CITY OF GREATER GERALDTON COMMUNITY ENGAGEMENT FRAMEWORK MAY 2018

D-18-044897

Foreword

Mayor Shane Van Styn

I am pleased to present the City of Greater Geraldton's updated Community Engagement Framework. The City and Council have been engaging with the community in deliberative democratic processes since early 2010, which began with the 2029 and Beyond project. In early 2012, Council endorsed its first Community Engagement Policy and Framework to provide residents with the opportunity to inform Council decision-making. In late 2013 and early 2014, the City was the first Local Government in Australia to undertake a participatory budgeting process, #changesCGGcommunity, on its entire budget which included the 10 Year Capital Works Plan and our Range and Level of Services through the.

Our commitment to involve our community in the decision making process is ongoing and provides an opportunity for both Council and the community to share aspirations, discuss local issues and deliberate solutions to commonly recognised problems. The updated Community Engagement Framework is strengthened by the updated Community Engagement Policy, which ensures meaningful community engagement enables informed decision making in relation to strategic policy, planning and prioritisation of resource allocation.

We look forward to the continued implementation of the Community Engagement Framework as the City and Council know the best decisions about the projects, programs and services the City delivers are those made together with the community.

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The City of Greater Geraldton is the service centre of Western Australia's Mid West region and lies 420km north of Perth, with a population of over 41,000 and is perched on a spectacular coastline to the west and a vast inland area stretching eastward to include the town of Mullewa.

The superb positioning and Mediterranean climate make Geraldton a unique location to visit and live. Geraldton is a port city servicing the agricultural and the mining resource industries, with a world leading rock lobster fishery. The City of Greater Geraldton is the hub of the Mid West region with an expanding population. It is a thriving and sustainable regional city and is fast becoming a significant centre known internationally for its liveability, science, food production, renewable energy, mining and trade industries.

Introduction

Council has made a commitment to the community to ensure meaningful community engagement is integrated with the City's strategic planning, policies and activities and informs decision-making processes, which will affect their lives and the future development of the region.

Community engagement plays an important role in the planning and delivery of Council projects, services and facilities, which shape the future of our City.

Effective community engagement not only provides the City with an opportunity to strengthen its relationship with the community, but also enables Council to make informed decisions in relation to strategic policy, planning and prioritisation of resource allocation. It also provides an opportunity for both Council and the community to share aspirations, discuss local issues and deliberate solutions to commonly recognised problems.

When done in a meaningful way, community engagement will contribute to building trust between the community and Council and will lead to a more informed, connected and active community, all of which helps grow the social capital of our City region.

Strategic Context

The Community Engagement Framework provides the context in which to plan and implement a community engagement process for identified projects, strategies and decision-making processes. The Framework takes into consideration Council and Operational Policies including:

- Towards Sustainable Decisions CP1.1
- Youth Policy CP1.2
- Disability Access and Inclusion Policy CP1.4
- Community Engagement CP1.6
- Risk Management Policy CP4.7
- Social Media and Online Communications Policy OP033

The Community Engagement Framework was originally developed in 2012 to assist the City in undertaking community engagement activities with its diverse community. The framework aims at developing a consistent approach to community engagement, providing guidance on when and how to undertake engagement activities and what steps and processes should be considered. Specifically, the objectives of this framework are to:

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- Ensure community engagement is coordinated and integrated in a consistent manner across all directorates.
- Ensure standard engagement practices are implemented by staff and external consultants employed by the City.
- Strengthen the relationship and level of trust between the City, government stakeholders, service providers, local organisations and the community through ongoing community engagement.
- Ensure community views are understood and considered when developing Council plans, strategies, policies, projects and service delivery.
- Ensure the community has the opportunity to participate through inclusive and equitable engagement practices.
- Strengthen community connectedness by creating opportunities for the community to get involved with, and have their say on matters, which are important to them.
- Strengthen feedback and communication from Council so the community knows when and how their input has been considered in the decision making process.

While the framework aims at developing a consistent approach to community engagement across Council, some engagement or consultation activities may be a statutory requirement. The City acknowledges that these legislative processes are the minimum requirement regarding the public consultation processes and are to be utilised in conjunction with this document.

Local Context

The Local Government Act 1995 introduced new measures for Councils undertaking and reporting on community engagement activities in local government. The Act is intended to result in better decision making by local governments and greater community participation in the decisions and affairs of local governments. As such, it requires councils to develop a community engagement policy, a long-term community strategic plan and provide annual reporting on community engagement activities.

Where in the past it has been best practice for local governments to engage with communities, there is now legislative direction to ensure it happens across all local government areas.

Council adopted the Community Engagement Policy in February 2012 with the purpose of providing direction for its community engagement activities. The scope of the policy applies to: changes in strategic direction; developing new or reviewing existing strategies, plans and Capital Works; introducing a new or discontinuing an existing service; changing the way public spaces look or are used; a significant issue is raised with Council for deliberation; during the planning, development and delivery of major projects; and when we are required to do so by law.

The Community Engagement Policy encourages a principles-based approach to community engagement activities with each principle seeking to clarify the purpose of why Council engages with the community and how that engagement will occur.

The City of Greater Geraldton Strategic Community Plan 2017-2027 underpins Council's commitment to community engagement within the Governance pillar of the four pillars of sustainability.

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4. Governance:
We value an open and trusting relationship between the community, Local Government and other decision makers.

4.1 Community Engagement

4.1.1 Continuing to engage broadly and proactively with the community.
4.1.2 Promoting and celebrating the City's achievements.
4.1.3 Providing innovative and accessible customer service and information systems.

4.4 Financial Sustainability and Performance

4.4.2 Ensuring the City's long term financial planning delivers the community goals and aspirations in a sustainable and affordable manner.

4.5 Good Governance and Leadership

4.5.1 Strengthening the governance role of Councillors by informing, resourcing, skilling and supporting their role.

Council's Approach to Community Engagement

What is a 'community'?

A community is a group of people who have something in common. It may be location, interests, culture, language, beliefs, values or traditions. Individuals can be members of many communities. Communities can also identify and form around issues. These issues may magnify the similarities or differences of community members, which may result in the identification, and adoption of different methods and techniques when undertaking engagement.

What is Community Engagement?

The term 'community engagement' incorporates information sharing, consultation (seeking feedback) and active participation (involvement, collaboration and empowerment) between government and communities. Council defines community engagement as:

> *The process of working together with the community to address issues affecting their wellbeing and to identify solutions to commonly recognised problems. The process takes into consideration the aspirations, concerns, needs and values of the community and incorporates them in the decision making process. Community engagement is an outcome and is characteristic of democratic government.*

Community engagement does not replace Council's responsibility for decision-making. The purpose of gaining input from the community is to enhance and inform Council's decision-making processes.

Community engagement is a key part in the relationship between City staff, Councillors and the community.

The City recognises that community engagement is more than a communications and public relations exercise. It involves making connections with the community and enable every-day people to have the opportunity to be part of problem solving and decision-making processes that will affect their lives and the community as a whole. Engagement may include:

- Informing the community

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- Consulting with the community
- Involving the community
- Collaborating with the community
- Empowering the community

However, an empowered community, which equates to placing the final decision in the hands of the public, is not always possible in the Local Government context, as these are decisions that ultimately rest with, and are the responsibility of the elected Council.

What are the outcomes of Community Engagement?

- A better-informed community.
- Demonstration of commitment to open processes and transparency.
- Bridging the information gap between special interest groups and the broader community.
- Grow participation and response rates and the quality of community input.
- Enhance broader community understanding of issues and options.
- Mitigate the risks of inadequate information, incorrect information and misunderstandings.
- Demonstration of Council listening to the community by feeding back the final rationale for the choices made between options considered.

Principles of Engagement

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

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

a) **Open and transparent:** they are accessible and encourage participation with no hidden agendas.
b) **Genuine commitment:** there is a clear sense that there will be follow through and that the community will be kept informed on how input has been used to inform decision-making.
c) **Inclusive:** all voices and opinions are valued and considered. Participants should reflect the diverse needs of the community and include all communities of interest. Community demographics such as socio-economic disadvantage, gender, age, impairments and cultural background or beliefs must be considered.
d) **Consensus seeking:** in style and approach of the dialogue.
e) **Proactive:** an open, forward-looking process, using every engagement experience as a learning opportunity to improve community engagement practices will be implemented.
f) **Timely:** activities should be planned during the project planning stages to maximise the level of influence the community is able to have and ensure it is given genuine attention, appropriate resourcing and realistic timeframes. Engagement activities, where possible, should avoid school/public holidays and religious/cultural festivals. The time of day an activity is held must also be considered to ensure a broad range of people are able to attend.
g) **Access and equity:** barriers that may hinder awareness and communication including equitable access to participate; choice of engagement techniques; use of alternative formats

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and presentation of information; providing assistance with transport; childcare and communication aids (translating, visual support); and choice of venue should be considered.

h) **Value local wisdom:** the collective wisdom of various groups and individuals in the community is useful and important. Additional time, different techniques, communication tools, resources and supports may be needed so individuals or groups are able to participate and share their wisdom and expertise.

i) **Acknowledges past engagement:** the results of previous engagement are taken into consideration and built upon when re-engaging with the community.

Role of Council Representatives

Community engagement seeks to provide opportunities for the community to give input into decision-making processes. Council staff, consultants and Councillors who attend or facilitate engagement activities are there to provide background information, listen and assist the community to provide their input. Council representatives and staff should refrain from being participants in the process or expressing their professional or personal opinions, as this may skew the input provided by the community. When possible, internal engagement activities should be undertaken to enable staff to provide their input into decision-making processes.

How to use the Community Engagement Framework

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

- City of Greater Geraldton Community Engagement Policy CP1.6
- The steps outlined in this Framework for effective community engagement practices
- Appropriate use of community engagement processes and tools
- Issues and sectors you are working with
- Past experience and current activities
- Management requirements
- Professional judgement
- Available budget

The Community Engagement Framework is complemented by the Community Engagement Toolkit. The Toolkit contains descriptions and information on:

- Techniques for engagement including e-Engagement
- Techniques for providing participants with feedback
- Techniques for evaluating your engagement activities

Every community engagement process is unique. However, efficiency and quality of outcomes can be achieved by following consistent practices. This Framework builds on Council's past experience in community engagement and draws upon universally recognised best practice standards.

By working through the Community Engagement Framework, you will gain a thorough understanding of the principles behind good community engagement practice and be able to develop a plan for your own project. The Community Engagement Toolkit contains additional tools and tips to support you in the implementation of your plan.

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The Community Engagement Framework has been developed for City of Greater Geraldton staff, Council, and any external consultants working with the City, and provides guidelines on how to involve internal stakeholders, external stakeholders and the broader community in the decision-making process.

Engagement Levels, Triggers, Risks and Approvals

Why do people engage?

People engage with local government for many reasons, such as:

- An issue or initiative is affecting them or they are concerned it will affect them
- To raise an issue or discuss new and emerging trends
- To evaluate existing government services
- To protest a decision
- They are invited to participate in engagement
- They are employed by or are a member of an organisation where engagement is required
- They are an expert or knowledgeable in their field and want to make a positive contribution
- They may be seeking new services and support
- Changes to legislation are being made

A community is likely to become engaged when they are interested in an issue, are informed and believe their voice will be heard, considered and then acted upon.

What are the benefits of Community Engagement?

- Determines the level of support in the community
- Identifies new opportunities to collaborate, share resources and achieve outcomes more effectively
- Reduces the chance of decisions being overturned later on by public complaint
- May offer new perspectives or solutions
- Assists in the justification of Council decision making as per the Local Government Act
- Demonstrates a commitment to accountability and transparency
- Empowers citizens and promotes community involvement
- Assists in planning and prioritising options
- Fosters democratic dialogue among citizens
- Improves level, profile and efficiency of services
- Raises awareness of issues, risks and barriers whilst facilitating learning
- Reveals actual and potential problems
- Reveals community needs, wants, aspirations and priorities

The Community Engagement or Public Participation Spectrum

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

Council's approach to community engagement has been adapted from the International Association for Public Participation's (IAP2) Spectrum for Public Participation. This spectrum outlines five levels of

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community engagement, with the lowest level of engagement being 'inform', while 'empower' involves the greatest level of public participation in decision-making processes.

While the IAP2 Spectrum for Public Participation has been adapted for this framework, within the Local Government context, the highest level of 'empower' will rarely be achievable or appropriate. The spectrum notes that the level of empower places the 'final decision-making in the hands of the public', however, as elected representatives of the community, final decisions ultimately rest with and are the responsibility of the elected Councillors.

Public Participation Spectrum

Increasing Level of Engagement

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

**In the Local Government context, the highest level of 'empower' is rarely achievable or appropriate as the ultimate authority to make final decisions rests with the elected Councillors.*

Triggers for Community Engagement

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

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

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

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

Identifying Stakeholders

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

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

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It is important to facilitate the widest possible participation from stakeholders in your community engagement activity. It can be very helpful to get assistance from local community groups, and the City's Club Development and Community Development Officers in identifying stakeholders and how best to engage with them. The Communications Officer – Engagement can also help you identify stakeholders and appropriate ways of engaging with them.

Understanding Engagement and Risk

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

Technical or Financial risks:

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

Social risks from within the City:

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

Social risks from the Community:

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

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

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

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Engaging with Internal Stakeholders

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

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

- Lack of ownership of project or strategy
- Project delays costing time and money
- The perception by the community that different departments within council are operating in silos
- Potential to miss innovative and sustainable project outcomes

Communications and Engagement

Effective and timely communications regarding any community engagement activity is essential to success. It is important to note the method and frequency of communications undertaken with stakeholders regarding the engagement activity and its outcomes will vary from the method and frequency of communiction utilised to inform the broader community. The City recognises the important role stakeholders have in the engagement process and prioritises communication with them before the broader community is informed.

There are a wide variety of communications tools, marketing tools and channels the City utilises to inform the broader community which include both traditional and social media. Each tool and channel has its own timeframe and deadline therefore it is important in the planning stage of any engagement activity to work closely with the Corporate Communications team to determine graphic design requirements and advertising/marketing requirements needs to support and promote your community engagement activity. To streamline this process, a communications plan, including key communication messages, is developed in conjunction with the community engagement strategy as one cannot be implemented without the other.

Project Management Framework and Community Engagement

The City implements a Project Management Framework to plan, execute and evaluate projects. The Community Engagement Framework and the Project Management Framework are aligned, ensuring a strong community focus on all projects.

When deciding whether or not community engagement is required as part of a project or there may be an opportunity for the community to have their input you must consider the level of impact the project will have on the community (see APPENDIX 1 Community Engagement Procedure Flowchart).

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

- Background information, including outcomes of previous engagement
- Purpose, objective(s) and deliverables of the engagement activity
- The success criteria

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- The level of engagement as per the public participation spectrum
- List of all relevant stakeholders and tools to engage with them them
- Risks and mitigation/management startegies
- Specific engagement design and inclusions
- Timeframes and tentative dates for engagement and communications activities
- A communications plan including key messages and activity promotion

Contact the Communiations Officer - Engagement regarding the development of a community engagement strategy and communications plan.

Approvals

A Community Engagement approval process has been developed to ensure that community engagement is coordinated throughout the organisation and to avoid the occurrence of over engaging, which results in engagement fatigue.

It also ensures that engagement is integrated with the City's planning and policies; that risks are considered and mitigated; is implemented in a consistent manner; and will assist in strengthening the partnership between Council and the community.

All community engagement activities with the exception of ordinary statutory or planning processes must be approved by the Executive Management Team (EMT). All high-level engagement activities must also secure from EMT and/or Council a determination of the extent or degree of responsibility and level of accountability the community will be given in regard to the output and/or final decision making. The EMT/Council approval process is facilitated by the Communications Officer - Engagement. If you are unsure if your activity requires EMT approval contact the Communications Officer - Engagement for assistance.

The Corporate Calendar

When selecting a date for community engagement activities, a review the Corporate Calendar, located in TRIM folder GO/11/0008, is required to ensure potential dates do not conflict with previously scheduled meetings, events and activities. Once a potential date(s) has been indentified, enter a 'hold the date' into the calendar and include these dates in the EMT approval process. Once the community engagement has been approved, the 'hold the date' entry must be changed to 'approved and confirmed'.

Reporting and Evaluating Results

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

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

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

All community engagement activities undertaken by the City and Council are reported on annually.

In order to learn from and improve upon engagement activities, it is necessary to evaluate these activities. The implementation of a pre/post engagement activity survey is useful to obtain feedback from participants on the engagement process itself and if the process led to changes in their opinion of the City and Council. (See APPENDIX 5 Sample pre/post engagement activity survey questions)

Methods of Community Engagement

Tools and Techniques

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

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

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

Please see the Community Engagement Toolkit for a comprehensive description of the various tools or techniques and the objectives or outcomes each tool will help you achieve.

Contact the Communications Officer - Engagement for further advice and assistance in the selection of the right tools and techniques for your community engagement.

e-Engagement

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

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

- Various City Facebook pages. Use of these pages depends on the subject of your engagement activity.
- Facebook also provides a polling function that can be a useful tool to gauge community sentiment on a subject.
- The City also has a Survey Monkey corporate account (online survey tool).
- The City's website www.cgg.wa.gov.au offers dedicated project webpages.

If you would like more information on any of the abovementioned tools of e-Engagement contact Corporate Communications. The City has a Social Media Policy OP033 that guides the use and management of all City social media sites.

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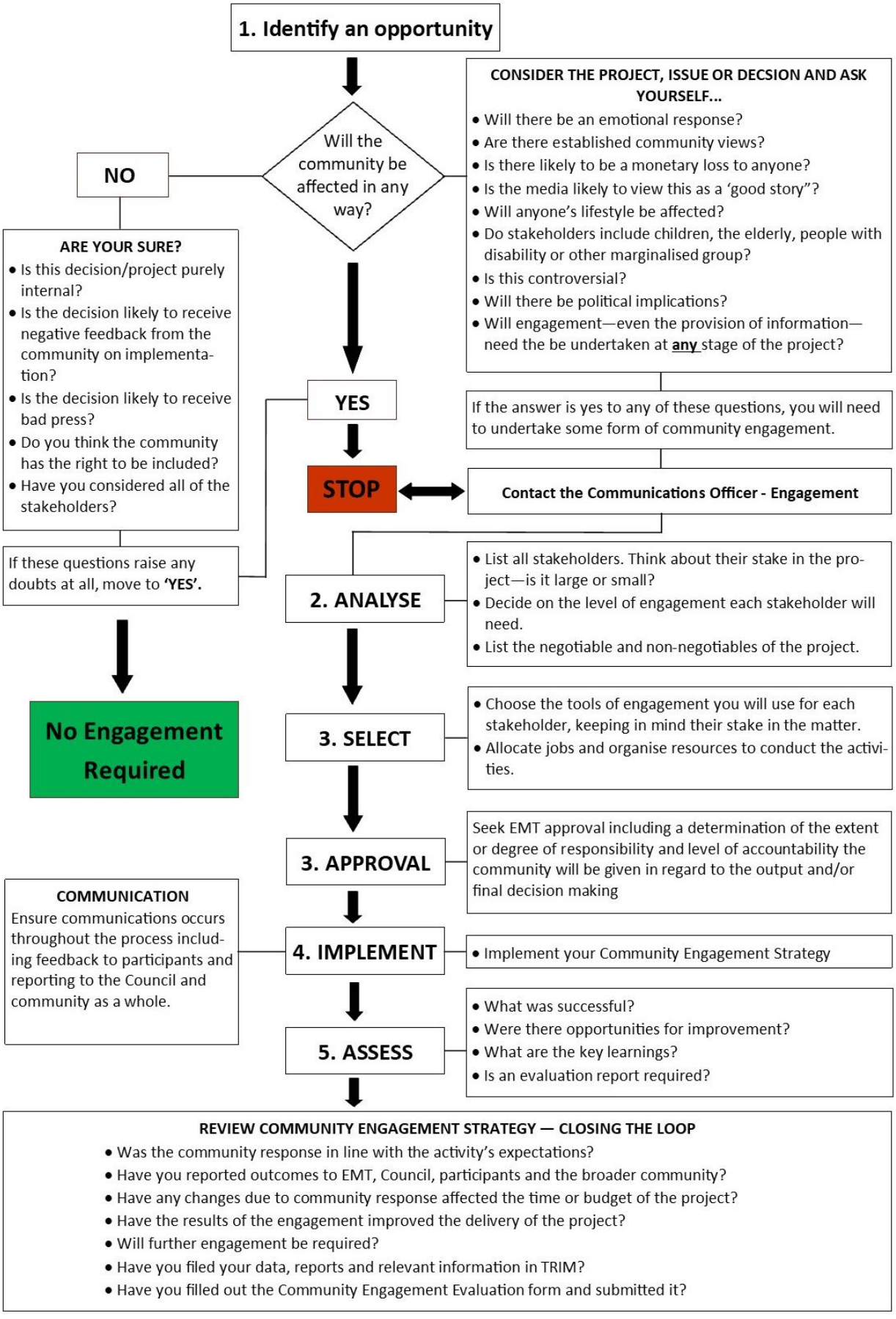
APPENDIX 1 Community Engagement Procedure Flowchart

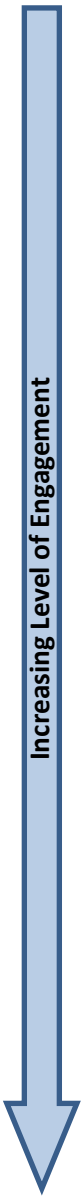


APPENDIX 2 Community Engagement Table of Techniques

Increasing Level of Engagement

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

APPENDIX 3 Public Participation Spectrum



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

*In the Local Government context, the highest level of 'empower' is rarely achievable or appropriate as **the ultimate authority to make final decisions rests with the elected Councillors.**

DRAFT

APPENDIX 4 Community Engagement Risk Matrix

Increasing Level of Risk

Increasing Level of Engagement

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

Increasing Level of Engagement

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

APPENDIX 5 Sample Pre/Post Engagement Activity Survey Questions

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

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

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

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

How valuable do you think it is for people to change or broaden their views as a result of workshops like this?	*Very valuable*	*Quite*	*Not very*	*Not at all*	*Can't say / not sure*
	☐	☐	☐	☐	☐

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

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

Do you have any other comments or suggestions about the workshop?

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