested group/s?</li> </ul>
When is the engagement?	<ul style="list-style-type: none"> <li>• What milestones and dates are critical to meet?</li> <li>• At what stages of the decision/project will you engage (before, during or after)?</li> <li>• What time, budget and personnel resources do you require? Can you provide them?</li> <li>• What do you already have?</li> </ul>
Where is the engagement?	<ul style="list-style-type: none"> <li>• What location/s will your engagement decision or project impact? City-wide or specific suburb/s.</li> <li>• What location/s or means can your engagement activities take place? Can it be virtual or real?</li> </ul>
How will the engagement be measured?	<ul style="list-style-type: none"> <li>• What tangible deliverables will your engagement produce?</li> <li>• What quality or quantity will you use to judge fitness for purpose?</li> <li>• What are the negotiables and non-negotiables?</li> </ul>
Do I need to discuss the engagement proposal with relevant Council Officer/Section?	<ul style="list-style-type: none"> <li>• Is there already a history of engagement?</li> <li>• Has another section of Council already completed a recent similar engagement?</li> <li>• Can they provide advice on who and how to engage?</li> </ul>

In scoping your community engagement, it is a good idea to be **SMART** (*Specific, Measurable, Achievable, Relevant, and Time-bound*).





## 02 Assess the level of impact

Impact is here defined as the effect of an action or change on the community. Levels of impact usually occur on a continuum, e.g. low – medium – high. For the purpose of Council's community engagement processes, levels of impact do not imply importance, i.e. level one is not less important than level four. The purpose of assessing the levels of impact is to guide the variety of engagement methods that may be appropriate for particular engagement projects and the resources required. The level of impact grid in Appendix 1 is based on location and population affected. Use the grid for your assessment.

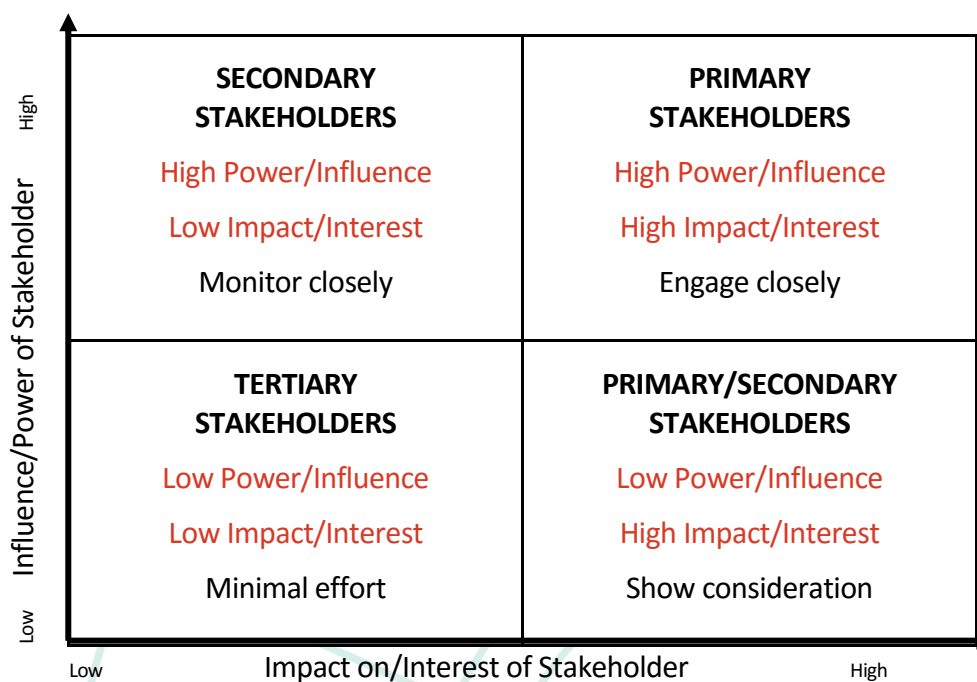
It may be helpful to consult with other relevant Council employees when assessing the level of impact. Be aware that level of impact may change at any time during the life of a project or issue. You will be required to do a reassessment and adjust your engagement plan/activities accordingly.



## 03 Identify the stakeholders

Stakeholders refer to any person or group of persons who have or feel they have an interest, or can affect/be affected by an issue or decision. If stakeholders are not properly identified, the responses gathered from the community engagement process are likely to be flawed because the information gathered is from people who have little or no connection with the issue. The outcome of the engagement process or decisions based on it may be questionable and in some instances illegitimate.

The City of Glenorchy is made up of diverse stakeholders with varying levels of interest, influence, power or impact relative to any issue. The level of influence/interest of a stakeholder group should be a consideration in shaping their level of participation in the engagement process, timing of engagement and the methodology for the engagement. It is not necessary to engage with groups that have no interest in the issue. The Stakeholder Influence/Interest Grid below is an example to guide you in analysing your stakeholders.



The following steps may be helpful in identifying the stakeholders for your community engagement process:

- i. Have a general idea of the diverse views held by different stakeholders about the issue/s. Remember that things are not always in black and white – there are often many shades of grey.
- ii. Develop a comprehensive list of stakeholders. You may consider the following checklist (this is not a complete list):

Checklist	Response
Consider the groups that may be affected by the issue.	
Consider the groups that may care or have concerns about the issue.	
Consider the groups that have legitimacy or expertise to make decisions on the issue.	
Consider the advocates for the issue.	
Consider the adversaries of the issue.	

Steps you may consider to develop your list of stakeholders include:

- a) Brainstorm with colleagues across Council whose work may be related to the issue under consideration.
  - b) Contact the Community Planning and Inclusion and the Community Development teams.
  - c) Review records for people who have made previous submissions, attended events, etc.
  - d) Use the community engagement register, directories or other relevant databases.
  - e) Ask key members of the community or subject matter specialists on the issue.
  - f) Make a public announcement to call for expression of interest. For example an article in the Glenorchy Gazette could call for interested stakeholders to make contact.
- iii. Identify the stakeholders' levels of interest/influence on the issue (refer to the Influence/Interest Grid on page 21).
  - iv. Consider the possible barriers to participation by the identified stakeholders and think about measures to remove or mitigate the barriers. These barriers often include but not limited to accessibility, culture, language, timing, communication, etc.
  - v. Generally, the following actions may encourage participation of disadvantaged stakeholders:
    - Use engagement locations close to public transport and where parking is available (preferably free parking).
    - Where possible, provide free or subsidised transport for large scale engagement.
    - Provide light refreshments during events.
    - Consider outreach engagement to specific groups if this will be more practical and culturally appropriate, e.g. Aboriginal and multicultural community groups, young children, etc.
    - Community engagement is free and the participation should not impose a financial burden on participants.

Appendix 2 is a stakeholder group suggestion checklist to guide you in removing or mitigating the barriers to participation.

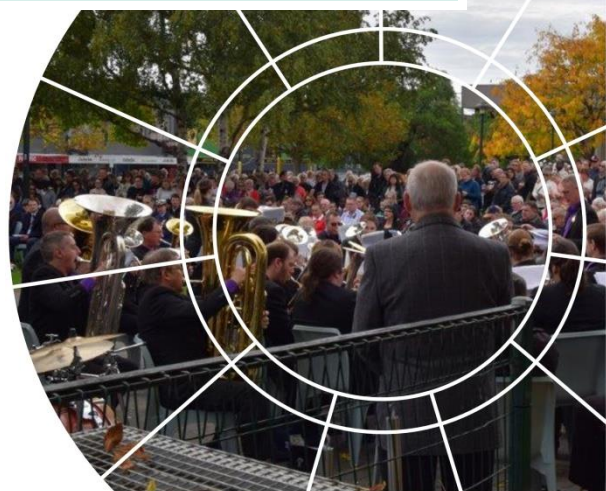
Depending on how complex the issue for the engagement is, you may wish to do a stakeholder analysis to guide you in the management of the key stakeholders. The stakeholder analysis template below may be helpful.

## Stakeholder Analysis Template

Stakeholder Group	Level of Impact	Level of Influence	What is important to the stakeholder	Potential value contribution to the issue	Potential threat to the issue	Strategy for engaging the stakeholder	Contact Person

The City of Glenorchy is made up of diverse communities with various interests and stakes on issues as it affects them. The table below is a guide to some of the stakeholder groups in the City you may wish to consider for your community engagement process depending on the issue being considered.

Ratepayers	
Geographical communities	
Business community	
Ethnic communities	
Religious groups	
Service providers	
Sports clubs	
Community/social groups	
Environmental groups	
Other government agencies	
Elected representatives	
Special interest groups	
Council's special committees	
User groups	
Reference groups	
Age based groups	



## 04 Assess the level of engagement

The engagement **purpose**, **level of impact** and degree of **complexity** of the issue under consideration are important factors that will determine the role stakeholders need to play during the community engagement process. The promise Council is making during the engagement process needs to be clear, as this will be a determinant factor in the community’s satisfaction with the process, as well as the outcome of the engagement.

IAP2 has developed the IAP2 Spectrum of Public Participation that depicts five levels of increasing influence that the public can have on an outcome or decision, the obligations of the organisation undertaking the consultation and the techniques that can be used in the process.

### Spectrum of Public Participation

	Level of Engagement	Public Participation Goal	Council’s Promise	Role of Community
Increasing Levels of Public Participation	Inform	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	We will keep you informed.	Listen
	Consult	To obtain public feedback on analysis, alternatives and/or decisions.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	Contribute
	Involve	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	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.	Participate
	Collaborate	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	Partner
	Empower	To place final decision making in the hands of the public.	We will implement what you decide.	Decide



Most community engagement activities in Local Government will fall between the *Inform* and *Collaborate* levels, given the various provisions of the *Local Government Act 1993* stipulating the roles and powers of the elected Council as the decision-making body. Other Acts of Parliament stipulate how certain decisions are to be taken and by who. However, when legislation and circumstances permit, Council may decide to *empower* the community by endorsing the decision of the community and committing financial resources to its implementation.

It is the responsibility of project coordinators to assess the level of engagement needed for the issue being considered and where necessary advise Council. As a further guide, the chart below indicates what level of engagement might be undertaken based on the level of impact of the issue. As indicated by the chart, more than one level of engagement will generally be useful for each level of impact. Project coordinators may use their judgement to determine exceptions. Consideration should also be given to the stage of the decision making, i.e. before, during or after. It may be useful in some circumstances to include stakeholders in adjoining LGAs in engagement activities at impact level one or where the issue impacts a location in close proximity with another LGA.

Level 1					
Level 2					
Level 3					
Level 4					
	Inform	Consult	Involve	Collaborate	Empower





## 05 Determine the appropriate engagement method

Ensuring the appropriate engagement method is determined and used by the project coordinators is important to make the community engagement inclusive, transparent and fulfil its aim. There is a vast array of engagement methods, some commonly used by Council and others rarely or never used. The important thing is not the particular method used for your engagement activity but that the method is good enough to do the job that needs to be done. It is also important that project coordinators and Council has the capacity to execute the engagement method.

In deciding what method/s to use for your engagement, it may be useful to consider the following factors:

- Legislative requirements
- Professional skills required
- Timing and duration
- Budget
- Political significance

### The Engagement Method Matrix

The Engagement Matrix (see Appendix 3) is designed to guide project coordinators in determining appropriate methods for their community engagement based on the four levels of impact and the five levels of engagement identified in this Procedure.

The Matrix indicates methods that are *essential* (must be done), *desirable* (will be useful) and *optional* (as situations allow). Where there are no symbols, it indicates that the engagement method may not be appropriate for that level of engagement and level of impact. Note that it is not compulsory to carry out all the engagement methods designated as *essential* under each assessment as based on the outcome of correlating levels of impact/levels of engagement. However, at least one *essential* method should be used.

As a general rule, project coordinators are advised to undertake the levels of engagement identified and use one or more of the methods indicated, depending on available resources and the need to be guided by Council's guiding principles for engagement. If a method which is indicated as essential is not used, it may be helpful for the project coordinator to provide justification as to why. This is an important part of engagement evaluation, continuous improvement and capacity building for Council employees.

Council's Coordinator Community Planning and Inclusion can provide assistance with the use of the Matrix in determining suitable engagement methods. The Community Engagement Toolkit provides some guidance on the methods listed in the Matrix.



## 06 Identify needed resources

To deliver effective community engagement, you will need to consider the following three resources that are necessary:

### i. Time

- By what date do you need to make a decision?
- Do you have enough time for the engagement process? Think about the required approvals, level of engagement and the engagement method you will use. Allow time for minor setbacks due to unforeseen circumstances.
- Are there timeframes stipulated by legislation for the community engagement? E.g. the *Local Government Act 1993* stipulates the number of days within which a public meeting in relation to a petition must be held and the number of days following the first publication of notice of public meeting within which a written submission must be made (Section 60 and 60A).
- Do you have enough time to promote the engagement, encourage participation, disseminate information and allow the community to make considered response? Except where stipulated by legislation or when community engagement is urgent, it is recommended that at least 28 days be allowed for community response.
- Consider the dates of other community activities and how they might affect the engagement activity, e.g. school holidays, public holidays, community events, etc. It is recommended that the community is not involved with any engagement activity during the months of December and January. Where possible, time requirements can be negotiated with stakeholders.
- Where a community engagement project is part of an annual plan delivery for the year, project coordinators are expected to register their community engagement project with the Community Planning and Inclusion Program of Council in July of each year. Where the community engagement project is not part of the annual plan, project coordinators should register their community engagement project with the Community Planning and Inclusion Program as soon as possible after it is determined to be a requirement.

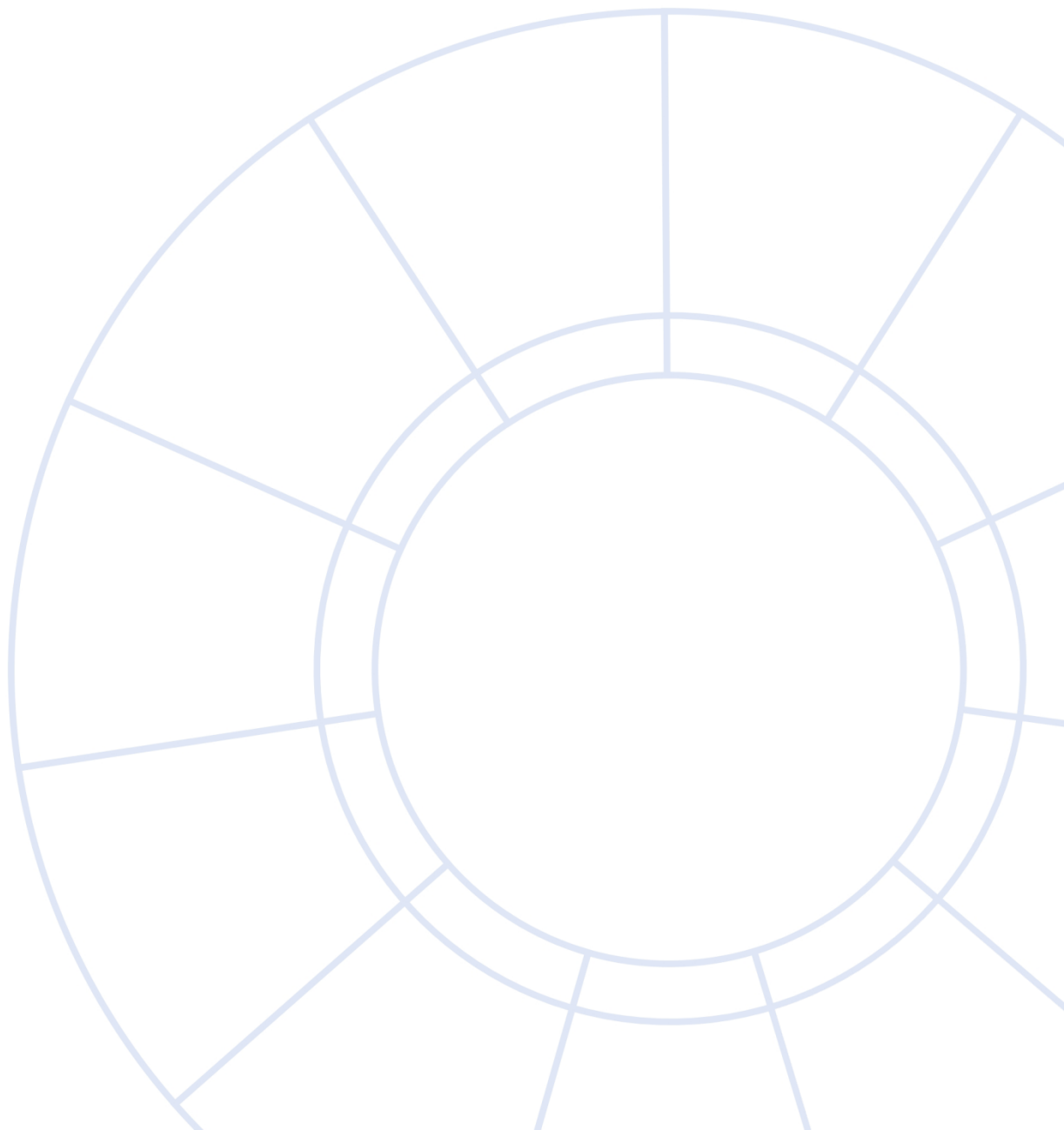
### ii. Finances

- Develop a budget to execute your community engagement.



### iii. Human resources

- Consider the number of persons and skill level required to deliver the community engagement.
- Where necessary, use external consultants or facilitator, e.g. if the issue is controversial, an external facilitator may be useful for the purpose of perception management and assurance of fairness, etc.
- Where information contains technical terminologies, arrange for the use of simple explanations. It is recommended that community information be provided in plain English. If you need help with this, contact the Council’s Coordinator Community Planning and Inclusion. Refer to Council’s intranet home page – I need to... “Prepare readable and accessible documents”.
- Where community engagement involves media releases, etc., liaise with Council’s Communications and Marketing Advisor to make sure community engagement materials comply with Council standards.



## 07 Prepare a community engagement plan

The information gathered in steps one to six of this Procedure are what you need to prepare your community engagement plan. Preparing a community engagement plan is *essential* for impact levels 1 and 2, *desirable* for impact level 3 and *optional* for impact level 4. Appendix 4 is a template to guide you in preparing your community engagement plan.



## 08 Deliver the engagement activities

This is where you put to use all the preparation you have been making and get to *meet* the community directly or indirectly, depending on your engagement method. Not only must you demonstrate the values of fairness, respect and inclusiveness, you must also be seen by the community to do so.

The community is the judge as to whether Council is an engaging organisation. This is the stage where you also pay attention to how representative the engagement is, i.e. are the participants representative of interested/impacted stakeholders? Who ought to be there that is absent? What additional step/s can be taken to obtain their response if necessary? You may want to consider a targeted follow-up engagement in this case. Always monitor the community engagement process for improvement.

Where any form of public meeting has been assessed to be the appropriate method of engagement, special attention needs to be paid to this. Some important things you may want to consider include:

- Arrange to use a safe and appropriate venue.
- Follow Council’s risk assessment procedure where required. Make health and safety a high priority.
- Use accessible venues. During promotion, request for persons living with disabilities to indicate their requirements and make necessary arrangements. Keep them informed.
- Ensure all necessary equipment is booked and working. Consider how those who are interested but can’t attend could participate through online technology where possible.
- Advise participants when a decision will be reached, who will be making the decision and when they can expect feedback. If there is opportunity for further questions, provide details of who to contact.
- If engagement activities include a meeting, think about people to help you with the following:
  - Set up and pack up.
  - Monitor attendance sheets and evaluation forms.
  - Chair the meeting.
  - MC.
  - Take notes and record proceedings/decisions.



## 09 Analyse the responses

Once you have gathered all the feedback at the end of the engagement activity or deadline, it is best not to delay with analysing the responses. For your analysis, keep your thoughts on the engagement purpose. The Glenorchy community is diverse and stakeholders don't all have the same needs, expectations or opinions on the same issue. It is your responsibility to collate all the information you have collected during the community engagement, make interpretations and draw conclusions on which to base your recommendations or subsequent action/s.

When analysing the responses;

- Look out for responses that may be invalid, e.g. someone filling out more than one survey, response from a non-stakeholder, etc.
- Pay attention to trends, e.g. what/who's response is similar or dissimilar?
- What previously unknown information has been provided?
- If you have collected both qualitative and quantitative information, consider feelings, not just facts and figures.
- Keep accurate records of the processed and unprocessed responses in line with Council's information management procedure, including details of attendees.
- Write a report as may be necessary, e.g. as part of a project report or to further engage the community.
- Adhere to the privacy policy of Council. Personal information of participants must be appropriately managed.
- Always remember, you are a master of the process, not the outcome.





## 10 Evaluate the process

Evaluation is necessary to assess the performance of the community engagement against its desired objectives. It also serves the purpose of continuous improvement of Council's community engagement practice. Most of the information you need to do the evaluation needs to be collected during the community engagement. This information is not actually about the engagement issue, but the engagement process.

It is a good idea to debrief with colleagues and other staff that participated in the process as they can provide additional insight into the process and what might be done better next time. Evaluation is about learning what worked well, what didn't work so well and what can be done better next time. The biggest room in the world is the room for improvement.

Issues to consider for your community engagement evaluation include but not limited to:

- Timing.
- Access issues.
- Inclusiveness and reach of the process.
- Facilitator's skills.
- Expert's knowledge or presentation.
- Adequacy/clarity of information provided by Council.
- Advertising.
- Engagement method.
- Feeling of satisfaction.





## 11 Feedback to participants

Unless you have provided feedback to participants in the engagement process, you have not concluded, i.e. closed the loop. Sometimes, feedback needs to be provided not only to participating stakeholders, but the whole community, depending on the issue. Providing feedback is one way to build/maintain relationships with the community. It is important to note that depending on the type of project or engagement being undertaken, providing feedback to participants or the community can take place at various stages during the engagement process. This helps to ensure participants are not disengaged for whatever reason. Always be ready to use the ongoing feedback to improve the current process.

When providing feedback:

- Thank the participants.
- Provide information on the process.
- Provide information on the decision reached, including when and by whom.
- Let the participants know how their views were considered and/or influenced the decision.
- Where necessary, give opportunity for further comments.
- Where necessary, use more direct engagement methods, e.g. personal email, letter.





# Appendix 1: Level of Impact Grid



Level of Impact	Category	Description	Criteria (one or more may apply)	Example
<b>Level 1</b>	High Impact LGA	<p>Issue has higher level of real or perceived impact on the whole or large parts of Glenorchy LGA.</p> <p>A community engagement plan is essential.</p>	<ul style="list-style-type: none"> <li>Existing or potential for conflict or controversy.</li> <li>High level of interest from the community.</li> <li>Potential to impact on regional or state strategies or direction.</li> <li>Significant impact on attributes that are valued by the City of Glenorchy, e.g. art, culture, multiculturalism.</li> <li>Any impact on health, safety and wellbeing of the broader community.</li> </ul>	<ul style="list-style-type: none"> <li>Community, strategic and annual plans.</li> <li>Significant Council policies/strategies/plans or by-laws, e.g. Access Plan, Multicultural Strategy, Capital Works Program, Environmental Management Strategy, etc.</li> <li>Major changes to City-wide services, e.g. waste management, child care, etc.</li> <li>Provision, removal or major changes to a regional facility or infrastructure, e.g. MAC, DEC, etc.</li> </ul>
<b>Level 2</b>	High Impact Local	<p>Issue has higher level of real or perceived impact on a specific suburb, local areas, community or user group.</p> <p>A community engagement plan is essential.</p>	<ul style="list-style-type: none"> <li>Removal or significant changes to a facility or service to a local community/user group.</li> <li>Existing or potential for conflict or controversy at a local level.</li> <li>High level of community or sectional interest.</li> </ul>	<ul style="list-style-type: none"> <li>Removal or relocation of local playground.</li> <li>Changes to valued youth activities.</li> <li>Major street work or road closure.</li> <li>Significant changes to car parking arrangement in local shopping centre.</li> <li>Development changes to sports grounds, parks or local facilities.</li> </ul>

Level of Impact	Category	Description	Criteria (one or more may apply)	Example
<b>Level 3</b>	Lower Impact LGA	<p>Issue has lower level of real or perceived impact on the whole or large parts of Glenorchy LGA.</p> <p>A community engagement plan is desirable.</p>	<ul style="list-style-type: none"> <li>• Potential for some controversy or conflict.</li> <li>• Potential for some, although not significant impact on regional or state strategies or direction.</li> <li>• Minor changes to recurring large scale programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Minor changes in customer service processes, e.g. rates payment, hours of operations, etc.</li> <li>• Minor changes to City-wide activities and services, e.g. Moonah Taste of the World Festival, NAIDOC Week, Youth Week, etc.</li> <li>• Review of community needs and plans, e.g. Capital Works Program review, community satisfaction survey, etc.</li> <li>• Non-contentious changes to fees and charges.</li> </ul>
<b>Level 4</b>	Lower Impact Local	<p>Issue has lower level of real or perceived impact on a specific suburb, local areas, community or user group.</p> <p>A community engagement plan is not required. Follow standard protocols.</p>	<ul style="list-style-type: none"> <li>• Minor changes to a facility or services at a local level.</li> <li>• Low potential for controversy or conflict at local level.</li> </ul>	<ul style="list-style-type: none"> <li>• Minor changes to local playground</li> <li>• Normal street works.</li> <li>• Changes in time and venue to a local community activity.</li> <li>• Development of a localised program, e.g. community garden, leisure program, etc.</li> </ul>

# Appendix 2: Stakeholder Groups Checklist



Aboriginal and Torres Strait Islander (ATSI) People	Suggestion
<ul style="list-style-type: none"> <li>• According the 2011 Census, 1,894 Tasmanians living in the City of Glenorchy identify as Aboriginal and Torres Strait Islanders (892 males, 1,002 females). This is 4.2% of the City of Glenorchy population.</li> <li>• The Muwinina (<i>mou-wee-nee-nar</i>) people are the traditional and original owners of the City of Glenorchy land area.</li> <li>• Like all communities, there is diversity of views within the Aboriginal community of Glenorchy.</li> <li>• Be aware of the history of local Aboriginal issues and the current issues of importance to Aboriginal community in Glenorchy.</li> <li>• It is essential to engage with Aboriginal and Torres Strait Islander people on issues that impact them and their communities directly or significantly. Some of these issues are:             <ul style="list-style-type: none"> <li>○ Aboriginal culture and heritage</li> <li>○ Funding and business opportunities</li> <li>○ Health, housing and education</li> <li>○ Land return</li> <li>○ Law and justice</li> <li>○ Service delivery</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Work on building partnership with Aboriginal communities, organisations and elders. Their guidance on the local protocols within their communities will be useful.</li> <li>• Make personal contact – take time to establish strong connections and build rapport.</li> <li>• Involve Aboriginal community members in the design and delivery of the engagement.</li> <li>• Be adaptable to change, actively listen and be respectful of traditions and cultures.</li> <li>• Understand the local issues.</li> <li>• Be sensitive to the personal and historical experiences of the people being consulted.</li> <li>• Important information might be shared informally, outside rather than in the meeting room.</li> <li>• Communicate effectively by ensuring that jargon, acronyms, technical speak or words that may have alternative meanings are not used. Use plain English.</li> <li>• Be mindful that Aboriginal people may be reluctant to attend formal, structured engagement events, so be flexible when setting dates, times and venues.</li> <li>• Consider arranging a Welcome to Country or Acknowledgement at significant community events or meetings.</li> <li>• For further information, read <i>The Tasmanian Aboriginal Community: A Guide to Engagement</i>, by the Department of Premier and Cabinet.</li> </ul>

## Business Community

- According to the National Institute of Economic and Industry Research (NIEIR), Glenorchy City's Gross Regional Product (GRP) is estimated at \$2.00 billion in June 2015, which represents about 8.1% of the Tasmania's Gross State Product (GSP).
- There are small, medium and large scale businesses in the City of Glenorchy, all playing vital roles.
- Industries are broad ranging and include manufacturing, retail trades, construction, hospitality, tourism, etc.
- Business owners and workers of businesses operating in the City of Glenorchy are stakeholders too.

## Suggestion

- The Moonah & Glenorchy Business Association is a good channel to link up with local businesses.
- Networking is valued in the community, thus engagement methods that bring businesses together can be considered.
- Social media and web-based information is utilised by many businesses.
- Be mindful about information that might be 'Commercial in Confidence'.
- Use plain English.

## Culturally and Linguistically Diverse (CALD) Communities

- According to ABS, 4,918 people who were living in the City of Glenorchy in 2011 were born overseas, and 22% arrived in Australia within 5 years prior to 2011.
- Furthermore, between 2006 and 2011, the number of people who spoke a language other than English at home increased by 1,015 or 44.4%, and the number of people who spoke English only increased by 734 or 1.9%.
- There is growing religious diversity.

## Suggestion

- Translation and interpretation is essential.
- Give consideration to those not literate in their own language – verbal engagement may be preferable in this situation.
- Be sensitive to cultural and religious understandings, e.g. gender roles, food requirements, etc.
- Work with agencies involved in settlement and multicultural services.
- Participate in community events and use venues multicultural communities are familiar with.
- Build relationship with community contact persons or key leaders. They can provide insight and help gain credibility.
- Tailored information sessions are useful, with bicultural workers in attendance to provide support.
- Use visuals as much as possible.
- Use plain English.

## Families with children and their carers

- According to ABS, 24% of households in the City of Glenorchy were made up of couples with children in 2011.
- Other family situations are represented in the city, e.g. couples without children, one parent families, working parents, etc.
- Children (under 12 years of age) require parents/carers consent.

## Suggestion

- Consider providing information through schools, child care services, maternal and child health centres, libraries, shopping centres and other community spaces/venues.
- Provide child care to enable parent(s)/carers to attend, where appropriate. Only persons with a valid Working with Children Check can work with children unsupervised.
- Make consultations child-friendly e.g. provide toys/child activity space.
- Use plain English.
- Consider having meetings after hours to enable working parents to attend after dinner with their family. Don't stay late into the night.
- Where decisions affect children, they should be incorporated into the community engagement process. A specific, age-appropriate engagement plan should be developed (the Children's Participation Charter will provide support for this).

## Older people

- According to ABS, 22.2% of Glenorchy residents were aged 60 years and over in 2011.
- The age group is made up of empty nesters and retirees (60-69), seniors (70-84) and older aged (84 and above).
- Frailty, disabilities, failing eyesight and mobility are common challenges.

## Suggestion

- Make engagement clear and simple.
- Written material needs to be in plain, large print (font 18) on sandy coloured paper.
- Hearing loops and portable microphones may be necessary.
- Consider using support services and care workers to assist them participate in interviews, surveys, group sessions, etc.
- Allow adequate time for communication.
- Use plain English.
- Provide assisted transport where possible.
- Availability of respite care for carers where possible.
- Use accessible venues, e.g. avoid venues with stairs.
- Conduct engagement at specific organisations, services or community groups frequently utilised by older persons.

### People with disabilities and their carers

- According to ABS, 3,095 people or 6.9% of the population in the City of Glenorchy in 2011 reported needing help in their day-to-day lives due to disability.
- Range of disabilities, including intellectual, sensory, physical, etc. require different forms of assistance to enable participation.

### Suggestion

- Allow adequate time for communication.
- Provide assisted transport where possible.
- Availability of respite care for carers where possible.
- Use accessible venues with accessible toilets.
- Special assistance required may include braille, sign language, audio cassettes, etc.
- Use plain English.
- Use locations suitable for guide dogs.
- Written material needs to be in plain large print (font 18) on sandy coloured paper.
- Emails and phone-in are quite useful methods.
- Advocates and support workers are vital to have around.
- Work with agencies working in the disability sector.

### Young people (12 to 24 years)

- According to ABS, 7,639 people or 17.2% of the City of Glenorchy's population were aged between 12 and 24 years in 2011.
- While most are in secondary/post-secondary schools, not all young people are attending schools.
- They are energetic, tend to be unconventional and influenced by their peers.
- Parents/carers consent required for young people under 18 years of age.

### Suggestion

- Use less formal approaches, i.e. let it be fun, relaxing and youth-friendly, e.g. incorporate music, games, arts, activities etc.
- Written materials should be catchy and colourful.
- Work with schools, youth workers and youth services providers the young people are familiar with.
- Take the engagement to them, e.g. use spaces young people hang out in with their friends.
- Provide incentives where possible to encourage participation.
- Use social media platforms.





# Appendix 3: Engagement Method Matrix

E = Essential, D = Desirable, O = Optional

Level of Engagement	Method	Level 1 High Impact – LGA wide	Level 2 High Impact - Local	Level 3 Lower Impact – LGA wide	Level 4 Lower Impact - Local
<b>Inform</b>	Advertisement	E	E	D	O
	Billboard, Banner, Poster, Signage	E	D	D	D
	Bill Stuffer and Rates Notice	D	E	O	O
	Bulk Messaging	D	D	D	O
	Direct Mail and Letter Drop	D	E	D	D
	Listserv and Email	D	D	D	D
	Local Radio and Television	D	D	D	O
	Media Release	E	E	D	O
	On-hold Telephone Message	D	D	D	D
	Phone banking and Robocall	O	O	O	O
	Printed Information Materials <ul style="list-style-type: none"> <li>• Fact Sheet</li> <li>• Brochure</li> <li>• Flyer</li> <li>• Newsletter</li> </ul>	D	D	D	O
	Public Display	E	D	D	D
	Reports	D	D	O	O
	Social Media	E	E	D	D
	Website	E	E	E	D

E = Essential, D = Desirable, O = Optional

Level of Engagement	Method	Level 1 High Impact – LGA wide	Level 2 High Impact - Local	Level 3 Lower Impact – LGA wide	Level 4 Lower Impact - Local
<b>Consult</b>	Comment Form and Post Card	D	D	O	O
	Discussion Paper	D	O	O	O
	Door Knocking	O	O	O	O
	Fairs and Festivals	O	O	O	
	Focus Group	D	D	D	D
	Forum, Briefing and Information Session	E	D	D	D
	Hotline and Phone-in	D	O	O	O
	Interactive Mobile App	D	D	O	O
	Interview	D	D	D	D
	Open House	D	D	O	D
	Poll	D	D	D	O
	Suggestion Box	E	D	D	O
	Survey	D	D	D	O
	Written Submission	E	E	D	O

E = Essential, D = Desirable, O = Optional

Level of Engagement	Method	Level 1 High Impact – LGA wide	Level 2 High Impact - Local	Level 3 Lower Impact – LGA wide	Level 4 Lower Impact - Local
Involve	Card Storming	D	D	O	O
	Citizen Panel	E	D	D	O
	Committee	D	D	O	
	Community Leaders	D	D	D	D
	Conversation Café	O	O	O	O
	Creative Arts Expression	O	O	O	O
	Open Space	O	O	D	O
	Participatory Editing	O	O	O	O
	Public Hearing or Inquiry	O	O		
	Public Meeting	O	O	O	
	Site Tour	O	D	O	O
	Stakeholder Networks and Interagency	E	E	D	D
	Working Group and Working Party	D	D	O	
Workshop	D	D	O	O	

E = Essential, D = Desirable, O = Optional

Level of Engagement	Method	Level 1 High Impact – LGA wide	Level 2 High Impact - Local	Level 3 Lower Impact – LGA wide	Level 4 Lower Impact - Local
Collaborate	Appreciative Inquiry	D	D	O	O
	Citizen Jury	O			
	Co-design	D	D	O	O
	Deliberative Poll	O			
	Dialogue and Round Table	D	D	O	O
	Elector Poll	O			
	Symposium	O	O	O	O



# Appendix 4: Community Engagement Plan Template



	<b>GLENORCHY CITY</b> Where ideas happen.	<b>COMMUNITY ENGAGEMENT PLAN</b>
<b>1. ABOUT THE PROJECT</b>		
<b>Title of Project</b>		
<b>Brief description of Project: (What is the purpose and timeline?)</b>		
<b>Key Issues: (Identify any current and historical issues that may have an impact on this project, especially if there are contentious issues)</b>		
<b>Community Engagement Objective/s: (What information do you need? What will you do with it? What outcomes are you after by this engagement?)</b>		
<b>Authorisation of Community Engagement:</b>		
<input type="radio"/> Council Resolution (Date of Council meeting) _____		
<input type="radio"/> Annual Plan (Identify Reference) _____		

- Legislative Requirement (Identify Act/Regulation) \_\_\_\_\_
- Other (e.g. Project Management) \_\_\_\_\_

**2. WHAT IS THE LEVEL OF IMPACT**

- Level 1 – High impact on Glenorchy LGA
- Level 2 – High impact on local area/group
- Level 3 – Lower impact on Glenorchy LGA
- Level 4 – Lower impact on local area/group

**3. WHAT IS THE LEVEL OF ENGAGEMENT**

- Inform
- Consult
- Involve
- Collaborate

**4. IDENTIFY STAKEHOLDERS TO BE ENGAGED**

<p><b>Council Stakeholders</b></p> <p>(* Please make aware of scheduled community engagement activities at the earliest possible time as a matter of courtesy)</p>	<p><input checked="" type="checkbox"/> Office of General Manager*</p> <p><input checked="" type="checkbox"/> Mayor and Aldermen*</p> <p><input type="checkbox"/> Special Committees (List, if applicable)</p> <p><input type="checkbox"/> Others (List, if applicable)</p>
--	--

<p><b>Community Stakeholders</b></p>	<p><input type="radio"/> Glenorchy wide</p>	<p><input type="radio"/> Service Networks</p>
--------------------------------------	---	---

<input type="radio"/> Local area/s (list) <input type="radio"/> Business community <input type="radio"/> Aboriginal and Torres Strait Islander (ATSI) community <input type="radio"/> Culturally and linguistically diverse (CALD) community <input type="radio"/> Families and children	<input type="radio"/> Young people <input type="radio"/> Persons living with disabilities and their carers <input type="radio"/> Other government agencies <input type="radio"/> Community associations/clubs/organisations <input type="radio"/> Older people <input type="radio"/> Other (List)
--	--

**5. ENGAGEMENT METHOD AND COMMUNICATION PLAN**

<b>Phase</b>	<b>Stakeholder</b>	<b>Engagement Method</b>	<b>Timeframe</b>	<b>Responsible Officer/s</b>
Pre Engagement Phase (What needs to occur prior to engaging with stakeholders?)				
<b>Phase</b>	<b>Stakeholder</b>	<b>Engagement Method</b>	<b>Timeframe</b>	<b>Responsible Officer/s</b>
Engagement Phase (How are you going to engage stakeholders?)				
<b>Phase</b>	<b>Stakeholder</b>	<b>Engagement Method</b>	<b>Timeframe</b>	<b>Responsible Officer/s</b>
Post Engagement Phase (How will you report back to stakeholders?)				

**6. EVALUATION**

Identify measures to evaluate engagement (e.g. attendance number, number of response, diversity, etc.). Consider the tool for the evaluation

**7. REVIEWED AND APPROVED BY MANAGER**

<b>Details for staff responsible for project</b>	Name:	Section/Department:	
	Position:	Email:	Phone Ext:
<b>Coordinator</b>	Sign:		
<b>Manager</b>	Sign:		
<b>Community Engagement Plan saved into ECM (under community engagement plans)</b>	<input type="radio"/> YES <input type="radio"/> NO		





## Appendix 5: Engagement Representativeness

Community engagement requires that those who are affected by or interested in an issue have the opportunity to participate in the decision making process. It is however not practicable for everyone who is affected or interested to participate in the process. The aim of Council therefore is to ensure that firstly, the community engagement process encourages the maximum participation of the broadest section of those affected or interested, and secondly that participants in the process represent the characteristics of those affected or interested.

Representativeness describes the level of how well or how accurately a smaller number of people reflect a larger group. When an engagement process gives a good indication of what the broader community believes, the engagement is said to be representative. Representative engagement may require undertaking both quantitative and qualitative types of engagement.

Qualitative engagement is exploratory and used to gain an understanding of underlying reasons, opinions, motivations and trends in thought. It provides insight into issues and helps to develop ideas. Data collected does not measure the number of responses and therefore its statistical validity cannot be determined. Data collection is often unstructured or semi-structured and includes methods such as focus group discussion, key informant interview, participatory editing, appreciative inquiry, co-design, etc. The sample size is typically small and respondents are often selected to fulfil a given quota.

Quantitative engagement is used to generate numerical data about observable issues that can be described or determined in mathematical forms such as percentages, averages, sums, etc. Data collected can be tested for validity and data collection is structured. Examples of quantitative engagement methods are surveys and elector polls. The higher the sample size, the more accurate and reliable the findings are in making inference for the population.

The following are some definitions to be familiar with:

- Population: All members of a defined group with common characteristics about which information is being collected to make a decision. This could be the whole of the City of Glenorchy, older adults, children, migrant women, dog owners, etc.
- Sample: A small group selected from a population by a defined procedure. Information collected and analysed about the sample allows inferences to be made about the population.
- Unit: An individual member of a population. When an individual member of a population has been sampled, it is generally referred to as a Sampling Unit.
- Sampling is the process of selecting a predetermined number of units from a population for the purpose of collecting information.
- Sampling methods refers to the rules and procedures by which some units of the population are included in the sample. Some common sampling methods are simple random sampling, systematic sampling, stratified sampling and cluster sampling.

To avoid a sample that is biased or unrepresentative, it is best to use a random sample. A random sample is a sample where each individual unit of the population has a known chance of being selected as part of the sample. Types of random samples are simple random sample, stratified random sample, cluster random sample and systematic sample. For example in a simple random sampling, each unit is chosen entirely by chance such that each individual has the same probability of being chosen at any stage during the sampling process.

Depending on the issue being considered during the community engagement, the engagement method to be used or other factors, it may be necessary to use a non-random sample. In a non-random sampling, individual units from the population are selected based on pre-determined criteria and some members of the population are less likely to be included than others. For example, setting up a working group or committee that require specific types of expertise will require selection based on some pre-conditions. It is advised that if non-random sampling is used during a community engagement activity, it should be accounted for. Examples of non-random samples are convenient samples, judgement samples, purposive samples, quota samples or snowball sample.

Another important feature to consider before making inferences about a population from the sample is the sample size. This is the number of individual units in the sample from which information is collected to make inference about a population. In surveys, sample size is important in determining the reliability of the survey. Larger sample sizes are needed for your survey to be reliable, especially if its findings are to be used to make inferences over a large population. For example, if you are conducting survey about car ownership in the City of Glenorchy and interview 10 people, 4 of who say they own two cars, your survey would imply that 40% of people in the City of Glenorchy own two cars, an unexpectedly high percentage.

It should be noted however, that it is the absolute size of the sample that is important, not its size relative to the population. The belief that the sample size should be based on a proportion of the population size, e.g. 5% or 10%, is incorrect. Survey response rate (the number of people who complete the survey divided by the number of people who make up the total sample group or the total number you invited) should however not be too low. Note that you can only calculate the response rate if you have a defined sample group. Generally, below 25% is considered a poor response rate and it is suggested that you aim to reach at least 40%. Response rate can be influenced by the sample group's motivation, level of interest, and how well the survey is designed, among other factors.

Representativeness of sample, sample size calculation and sampling techniques can be a complex subject. In some instances it involves determining the population size and factors such as margin of error, confidence level and standard deviation. There are many books and resources that can assist you in better understanding the subject. The website of the National Statistical Service ([www.nss.gov.au](http://www.nss.gov.au)) has useful tools in this regard. Contact Council's Coordinator Community Planning and Inclusion if you need help with determining the representativeness of your engagement method.





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