Acknowledgements

Sunshine Coast Council would like to acknowledge a number of individuals and groups who have contributed their thoughts, ideas and aspirations to the development of the Community Engagement Framework:

- Residents of the Sunshine Coast region who have participated and contributed to the engagement activities supporting this development
- All council staff who contributed their time and expertise to the development of the Framework
- International Association for Public Participation (IAP2) as a best practice framework for community engagement practice. Council acknowledges that the Community Engagement Model and the IAP2 Spectrum underpins this document and council commits to striving towards this internationally recognised standard.
- Engagement Plus Pty Ltd for developing the Framework on the basis of these contributions.

CEO Message

The Sunshine Coast is a great place to live, learn, visit and work. Our goal is to work in partnership with the community to co-create a region that is inclusive, connected and where opportunities are available for all. As articulated within the Sunshine Coast Community Strategy 2019-2041, we are committed to the vision of: Together we thrive.

Involving our community in council's decision-making processes is a fundamental step to achieving this vision. This Community Engagement Framework has been developed to set out a clear and effective approach to engaging with our community on matters which are important to us all, and to our region.

During the extensive community engagement program that informed the Community Strategy, the community told us they wanted council to be more visible in our community, and provide a diversity of ways to engage that enables people to influence matters that impact them. This demand for genuine community engagement has been a key contributing factor to council's renewed Community Engagement Framework.

This Community Engagement Framework sets out council's commitment to undertake engagement that is authentic, meaningful and fit for purpose. It will provide our community with genuine opportunities to have a say on matters and issues which are important to them.

Importantly, this Framework will see our organisation embrace the opportunity to be leaders in best practice community engagement. Our engagement initiatives will be premised on integrity, providing a consistent and transparent approach for how council designs and delivers its community engagement.

I look forward to seeing the Community Engagement Framework in action, and the conversations which will take place as a result. Most of all, I look forward to seeing a strengthening of the partnership between council and our community, and the contribution toward council's vision of being *Australia's most sustainable region: Healthy, Smart, Creative* by fostering a strong Sunshine Coast community.

Emma Thomas

Chief Executive Officer

ORDINARY MEETING AGENDA   **25 MARCH 2021**
Item 8.2   **Community Engagement Policy**
Attachment 1   **Community Engagement: Excellence in Engagement Framework**

First Nations Acknowledgement

Sunshine Coast Council acknowledges the Sunshine Coast Country, home of the Kabi Kabi and the Jinibara peoples, the Traditional Custodians, whose lands and waters we all now share.

We recognise that these have always been places of cultural, spiritual, social and economic significance. The Traditional Custodians' unique values, and ancient and enduring cultures, deepen and enrich the life of our community.

We commit to working in partnership with the Traditional Custodians and the broader First Nations (Aboriginal and Torres Strait Islander) community to support self-determination through economic and community development.

We wish to pay respect to their Elders – past, present and emerging, and acknowledge the important role First Nations people continue to play within the Sunshine Coast community.

Together, we are all stronger.

Sunshine Coast Council – Community Engagement: Excellence in Engagement Framework

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Our commitment to best practice engagement

Council recognises that the Sunshine Coast has a rich diversity within its local communities and that effective and appropriate community engagement is essential in making better informed decisions which are responsive to community needs.

What is community engagement?

The term 'community engagement' refers to any process that invites the community to contribute to decision-making and uses community input to assist in producing better informed decisions, more responsive services and enhanced outcomes. Supported through an active process of ongoing communication with our community, the sharing of information underpins all community engagement activities.

IAP2 has developed a standardised process to formally assess the quality of an engagement practice which impacts on critical decision making and the consequential implementation of those decisions. The IAP2 Quality Assurance Standard (the Standard) sets out a quality process by which engagement projects can be assessed. It is therefore important that practitioners are familiar with IAP's descriptions for "quality."

A Standard for Quality Engagement

A standard for quality engagement practice sets out an expectation for the quality of engagement projects and processes. A standard can assure the quality of engagement and can also be used to audit engagement practices. A Quality Framework based upon the IAP2's Quality Assurance Standard is explained later in this document.

Our community

The term 'community' refers to Sunshine Coast Council residents, ratepayers, and other users of council's services and assets, as well as key agencies and stakeholders holding a vested interest.

Council strives to promote equality of opportunity, to create an environment for all people to have their say and be heard, and to address barriers to participation. A range of communication channels and tools are used to encourage participation by the community. In addition to traditional channels, wherever possible, new and innovative ways of engaging and collaborating with the community are explored to attract wider interest, feedback and input.

It is recognised that every strategy, plan, project, service or program that the community is consulted on will have its own unique characteristics and requires a considered and tailored approach. It is not appropriate to engage the community on all matters, nor does the practice of engaging replace council's responsibility for decision-making. Where community engagement is incorporated into the decision-making process for a project's development and/or delivery, council will engage with the community in a manner and at a level that is appropriate to the subject being considered, and with an approach that is transparent and inclusive.

In council's efforts to achieve its vision of becoming *Australia's most sustainable region – Healthy. Smart. Creative*, effective community engagement plays a key role in establishing the relationships and outcomes required to collectively build this positive future for the region.

Sunshine Coast Council – Community Engagement: Excellence in Engagement Framework

Guiding Principles

Council is committed to advancing a culture of excellence that drives genuine, inclusive and transparent community engagement activities and outcomes. It is recognised that the planning, execution and evaluation of community engagement activities must be deliberately focussed and tailored towards the purpose and desired outcomes of individual projects. Thus, council's approach to community engagement will concentrate on a principle-based model, where engagement is:

Inclusive	Opportunities are available for all to have their say on issues that affect them, regardless of age, gender, culture, language, ability, income, location or education.
	Barriers to participation are reduced through:
	• providing information and feedback tools in a range of different formats and using plain English
	• proactively supporting and encouraging typically 'hard to reach' and disengaged communities to participate in decision-making
	• creating respectful and safe environments for people to have their say.
Innovative	Innovative technologies and approaches to engaging with the community are explored and utilised to complement and augment traditional engagement methods, to attract wider interest, participation and broader community views.
	Where appropriate, opportunities for ongoing dialogue with the community are used including the use of instantaneous feedback tools that seek real-time opinions and responses.
	Council is proactive in taking matters to the people and engaging the community in everyday environments.
Well-planned	Proactive and coordinated planning of community engagement activities ensures that:
	• the community are engaged in a timely manner, reflective of subject matter lifecycles
	• approaches to engagement are tailored to meet specific project and community needs
	• timely and effective outcomes are achieved.
	All community engagement activities are evaluated for their effectiveness, with learnings from each experience used and shared to improve approaches to future engagement initiatives.
	Council prioritises training and development offerings to build broad capability and facilitate continuous learning in community engagement practice.
Collaborative	Collaboration and partnerships with educational institutions, government stakeholders, service providers, community organisations, local businesses and the community are explored and initiated, where appropriate, to assist in influencing enhanced community engagement outcomes for the region.
	Council employees value the knowledge base of their fellow colleagues and proactively draw from these influences to generate new ideas and approaches.

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	Community engagement experiences and resources are promoted and shared to facilitate ongoing learning and improvement in community engagement administration, application and evaluation.
Transparent	Community engagement initiatives are open and clear, providing the community with: • a well-defined purpose • details of any project constraints • an understanding of the level of influence to inform decision-making, and • the objectives or outcomes that are being sought. Council will carefully consider and accurately represent the community's role and scope for influence in the decision-making process and reflect how community input has influenced decisions or outcomes.

Roles and Responsibilities

Council led engagement

Council's Executive Leadership Team and/or broader management team will decide the strategic and operational issues on which council will engage the community. Typically, these issues will be linked to an identified *Corporate Plan* priority, a significant emerging regional or divisional issue, or any other council planning or operational matter, and considering relevant legislated requirements. At all times, council will ensure its engagement activities do not conflict with statutory obligations.

Community led engagement

Council also acknowledges that residents and groups will initiate engagement processes in order to address issues and opportunities in their communities and at times they may advocate to council to undertake some action on these matters. In such instances, council will consider its role in relation to the matter and council may also engage with the community to determine a future direction.

In either situation there are different roles that Councillors and employees will have in the engagement processes:

Councillors	….have responsibility for engaging with their communities and within their designated portfolio areas as part of their core function. They also have a role in being an advocate for more formalised community engagement activities. Generally, Councillors may be involved in coordinated engagement activities that either impact on their division, portfolio or are of a strategic nature or are at a significant project or regional level.
Executive Leadership Team and council's	…. act as the key advocates in promoting and advancing the organisation's philosophy, coordination and commitment to a culture of excellence in engagement, and are responsible for approving community engagement projects.

broader management team	
Council employees	…. have responsibility for planning and delivering community engagement activities on agreed projects and activities.
Community Planning and Development Branch	…. is responsible for the core functions of guiding, coordinating and building capacity in community engagement processes and best practice outcomes, acting as a key advisor for the organisation's community engagement planning and operations.
Communication Branch	…. is responsible for corporate communications and supporting community engagement related activities for the organisation, including graphic design and campaigns.

Context of Engagement

The *Local Government Act 2009* requires council to uphold the principle of "democratic representation, social inclusion and meaningful community engagement". To facilitate this outcome, council is committed to engendering and embedding a culture of excellence in where community engagement is prioritised and central to how the organisation conducts its business. This is achieved by delivering community engagement that is meaningful, fit-for-purpose and which is inclusive, innovative, well-planned, collaborative and transparent.

It is generally the responsibility of project managers, in liaison with and upon approval by their relevant Manager and/or Group Executive, 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 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 manager and Manager and/or Group Executive based on the level of impact, time and resources available for each engagement process. Where the community has little or no influence on a decision or outcome, council may only inform the community of the decision or action undertaken.

Community engagement is most likely to take place when:

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

Mandatory engagement

The Local Government Act, the Planning Act, Queensland Cultural Heritage Acts, Commonwealth Native Title Act and the Queensland Health Act, and other legislation, sets minimum requirements for engagement on a range of matters.

Each of these requires consideration on an individual basis and based on the circumstances and subject matter involved. In some instances, council will go above and beyond the minimum requirements to gain a strong understanding of our community's desires to ensure we are achieving the best possible outcome for the community.

Limitations to engagement

While we look to engage our community when and where appropriate – there are times when engagement will be limited, and council may only inform the community of our decisions and actions. This will occur in situations when:

- Public health and safety are at risk
- Council is responding to an emergency
- An immediate resolution is required
- An initiative involves confidential or commercial information
- Developing or reviewing internal operational policies.

Governance context

Community engagement better enable council to achieve its strategic objectives through the many functional areas across council. For this reason, the Community Engagement Framework and associated Policy is linked to a number of other strategic plans for council. The following diagram illustrates the strategic and governance context.
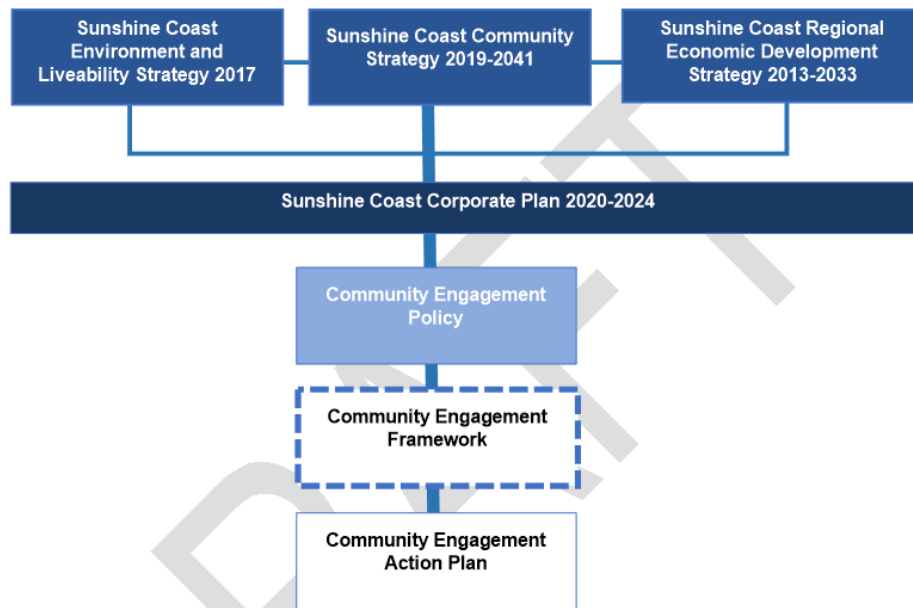

Figure 1: Community Engagement Framework: Strategic context

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Engagement Framework

The Sunshine Coast Council Community Engagement Framework (the Framework) comprises five stages:

1. Establish the intent
2. Explore the focus
3. Build the Plan
4. Implement and monitor
5. Report and evaluate

The Framework is based on a foundation of the underlying values and each stage has a series of steps to guide best practice. The figure below gives an illustration of the Community Engagement Framework.

Figure 2: Sunshine Coast Community Engagement Framework

Sunshine Coast Council – Community Engagement: Excellence in Engagement Framework

Each stage of the Framework has a series of steps to guide best practice and the cyclic nature of illustration reinforces that the planning and implementing of engagement can be ongoing as projects or initiatives go through a series of iterations.

An overview of each of the steps is outlined in the table below and explained in detail in the next section.

Sunshine Coast Council – Community Engagement: Excellence in Engagement Framework

Table 1: The Key Steps of the Community Engagement Framework

Stage	Key Steps
1. Establish the Intent Deciding to engage	1. Understand the background and context 2. Deciding to engage 3. Clarify the scope of the work (negotiables and non-negotiables)
2. Explore the Focus Determining who to engage with and why	4. Determine the overall purpose and goals of engagement 5. Understand who to engage with 6. Explore the roles of the stakeholders and their level of influence
3.Build the Plan Developing your engagement plan	7. Choose how to engage and communicate 8. Confirm resources and roles of those involved 9. Obtain relevant approvals for the Plan
4. Implement and Monitor Delivering your engagement	10. Getting the stakeholders and community ready 11. Starting the engagement 12. Monitor the progress
5. Report and Evaluate Closing the loop and learning from the engagement experience	13. Report on outcomes 14. Evaluate the engagement process and outcomes

A Community Engagement Planner template has been developed (see Appendix 2) to capture the information and assessments as each step in the practice framework is completed.

Engagement Practice

Stage 1: Establish the Intent

1 Understand the background and context

This first but vital step considers:

- the background to the project
- who holds experience and knowledge of context
- the issues and opportunities
- how important it is to the council
- what legal requirements may exist to consult
- what has been talked about so far
- what the community knows about the project already, and
- a sense of what the sentiment towards the project or issue might be.

Understanding the background and content also considers current trends, the political context and also the cultural context in which the project or issue sits, being mindful of relevant and differing 'world views' that may exist.

Involving a number of internal stakeholders and key external stakeholders to understand the background and to help explore the context is important and provides a comprehensive approach.

2 Deciding to engage

This step helps to determine if there is a need to engage and assists in helping to be more targeted with the engagement effort. Not all projects, issues and opportunities need a detailed engagement process. Some can be managed by a good communication campaign at an information level. The checklist on the following pages helps to assess whether there is a requirement or value in undertaking an engagement campaign. If the assessment is not to engage then suitable key messages will be necessary to support this outcome.

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Deciding to Engage Checklist

DO I **NEED TO CONSULT?**
Complete these simple questions and answer indicator and determine if you need to consult or not!
Start by answering the questions in column 1 - Complete the indicator by checking the score you obtain in column 2 then consider the matrix in column 3.

COLUMN 1

	YES	No
Q1. Is there a statutory (legal) requirement to consult?		
Q2. Will the community's involvement in the project/program contribute to (inform/direct/influence/affect), and/or enhance, the decision to be made or outcome to be achieved?		
Q3. Will the community benefit from being involved in the project/program (education, improved relations, community building and partnerships)?		
If you responded YES to any of the above 3 questions, please proceed to the questions below.		
If you responded NO to all of the questions, proceed to implement the project and prepare a communications plan.		

RATE YOUR RESPONSE TO EACH QUESTION AND TOTAL

Low= 1	Medium= 2	Medium/High = 3/ 4	High= 5

Q4. What level of influence/impact can community involvement have on the outcome/decision to be made?	
Q5. How would you rate the need for additional information required on the following issues to inform the outcome/decision?	
• Community values, attitudes and aspirations?	
• Community profile and demographics?	
Q6. How would you rate the risk to Council if the community does not get involved from the following aspects?	
• Social	
• Environmental	
• Economic	
Q7. How would you rate the potential financial impact of this project/program on the overall Council financial operations? (Consider the scale and longevity of the project)	
Q8. How would you rate the current or anticipated level of community interest on the project/program?	
Q9. In relation to community building and relationship development, how would you rate the potential of involving the community on the issues/project?	
Q10. From a city-wide perspective, how do you rate the project's impact on the community's future and that of future generations?	
Q11. How do you rate the level of impact of the project/program at a neighbourhood level?	
Q12. If Council did not involve the community in the project/program, what level of negative response would you perceive from the community?	
Q13. How would you rate the complexity and breadth of the consultation purpose, simple (low), complex (high)?	

COLUMN 1 – TOTAL SCORE	*(Now go to column 2)*

COLUMN2
CONSULTATION SPECTRUM

TOTAL FROM COLUMN 1
indicates the level of consultation on the spectrum (range) of consultation
↓

14–20	21–35	36–49	50–64	65–70
INFORM	**CONSULT**	**INVOLVE**	**COLLABORATE**	**EMPOWER**

Council's Goal:

To provide the public with balanced and objective information to assist them in understanding the problems alternatives, opportunities and or solutions. ↓	To obtain public feedback on relevant issues, alternatives and or decisions to be made. ↓	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. ↓

Council's Promise to the Community:

Council will keep the public informed. ↓	Council will keep the public informed, listen to and **acknowledge** their concerns and **Aspirations** ↓	Council will work with the public to ensure that their concerns and aspirations / ideas are reflected in the alternatives developed. ↓	Council will look to the public for direct advice and innovation in formulating solutions and incorporate their advice and recommendations into the decisions to the maximum extent possible. ↓	Council will **implement what the public decide.** ↓

COUNCIL MAINTAINS DECISION MAKING			**PUBLIC CAN HELP OR MAKE THE DECISION**	

(Now go to column 3)

COLUMN3
INVOLVEMENT INDICATOR

Level of Consultation

70 65	Advisory committee E - Voting	**EMPOWER** Taskforce Reference group	Citizen juries Referendum Voting
64 50	Focus groups Planning groups	**COLLABORATE** Workshops/ planning Telephone survey	Deliberative panels Forums Debate
49 36	Web discussion Surveys	**INVOLVE** Workshops Project teams Committees	Festival submissions Random telephone (sample)
35 21	Display Feedback sheets	**CONSULT** Survey/ feedback Ideas Day Competitions	Forums Focus groups Meetings
20 14	Socials Media release Flyers	**INFORM** Info sessions Website *(Consultation not recommended)*	E-newsletters Letterbox drop Public Notice

INFORM

LIMITED	WELL RESOURCED

LEVEL OF RESOURCES

This checklist is also detailed at Appendix 1.

3 Clarify the scope of the work

This step helps to clarify the specifics of the project, issue or opportunity, any parameters that need to be considered such as minimum legislative requirements or industry standards. When council is leading the engagement, this step helps to separate out those aspects that are negotiable from those that are non-negotiable. It helps determine the focus of the project, issue or opportunity that will become the focus of the engagement.

Where the engagement is being led by the community, this step is needed to determine how the focus of the engagement effort is relevant to council's own business and to make a fair assessment of the role for council.

Projects or issues and opportunities will have their own stages of workflow that will guide the engagement sequence, or the logical order in which the engagement activities might flow. It will be important to have established criteria to assess options that are explored and support an effective decision-making process. Similarly, it will be useful to have some understanding of the expectations of the decision makers when planning the engagement process.

Some considerations include:

- Clarify the roles of the different decision makers involved in the matter, and when and how they will make decisions
- Consider if there are other external decision makers involved (e.g. State government)
- Clarify legislative requirements for consultation
- Clarify the perspectives and expectations of internal stakeholders, decision makers, and key external stakeholders.

Finally, this step should also include the development of a scoping statement that articulates the essence of the project or work piece and helps frame what the community and stakeholders are contributing to. Scoping statements are used whenever the project or work piece is referenced or written about. They appear in most of the communication collateral that are used and provide a clear focus on the breadth and scale of the engagement.

Some examples of scoping statements include:

"To review the Region Planning Scheme in line with the State Planning Policy by December 2019."

"To develop a safe swimming option for the Northern Beach area within the next 18 months."

Stage 2: Explore the focus

4 Determine the purpose and goals of engagement

This step focuses on describing what we are trying to achieve by the involvement of the stakeholders and the broader community in the delivery of the project or the making of the decision. It offers the rationale of how the engagement of the stakeholders specifically relates to the project or decision in an integrated way.

Scope: Focuses on clarity of the project or work to be done

Purpose: Focuses on why you would involve stakeholders and community in contributing to the project or work piece.

The table below sets out some examples of purposes of engagement:

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Table 2: Samples of engagement purposes

Purposes of engagement	Tick those that apply
Inform the community about the project and processes to engage	
Meet legal obligations to engage the community	
Understand the reactions and implications of a proposition	
Generate some options and new ideas in relation to a problem or opportunity	
Develop or renew a policy, strategy or plan	
Build community capacity	
Encourage behaviour change or compliance	
Develop a social licence to operate	
Develop community resilience	

The engagement purpose is an important reference when planning and implementing the evaluation activities.

5 Understand who to engage with

This step explores the appropriate and relevant stakeholders who should be involved in the engagement process. Stakeholders refer to any person or group of persons who have or feel they have an interest or can affect or be affected by an issue or a decision.

Identification of key stakeholders is vital to the success of the project and can involve members of the community (external stakeholders) and employees and Councillors (internal stakeholders).

The illustration below is a guide to some of the stakeholder groups in the Sunshine Coast that you may consider for your community engagement process depending on the issue being considered.

- Ratepayers
- Geographic communities
- First Nations Traditional Custodian Groups
- First Nations communities
- Business community
- Culturally and Linguistically Diverse communities
- Faith groups
- Service providers
- Sports clubs
- Community/social groups
- Environmental groups
- Other government agencies
- Elected representatives
- Council employees
- Special interest groups
- Council's statutory and advisory committees
- User groups
- Reference groups
- Aged based groups
- Peak bodies and industry groups
- Media

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- Educational institutions (e.g. University of the Sunshine Coast, TAFE Queensland)

A checklist to prompt the identification of internal and external stakeholders has been developed (see Appendix 3) and also a checklist for identifying potential barriers for people who may be harder to reach has been developed (see Appendix 4).

Once identified then consideration needs to be given to those stakeholders who may be hard to reach or not heard from frequently (see the Appendices for specific guidance on special interest groups). A form of analysis of the stakeholders is then important to understand the roles that the stakeholders may have in the engagement.

Initial Listing of Stakeholders → Consideration of Hard to Reach sectors → Stakeholder Analysis

The Sunshine Coast 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.

6 Explore the roles of the stakeholders and their level of influence

The previous five steps help to shape what is appropriate in terms of the community and stakeholder's role in relation to the project or work piece and how much influence they will have on the outcome. 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.

The IAP2 Spectrum of Public Participation (the Spectrum) depicts the 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 potential role of the public in the engagement process. It is important to note that the Inform level of participation runs in parallel and underpins all levels of engagement.

Table 3: IAP2 Spectrum of Public Participation (adapted)

		Level of Engagement	Public Participation Goal	Council's Promise	Role of community
Increasing Levels of Public Participation	Keeping the stakeholders and community INFORMED - To provide the public with balanced and objective information to assist them in understanding the problem, alternative, opportunities and/or solutions.	Consult	To obtain 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 Provide feedback
		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 ad provide feedback on how public input influenced the decision.	Actively 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 the final decision making in the hands of the public.	We will implement what you decide.	Decide

The Spectrum is a tool to help determine the role of the community and stakeholders in the engagement processes, however some important points are:

- Different stakeholders may have different levels of influence, depending on their level of interest and impact of the project or work piece, and
- Different levels of influence can be attributed to the different stages of the project method or workflow.

Stage 3: Build the plan

7 Choose how to engage and communicate

This step enables you to identify and develop the appropriate methods to engage the community and stakeholders. Choosing the appropriate methods enables council to be inclusive, transparent, responsive and fulfilling the engagement goals. There is a vast array of engagement methods as detailed in the Engagement Method Matrix (see Appendix 5), however deciding what methods to use for your engagement will be shaped by the following factors from the earlier steps:

Table 4: Implications of planning steps to guide method selection

Planning step	Implications for method selection
Understand the background and context	What is the engagement context? Does the following exist: • Legal requirement for certain methods • Low trust • Low interest • High complexity • Tight timeframes • A need for new solutions • Hard to reach audiences • High emotion or outrage • Strong political interest or involvement • A need to understand the community better
Clarifying the scope of the work	Are there certain methods that are more likely to suit the focus of the work? For instance, deliberative processes are useful when there is complex information to consider and diverse views.
Understand who to engage with	What methods are accessible for the target audiences? Is there a need for broad community involvement or smaller scale engagement? Are there methods needed to explore strong and diverse views about the topic?
Determine the overall purpose and goals of engagement	What methods will meet our engagement goals? If the purpose is to generate options and new ideas, what methods will help create new thinking?
Explore the roles of stakeholders and their level of influence	What methods suit the level of influence on the Spectrum?

Once possible engagement methods are selected, the sequencing of the methods is considered against the project stages or workflow, with some methods being run throughout the process and others occurring at certain stages.

8 Confirm resources and roles of those involved

This step is about assessing and harnessing the resources needed to implement the engagement plan. The following table details the key factors to be considered.

Table 5: Resourcing the engagement

Time	Cost
• What timeframes are critical for the project delivery or work piece • What time is available for the engagement? Consider time for approvals, minor setbacks and what else is happening in the community and council. • Allow time for activation of the engagement, encourage participation, disseminate information and allow the community to make a considered response. • Are there timeframes stipulated in relevant legislation?	• What budget has been allocated for the engagement? • Does council have the necessary resources to implement the engagement? • Are there potential partners to assist with the implementation of the engagement? • Consider the number of persons and skill level required to implement the engagement
Goals	**Quality**
• What are the targets for levels of participation?	• Does council have the capability to implement and manage the engagement?

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• What are the critical success factors for the engagement? • How significant is the project or workpiece to the council, the stakeholders or partners?	• Will the planned engagement activities meet the engagement goals? • Will the chosen methods suit the level of interest of the stakeholders and communities?

Project team roles and responsibilities

As part of planning the engagement:

- Identify the council employees involved – whether as a member of the project team or important stakeholders
- Allocate roles and responsibilities
- Brief team members and ensure roles and responsibilities are explicit and agreed to
- Clarify lines of communication, reporting and approval within and for the project team
- For more complex projects consider mapping the project structure and approval processes and identifying all decision makers and their responsibilities
- Establish ongoing monitoring, meetings and reviewing with the team and relevant staff.

9 Obtain approval for the plan

This step enables you to bring together all the important components of the engagement planning to seek endorsement and commitment from relevant decision makers (which may include external government agencies). The information gathered in the steps one to eight of the Framework are what you need to prepare the Community Engagement Plan (the Plan), provided at Appendix 2. Depending on the scale and complexity of the project and the engagement, the Plan can be modified to suit these different contexts.

The Plan is to be signed off by the relevant manager and/or Group Executive, or CEO (where required) prior to the commencement of the community engagement process.

Stage 4: Implement and monitor

10 Getting the stakeholders and community ready

This step focuses on the activation of the engagement or getting your audiences ready to contribute to the engagement process. It involves promoting the engagement activities, disseminating information and encouraging participation so that the community and stakeholders are well primed to provide a considered response.

We need to think about our audiences and what level of awareness that they may have about our project and intention to engage:

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Audiences who are unaware of the project and our intention to engage.

Audiences who are aware, ready and interested.

Audiences who are aware and highly passionate to be involved.
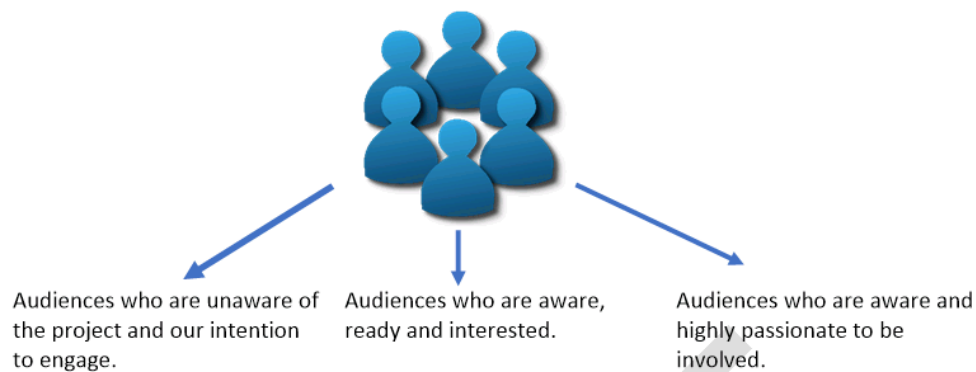
We also need to think about the legacy of what has been communicated previously and how this has impacted audiences. Misinformation or ill-informed perceptions of the past may need to be remedied in planning the communication messages now and for the future.

Activation efforts can include, but are not limited to:

- Networking
- Advertising – range of media
- Council's publications
- Social media including use of video material
- Council's 'Have your say' website for accessing information
- Direct mail
- Emails to key project stakeholders
- Yammer
- Internal communications (CEO newsletter)
- Corflute signs near the project location (if appropriate)
- Printed material at libraries, council venues etc.
- Council owned electronic billboards.

Consult with the Communication Branch to determine the most suitable communication channels to appropriately activate an engagement project.

11 Starting the engagement

This step relates to carrying out the activities contained in the Plan. A standard process of project management and team management is required to oversee the engagement activities. Tracking and reporting on progress of the project and reporting to the project team and decision makers will be necessary throughout the delivery.

The following factors will be important to consider during the implementation of the Plan:

- Use of event and static display checklists – provides an overview of event logistics that will ensure consistent practice of event activity including branding, banners, catering, promotion and VIP procedures
- Relevant workplace, health and safety procedures for working safely in public spaces
- Relevant media management policies if media contact is sought or triggered
- Keeping stakeholders and the community up to date with engagement opportunities

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- Keeping decision makers up to date with the engagement implementation.

12 Monitor the progress

This step relates to monitoring the implementation of the Plan and how the community and stakeholders are responding to the engagement opportunities. This is the stage where we focus on the following elements and ask ourselves critical questions:

- The profile of who is participating
    - Are the participants representative of interested/impacted stakeholders?
    - Who ought to be there and isn't?
    - What additional steps can be taken to obtain their response if necessary?
- Monitoring changes in the context of the project
    - Are there any changes in circumstances about the project?
    - Does this trigger new stakeholders?
- Preliminary feedback from community and stakeholders
    - What themes are emerging and is there any testing of these ideas that need to occur?
    - Are there divergent ideas emerging that may require a different response?
    - Is the feedback meeting the objectives of the project or workpiece or do we need to change our approach to get a great depth?
    - What is needed to respond to concerned people?
- Monitoring the budget for the engagement
    - Is the expenditure on track with the planned budget?
    - Are there savings that could be used to bolster the engagement activities?
- Monitoring compliance with legislated requirements
    - Have the required activities been carried out?
    - Is there documentary evidence that these activities have been carried out?

Modifications to the engagement processes need to be recorded so that they can be considered in the evaluation and reporting stages.

Stage 5: Report and evaluate

13 Reporting on outcomes

This step is about managing the data that emerges through the engagement processes and 'closing the loop' with the community and stakeholders so that they know how their contribution has informed the project outcomes or decisions made.

Some factors to consider when managing data:

- Keep accurate records of the processed and unprocessed responses in line with council's information management procedures
- Look out for responses that may be invalid, i.e. incomplete responses, repeat contributors where identifiable
- Pay attention to trends in the data, e.g. what responses are similar and dissimilar?
- What previously unknown information has been provided?
- If you are collecting both qualitative data and quantitative data, consider the sentiment that is emerging, not just the facts and figures

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- Consider what systems or platforms are needed to collate and analyse the data, e.g. Excel spreadsheets, Survey Monkey
- What timing and formats are important on reporting outcomes for decision makers and the community and stakeholders?
- Closing the loop with internal stakeholders.

There are a number of reasons for reporting on the outcomes from the engagement and it can be done in a number of different ways. Some of the objectives for reporting on outcomes are:

- To communicate what has been learned from the iterative stages of the engagement process and to encourage further participation as the project progresses
- To communicate how input from the stakeholders and community has been considered in the final outcomes for the project
- To demonstrate transparency of the decision-making process
- To communicate the decision or outcome itself and how this will be implemented for the future

Being thorough with reporting on outcomes and closing the loop with the community and stakeholders helps to build trust.

14 Evaluate the engagement process and outcomes

This step involves the assessment of the performance of the community engagement activities against the specific engagement goals and the overall engagement principles. Evaluation serves the purpose of continuous improvement of council's community engagement practice.

Evaluation begins with the establishment of success criteria in Step 5 and should consider the context and purpose of the engagement. Evaluation should be commensurate with the extent, and the importance of the engagement task.

An approach to developing evaluation criteria is to consider three types of criteria[1]:

1. Process criteria – how well the method was designed and implemented
2. Acceptance criteria – how well the public and stakeholders accepted the process
3. Outcome criteria – what was achieved

The table below provides some guidance on possible criteria to use in a formal evaluation process:

Table 6: Community engagement evaluation criteria

Types of Evaluation Criteria	Focus	Specific criteria to be measured
Process criteria – how well the community and stakeholders accepted the process?	Resource allocation	• Participants have the necessary information, human, material and time resources
	Task definition	• Participants are clear about the task, the scope, and the output of the method
	Structured decision-making	• An appropriate process for decision-making is used, and communicated clearly so participants understood how and why a decision was made
	Cost-effective	• The method produces valuable data compared to the cost of collection.

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[1] Based on work by Rowe and Frewer (2013) – Science, Technology & Human Values, July 2013

Acceptance criteria – how well the methods were selected and delivered?	Representative	• The participants are a representative sample of the affected or interested public
	Independence	• Independent and unbiased
	Early involvement	• The public is involved as soon as possible
	Influence	• The feedback or input impacted on the decision
Outcome Criteria – what was achieved?	Quality of the decision	• The decision provides a feasible solution to the community engagement project
	Rational goals	• The method achieves the goals set
	Sustainability	• The decision was sustainable and implementable
	Transparency	• The process of the method and the decision-making is transparent to the community
	Relationships	• The process supported positive relationships and acknowledged conflicts and worked through the conflict in a constructive manner
	Valued	• Participants felt their contribution was valued

The above criteria can be reframed as questions and then used as options within evaluation tools such as feedback forms, post engagement interviews or sentiment registers at events. An Evaluation Planning template has been developed (see Appendix 6).

The Quality Framework and the specific standards as set out in the following section is an important reference for establishing evaluation measures.

Quality Framework

IAP2 has developed a standardised process to formally assess the quality of an engagement practice which impacts on critical decision making and the consequential implementation of those decisions. The IAP2 Quality Assurance Standard (the Standard) sets out a quality process by which engagement projects can be assessed. It is therefore important that practitioners are familiar with IAP2's descriptions for "quality."

Included in the Standard are the IAP2 Core Values. For each Core Value a set of criteria has been developed that describes the industry expectation of quality application. The table in the following pages provides a summary of these descriptions for the level of quality achieved depending on evidence presented.

Quality Assurance Standard (adapted from IAP2's Quality Assurance Standard, 2015)

Core Value	Indicators	Level of Quality		Evidence
		Emerging	Exemplary	
1 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.	Clear problem statement.	A problem statement / purpose of engagement has been developed and provided to stakeholders.	A problem statement / purpose of engagement has been developed in collaboration with stakeholders.	Decision making framework developed.
				Challenges and decisions to be made are published.
	Decision making process clearly communicated.	Decision making process communicated to stakeholders.	Decision making process communicated to stakeholders via with stakeholders preferred communications channel.	Governance structures within the decision-making body are communicated to stakeholders.
				Communications with stakeholders are recorded.
	Affected stakeholders have been identified.	Affected stakeholders have been identified.	Affected stakeholders have been identified and means of expanding the stakeholder base throughout the process have been considered.	Minutes of meetings are recorded.
				Etc.
2 Public participation includes the promise that	Appropriate level of engagement has been endorsed by decision maker.	A level of engagement has been identified by the decision maker.	Stakeholders are involved in establishing the level of engagement.	Communications to stakeholders' outline level of influence.

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the public's contribution will influence the decision.	Level of stakeholder influence clearly communicated to stakeholders.	Stakeholders are informed that their input will influence the decision-making process.	Stakeholders are informed of what aspects of the decision-making process can be influenced and which cannot be influenced.	
3 Public participation promotes sustainable decisions by reconising and communicating the needs and interests of all participants, including decision makers.	Understanding of participants values and interests	No demonstrated understanding of stakeholder interests and needs.	Barriers to participation have been identified and efforts made to overcome them.	Techniques aligned to stakeholder interest and level of engagement.
	Engagement techniques identified to support interests and needs.	Demonstrated understanding of stakeholder interests and needs.	Knowledge of stakeholder interests and needs are based on stakeholder input.	Stakeholders engaged to identity values and interests.
4 Public participation seeks out and facilitates the participation of those potentially affected by or interested in a decision.	Participation opportunities enable contribution.	Existing resources and networks have been effectively utilised.	Stakeholder input sought for engagement methods. Project sponsor facilitated additional support resources.	Stakeholder participation requirements have been identified. Blocks to participation have been identified and overcome.
	Thorough stakeholder analysis completed.	Initial stakeholder analysis conducted.	Iterative stakeholder analysis conducted.	Stakeholder requirements are revisited through the project.

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5 Public participation seeks input from participants in designing how they participate.	Dialogue between representatives on the most suitable way of engaging participants.	Reasonable efforts have been made to seek feedback on the potential engagement processes with all stakeholder groups.	Project sponsor has enabled the participants to have a key role in determining the engagement processes and techniques.	Demonstrate how the stakeholders influenced the process for the project.
6 Public participation provides participants with the information they need to participate in a meaningful way.	A balanced set of information has been provided.	Balanced information provided reflecting all sides of the argument relating to the decision to be made.	Expert, objective and independent content has been openly made available to all participants.	The range, quality, format and timing of materials that are made available to inform participants in advance of the engagement process.
	Communication tailored for audiences and channels appropriately identified.	A range of communications channels are offered based on good practice and previous experience.	Stakeholders have been actively engaged to identify appropriate communications channels.	Stakeholders are engaged in shaping the form and content of materials.
				Records of meetings and correspondence.
7 Public participation communicates to participants how their input affected the decision.	Clearly demonstrate how participant input has influenced the process.	All feedback is collated and made freely available to the participants.	Opportunities are provided to explore the feedback in depth, discuss its implications and determine the future steps.	Statement of feedback promised to all participants.
				Processes identified for feeding back the results to the stakeholders.

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References

Sunshine Coast Council *Draft Community Engagement Policy*, 2019

International Association for Public Participation, 2019. IAP2 Public Participation Spectrum
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International Association for Public Participation, Quality Assurance Standard 2015

Rowe, G and Frewer, L, Public Participation Methods: A Framework for Evaluation, *Science, Technology & Human Values*, July 2013.

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Appendices

Contents:

1. Deciding to Engage Checklist
2. Community Engagement Planner
3. Internal/External Stakeholder Checklist
4. Hard to Reach Stakeholders/Barriers
5. Engagement Methods Matrix
6. Evaluation Planning Template
7. Community Engagement Outcomes Report

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APPENDIX 1: Deciding to Engage Checklist

DO I NEED TO CONSULT?
Complete these simple questions and answer indicator and determine if you need to consult or not!
Start by answering the questions in column 1 - Complete the indicator by checking the score you obtain in column 2 then consider the matrix in column 3.

COLUMN 1

	YES	No
Q1. Is there a statutory (legal) requirement to consult?		
Q2. Will the community's involvement in the project/program contribute to (inform/direct/influence/affect), and/or enhance, the decision to be made or outcome to be achieved?		
Q3. Will the community benefit from being involved in the project/program (education, improved relations, community building and partnerships)?		

If you responded YES to any of the above 3 questions, please proceed to the questions below.

If you responded NO to all of the questions, proceed to implement the project and prepare a communications plan.

RATE YOUR RESPONSE TO EACH QUESTION AND TOTAL

Low= 1	Medium= 2	Medium/High = 3/ 4	High= 5
Q4. What level of influence/impact can community involvement have on the outcome/decision to be made?			
Q5. How would you rate the need for additional information required on the following issues to inform the outcome/decision?			
• Community values, attitudes and aspirations?			
• Community profile and demographics?			
Q6. How would you rate the risk to Council if the community does not get involved from the following aspects?			
• Social			
• Environmental			
• Economic			
Q7. How would you rate the potential financial impact of this project/program on the overall Council financial operations? (Consider the scale and longevity of the project)			
Q8. How would you rate the current or anticipated level of community interest on the project/program?			
Q9. In relation to community building and relationship development, how would you rate the potential of involving the community on the issues/project?			
Q10. From a city-wide perspective, how do you rate the project's impact on the community's future and that of future generations?			
Q11. How do you rate the level of impact of the project/program at a neighbourhood level?			
Q12. If Council did not involve the community in the project/program, what level of negative response would you perceive from the community?			
Q13. How would you rate the complexity and breadth of the consultation purpose, simple (low), complex (high)?			
COLUMN 1 – TOTAL SCORE			*(Now go to column 2)*

COLUMN2
CONSULTATION SPECTRUM

TOTAL FROM COLUMN 1
indicates the level of consultation on the spectrum (range) of consultation
↓

14-20	21-35	36-49	50-64	65-70
INFORM	**CONSULT**	**INVOLVE**	**COLLABORATE**	**EMPOWER**

Council's Goal:

| To provide the public with balanced and objective information to assist them in understanding the problems alternatives, opportunities and or solutions. ↓ | To obtain public feedback on relevant issues, alternatives and or decisions to be made. ↓ | 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. ↓ |

Council's Promise to the Community:

| Council will keep the public informed. ↓ | Council will keep the public informed, listen to and acknowledge their concerns and **Aspirations** ↓ | Council will work with the public to ensure that their concerns and aspirations / ideas are reflected in the alternatives developed. ↓ | Council will look to the public for direct advice and innovation in formulating solutions and incorporate their advice and recommendations into the decisions to the maximum extent possible. ↓ | Council will **implement what the** public decide. ↓ |

| **COUNCIL MAINTAINS DECISION MAKING** | | | **PUBLIC CAN HELP OR MAKE THE DECISION** | |

(Now go to column 3)

COLUMN3
INVOLVEMENT INDICATOR

Level of Consultation

70	Advisory committee E - Voting	**EMPOWER** Taskforce Reference group	Citizen juries Referendum Voting
65			
64	Focus groups Planning groups	**COLLABORATE** Workshops/ planning Telephone survey	Deliberative panels Forums Debate
50			
49	Web discussion Surveys	**INVOLVE** Workshops Project teams Committees	Festival submissions Random telephone (sample)
36			
35	Display Feedback sheets	**CONSULT** Survey/ feedback Ideas Day Competitions	Forums Focus groups Meetings
21			
20	Socials Media release Flyers	**INFORM** Info sessions Website *(Consultation not recommended)*	E-newsletters Letterbox drop Public Notice
14			

INFORM

LIMITED	WELL RESOURCED
	LEVEL OF RESOURCES

APPENDIX 2: Community Engagement Planner

Project Name:

Project Sponsor	(Generally, Group Executive)	
Plan developed by		
Project Manager		
Portfolio/Divisional Councillors		
Communication Account manager		
Consultant (if applicable)		
Project timeframe	(Engagement start date to engagement end date)	

Corporate Plan linkage	

STEPS 1-3:
1. Understand the background and context
2. Deciding to engage
3. Clarify the scope of the work (negotiables and non-negotiables)

Project Description: (Give detailed description of the scope of the project, including relevant background. What are the negotiables and non-negotiables? What are the legislated requirements?)

Sample: This project is about developing a design concept for the cultural precinct. It includes…

Negotiables	Non-negotiables

Legislative Context:

Scoping Statement:

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STEP: 4
Determine the overall purpose and goals of engagement

Community Engagement Purpose: (What is your overall aim for engaging stakeholders and community? How will this benefit the project?)

Sample: Our goal is to capture the community's aspirations for how the precinct will be used by all generations into the future. Our goal is to also …

Community Engagement Goals: (What will be needed from stakeholders and community? What might they need from us?)

Sample: To understand operational requirements for each group; To involve key stakeholders in contributing to design considerations

STEP 5:
Understand who to engage with

Decision Makers: (Who are they and what are their expectations from the engagement process?)

Sample: Councillors will approve final design. Group Executive will approve vision, scope, scale and intent for the precinct. Negotiables include…

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Issues/and Stakeholders Opportunities: (What are the issues risks and opportunities with this matter? What is the level of impact for the stakeholder groups? – *Refer to Appendices 3 and 4*)

Issue / Risk / Opportunity	Stakeholder Groups	Impact 1 (Low) – 5 (High)	Risk mitigation strategy/action
Sharing the space with other groups	*Arts group, woodcraft guild, VIC.*	*5*	

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Stakeholder Analysis

Stakeholder Group	Expectations	Adding Value to Project	Communication Needs	Possible Methods
Individuals, sectors or known groups	The stakeholder's role as an organisational group and their role in relation to the project. What expectation does the stakeholder group have of the organisation in relation to participation, information, involvement in the project?	What the stakeholder group can bring to the project that is of benefit.	The level and type of communication requirements of the stakeholder group in relation to the project.	The techniques that could be used to engage the particular stakeholder group.
Examples: ♦ *Chamber of Commerce* ♦ *Community arts organisations* ♦ *Young people* ♦ *Media*	*Examples:* ♦ *To be kept informed on the overall progress of the project.* ♦ *To be involved in providing input on relevant operating issues.*	*Examples:* ♦ *To provide feedback on operational aspects of the facility.* ♦ *To assist in planning appropriate programs.* ♦ *Assist in providing clarification on issues.*	*Examples:* ♦ *Timely updates on progress of project.* ♦ *Targeted input on specific issues.*	*Examples:* ♦ *Focus group discussions* ♦ *Website updates* ♦ *Council publications* ♦ *Community Newsletters*

STEP 6:
Explore the roles of the stakeholders and their level of influence

Level of Influence: (What is the level or spectrum overall? Are there differences for some stakeholder groups?)

Stakeholder	Participation level
Sample: Onsite businesses	Collaborate Level

STEP 7:
Choose how to engage and communicate

Key Messages: (What do you want your stakeholders to know and remember?)

Sample: This facility will be for everyone; Council is creating a cultural heart for our town; a place where residents and visitors can relax, learn and create.

Communication Strategies: (Identify key communication methods for delivery of this engagement approach)

Audience	Communication Method	Resources
Historical societies	*Newsletter; Briefings*	*Newsletter content, PP slide deck; strong visuals*

STEP 8:
Confirm resources and roles of those involved

Project Team: (Give overview of who will be involved)

Project Team Member	Role	Responsibility
Museum Coordinator	*Contribute technical knowledge and assist with sourcing funding*	*Attend project team meetings*

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STEPS 7-8:
7. Choose how to engage and communicate
8. Confirm resources and roles of those involved

Action Plan

Stage	Project Actions/Activities	Community Engagement Objectives * Why do you want to involve stakeholders and what can they offer?	Stakeholder groups to be involved	Level of Influence	Engagement Method (Refer Methods Matrix - Appendix 5)	Date of engagement	Evaluation Strategies (Refer Evaluation Planning template - Appendix 6)
Establish scope	Deliver project scope definition workshops	Key stakeholders to identify opportunities, constraints and expectations	Arts groups, wood craft guild	Collaborate	Workshop	01/12/20	Process evaluation

STEP 9:
Obtain relevant approvals for the Plan

Community Engagement Plan Sign Off

Project manager: (Name)   Manager/Group Executive: (Name)

_____   _____   _____   _____
        Signature   Date   Signature   Date

APPENDIX 3: Internal/External Stakeholder Checklist

Who are the INTERNAL stakeholders to involve or be responsible for a role in the engagement process?

☐ CEO & Executive Office	☐ Customer Response
☐ Mayor	☐ Arts, Heritage and Libraries
☐ Divisional Councillor	☐ Civil Asset Management
☐ Portfolio Councillor	☐ Digital & Information Services
☐ Community Planning & Development	☐ Parks & Gardens
☐ Communication	☐ Economic Development
☐ Transport & Infrastructure Management	☐ Sport & Community Venues
☐ Strategic Planning	☐ First Nations Partnerships
☐ Environmental Operations	☐ Design & Placemaking Services
☐ Environment and Sustainability Policy	☐ Other?

Who are the members of the Project Team associated with this engagement process?

Project Team Member	Role
♦	♦ ....
♦	♦ ....
♦	♦ ....
♦	♦ ....
♦	♦ ....
♦	♦ ....

Who are the EXTERNAL stakeholders to involve in the engagement process?

☐ General community	☐ State & Federal Government
☐ Community organisations/groups	☐ Peak bodies
☐ Existing Advisory Groups	☐ Media
☐ First Nations (Aboriginal and Torres Strait Islander) people	☐ Industry groups
☐ Older people	☐ Private enterprise
☐ People from diverse cultural backgrounds	☐ Local business
☐ Young people	☐ People with disability
	☐ Other?

APPENDIX 4: Hard to Reach Stakeholders/Barriers

Creating Reach

There are many reasons why people do not get involved in engagement activities. We need to ensure that suitable approaches are made to pursue inclusive participation.

The following list provides a snapshot of "hard to reach" groups and potential barriers to consider when trying to maximise their participation[2].

"Hard to Reach" Groups	Potential Barriers to Participation
Age (children/young people/middle age/older people)	Time poor – interested but struggle to find time to participate
Gender roles – for example, women as primary carers, single parents	Apathy – Why is it relevant to me?
Industry and business	Childcare and elder care responsibilities
Low income or unemployed	Community bullying
Shift workers, commuters or seasonal workers	Cultural norms or religious customs
People who are homeless or transient	Use of technical jargon
First Nations (Aboriginal and Torres Strait Islander), Traditional Custodian Groups and the First Nations community	Language and cultural barriers
First Nations people and/or newly arrived refugees who may have experiences of disadvantage or isolation	Ineffective communication between Councillors / council employees and community members
People with drug and / or alcohol dependency	Low literacy levels
People affected by mental health issues	Physical disability or mobility and access difficulties
People affected by chronic health issues	Prior experiences of not being listened to
	Access to transport
	Access to and capability to work with IT

The Community Planning and Development Branch can provide advice on engaging various stakeholder groups in differing ways to overcome some of the barriers identified. They can also advise on special factors that may need to be considered to protect vulnerable groups and to be effective and innovative using non-traditional approaches.

This includes a focus on:
- Young people
- People with culturally and linguistically diverse backgrounds
- First Nations (Aboriginal and Torres Strait Islander) people
- Older people
- People with a disability.

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[2] LGASA Referring to Victorian LGA report

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APPENDIX 5: Engagement Methods Matrix

Method	Description	Inform	Consult	Involve	Collaborate	Empower	Sharing information - regional scale	Collecting feedback from individuals	Bringing people together in groups	Low Trust	Low Interest	High complexity	Tight timeframes	Long-term engagements	Need new solutions	Hard to reach audiences	Highly political	High emotion or outrage	Need to understand community better	Inform	Legal compliance	Understand reactions, implications consequences of proposition	Generate alternatives, new ideas and options	Improve quality of policy, strategy, plans	Relationship development	Community capacity & capability building	Generate support for action	Behaviour change	Social licence	Community resilience	Identify a problem or opportunity to address	Decision making
							Mode							Context									Purposes									
35 Shuffle	A group activity to identify and then prioritise issues, concerns or ideas. Individuals develop issues, concerns or ideas which are then circulated 5 times and ranked on a scale of 1-7 to prioritise.	✓	✓	✓					✓	✓	✓		✓		✓				✓			✓	✓					✓			✓	✓
Action Research	Research involving a community of practice trying to solve a problem through action. Communities act as "co-researchers".		✓	✓	✓				✓			✓		✓	✓				✓			✓	✓	✓		✓		✓	✓	✓	✓	
Advertising	Advertisements paid for in print, broadcast or online mediums. Can be used to promote projects, engagement activities or to meet legal obligations.	✓					✓			✓	✓									✓	✓							✓				
Appreciative Inquiry (AI)	A structured process for decision making that focus on building on strengths ("what works well"), rather than focusing on problems and limitations, in Appreciative Inquiry Summits, participants follow a four-stage process of Discover, Dream, Design, Destiny.			✓	✓				✓			✓		✓	✓			✓					✓		✓	✓					✓	
Blogs	An online series of posts about an engagement project or issues, which the community can share and comment on.	✓	✓	✓			✓							✓	✓	✓				✓		✓	✓				✓		✓			
Briefings	Presentations and discussions with community or stakeholder groups. Can vary widely from informing to gathering feedback, ideas or options.	✓	✓	✓	✓				✓						✓	✓	✓	✓	✓	✓		✓					✓	✓	✓	✓	✓	✓
Card Storming	Participants individually write their ideas, concerns, issues on cards. These are shared in small groups then categorised by the whole group.		✓	✓	✓				✓	✓			✓		✓				✓			✓	✓	✓							✓	
Carousel	A subject matter is split up into a number of sub-topics with each sub-topic set up as a station around a room. Participants work in groups progressing around the stations and then returning to original station to sum up each of the sub-topics.		✓	✓	✓				✓	✓			✓		✓				✓			✓	✓	✓		✓			✓	✓	✓	
Citizens Jury	A representative sample of citizens are randomly selected to form a citizen's jury which deliberates on a problem or opportunity. The jury hears evidence from witnesses, in				✓	✓			✓	✓		✓			✓		✓	✓			✓	✓	✓	✓		✓					✓	✓

Method	Description	Mode	Context	Purposes
	front of a public gallery, before adjourning to deliberate and make a recommendation or decision.			
Citizens Panel	Large numbers of people who are selected to be representative of the population and be a part of a panel that deliberates on a range of issues over a set period of time. Surveys are distributed during the time to understand community attitudes, feedback, issues and behaviour. Can track changes as well.	✓	✓	✓
Co-design	Consumers and users work with designers to co-design products, services or processes.	✓	✓	✓
Collaborative Governance	A structured decision-making process where agencies and stakeholders work collaboratively to make a decision or recommendation. Key features include collaboratively defining the problems, process and decisions through consensus.	✓	✓	✓
Community Education Program	A program to educate the community about a topic, project or proposition. Education campaigns can be designed to raise awareness, generate understanding or support behaviour change.	✓	✓	✓
Community Reference/ Advisory/ Liaison Groups	A structured group of community or stakeholder representatives the meet regularly and operate under terms of Reference. Can vary from members providing their own feedback or ideas, to members acting as a conduit between the broader community and organisation.	✓	✓	✓
Community visioning	An exploratory, facilitated group method where participants are asked to close their eyes and visualise what their community looks like now and in the future. Uses visualisation and dialogue and may be extended to include creative arts activities.	✓	✓	✓
Consensus Conference	A highly-structured method involving a representative jury or panel of non-expert citizens who deliberate during a chaired public hearing held over 2-4 days where they hear evidence from a range of different experts. Jury members decide who to call in as expert witnesses. Participants make recommendations or decisions.	✓	✓	✓
Conversation cafes	Open, hosted conversations set in cafes or other places where community members would ordinarily gather.	✓	✓	✓
Conversation Circle	A leaderless meeting where participants take a seat in a central circle to discuss a topic or question, That is controversial. Those watching follow a structured process to enter into the circle of discussion. Designed to voice multiple perspectives.	✓	✓	✓

Method	Description	Mode					Context											Purposes												
Crowd Sourcing	Gathering ideas, services and content, from online users, rather than from staff or suppliers. Crowd sourcing can include asking for solutions to a problem, seeking funding for a project such as a start-up (crowd funding) developing creative content to graphics, or to gather information. Can include a competition or incentive.		✓	✓	✓		✓			✓		✓	✓			✓			✓	✓		✓	✓		✓	✓		
Deliberative Democracy Processes	Deliberative democracy processes are methods where a representative sample of the population, usually chosen through random selection, meet and deliberate over a few days. Participants are members of the wider population rather than representatives of stakeholder groups. Groups aim to make a decision, make a recommendation or find common ground. Includes a range of processes such as citizens juries, and consensus conferences.				✓		✓			✓		✓	✓			✓		✓	✓	✓	✓	✓	✓				✓	✓
Deliberative Forum	A forum where a representative sample of the community deliberates on a topic, issue or proposal. Forums last as least 2 days.			✓	✓		✓			✓		✓						✓	✓	✓							✓	✓
Deliberative Polling	A structured process where randomly-selected participants explore and deliberate on a topic at a meeting over 2 to 3 days and then their opinions are polled. Results of the poll are shared with the group and publicly. Can include a pre-poll, as well as additional polling that occurs after the engagement activity.			✓	✓		✓					✓						✓			✓						✓	✓
Delphi Processes	Structured process where a panel of experts answer a series of questionaries (at least two rounds). After each survey, a feedback report and a new survey is circulated. Designed to seek consensus on a complex problem.				✓		✓			✓		✓	✓			✓		✓	✓		✓						✓	✓
Design Charette	Used mostly is special planning, a design charette is a multi-disciplinary design workshop held over 3-4 days, involving stakeholders, the project team, planning and design professionals, technical experts and sometimes community members. Participants work in small groups, each containing a technical expert, to develop constraints, opportunities and solutions.			✓	✓		✓	✓			✓				✓				✓	✓							✓	✓
Dialogue	A form of discussion where participants agree to suspend judgments to fully explore a question and seek shared meaning. Participants are asked to reflect on what the group is saying and what they are individually feeling.			✓	✓		✓	✓			✓		✓					✓	✓	✓	✓	✓		✓		✓	✓	
Door knocking	Community engagement or project teams go door-to-door to liaise with affected residents.	✓	✓				✓		✓	✓			✓			✓		✓			✓							
Fishbowl Methods	Deliberation and decision making is undertaken by decision makers in	✓	✓	✓	✓		✓		✓									✓	✓	✓								✓

Method	Description	Mode	Context	Purposes
	view of the public, such as in a public gallery or by video streaming, to enhance transparency and accountability.			
Focus Group	A small group discussion hosted by a facilitator about a focussed topic. Designed to allow for an open discussion that is guided by a series of questions, but which may follow the flow of participants' discussions.	✓	✓ ✓ ✓	✓ ✓ ✓
Focussed Conversation	A structured process to host a conversation with community or stakeholder representatives. Includes a series of questions that are objective, then reflective, interpretive and decisional.	✓	✓ ✓	✓ ✓ ✓ ✓
Future Search Conference	A future planning process where participants undertake a series of sessions on the past, present, future, common ground, and action planning. Designed to develop a shared vision for the future.	✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓
Gamification	Development of online or non-digital games which participants play to solve problems and accomplish tasks. Can sometimes include rewards for players. For engagement, can be used to learn, explore a scenario, understand implications of choices, or to understand the implications of choices, or to understand the perspectives of different people. Participants can sometimes take on the role of different characters, including decision makers.	✓	✓ ✓ ✓	✓ ✓ ✓
Graphic Recording	Capturing participants ideas, expressions and discussions in real-time during an engagement activity, to create a visual representation of the discussions.	✓	✓	✓ ✓ ✓
Hotline-Telephone / Web	Widely publicised telephone or email hotline that and provides one-to-one responses to community questions or complaints.	✓	✓	✓ ✓ ✓
Interactive Mobile Apps	Interactive computer application designed for smart phones, mobile devices and computer tablets. Developed to meet project purposes and to reach community and stakeholders through smart phone technology at a place and a time that suits the community person.	✓	✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
Interactive Online Tools	Online software that engages the community in an interactive way. May involve seeking input or feedback, participating in games, entering or sharing data or photos, GPS markers, GIS mapping, uploading of content, or a host of other functions. Designed to shift online users from reading to participating.	✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓
Interviews	One-on-one discussions to explore and understand community or stakeholder needs, perspectives,		✓ ✓ ✓	✓ ✓ ✓ ✓

Method	Description						Mode			Context												Purposes										
	insights and feedback, and to build relationships.																															
Letters	Individualised letters sent to affected or interested community members and stakeholders. Can be a legal requirement.	✓					✓			✓		✓		✓								✓									
Media Stories	Media releases, pitches or briefings provided to journalists to publish free editorial on engagement projects or issues. A method to reach a broader audience and to engage the public. Media can be print, broadcast or online.	✓					✓			✓	✓													✓	✓						
Newsletters	Can be designed to inform, seek feedback, to gather ideas, and to update the community on the engagement project and how community input / feedback has been taken into consideration. Can include feedback mechanisms.	✓	✓				✓			✓							✓														
Online Discussion Forum	Online forum where invited or self-selected participants contribute to an online discussion about a topic or project for a set period of time. Participants can contribute anonymously, using an avatar or using their true identities.		✓	✓	✓		✓					✓		✓	✓	✓		✓		✓	✓	✓	✓							✓	
Open House	A public information session incorporating a series of displays or stations staffed by technical experts, engagement professionals or the project team. More informal than public meetings. Can incorporate presentations, tours, interactive displays, and gathering spaces.	✓	✓	✓			✓				✓	✓	✓						✓	✓		✓							✓		
Open Space	A method for hosting a meeting, conference or summit which is focused on a particular purpose or topic, but which has no formal agenda set. In the "self-organising" process, participants determine the topics of breakout sessions at the start. Ranges in size from a few to thousands. Participants set the agenda, rather than organisers.		✓	✓	✓			✓	✓		✓	✓				✓	✓	✓	✓		✓						✓	✓			
Opt-in E-panel	Community members opt in to be part of an online engagement panel. Panel members can be called on to participate in engagement projects or questions. Can range from seeking insight, input, feedback or voting. Differs from a citizen in that members self-select.		✓	✓	✓		✓			✓	✓	✓	✓	✓			✓		✓	✓	✓		✓		✓	✓	✓				
Participatory Budgeting	Process where the community works with an organisation through its budgeting process, e.g. setting a whole-of-organisation budgets. Participants should be a representative sample of the community.		✓	✓	✓	✓		✓		✓	✓			✓		✓				✓	✓	✓						✓			
Photo Visioning / Photo Voice / Photo Journals.	Community members gather and share photos that represent their ideas or preferences for the future. Can be incorporated into face-to face engagement events, or collected and		✓	✓	✓		✓			✓	✓			✓			✓		✓		✓						✓	✓		

Method	Description	Mode		Context		Purposes	
	shared online. GIS platforms can be integrated.						
Public Displays	Staffed or unstaffed displays of information, options, drafts or final decisions which are made available in a public place.	✓	✓	✓	✓	✓	✓
Public Meeting	A meeting organised by either the organisation or community with presentations and questions asked by the crowd.	✓	✓	✓ ✓ ✓	✓	✓	✓
Randomly-Selected E-Panel	Similar to an opt-in e-panel except members are randomly-selected to avoid bias. Ideally panels should be a representative sample of the community.	✓ ✓ ✓	✓	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓		✓ ✓ ✓ ✓	✓ ✓
Social Media-Facebook and Instagram	Most commonly used social networking sites where you can post comments, photos and videos, which can be seen and shared by either friends or the public. Used to reach a broader audience, have online discussions, and monitor and respond to community ideas or concerns.	✓ ✓ ✓	✓	✓ ✓ ✓ ✓ ✓ ✓		✓ ✓ ✓ ✓	✓
Social Media - LinkedIn	Social networking site based on users' professional expertise. Users can participate in discussion groups around areas of common interest. Can reach and engage communities of professional interest.	✓ ✓	✓	✓ ✓ ✓ ✓ ✓		✓ ✓ ✓ ✓ ✓ ✓	✓
Social Media - Twitter	Microblogging platform. Users tweet a message of a maximum of 140 characters to their followers. Messages can be retweeted by others which makes the original message viewed by their own followers. Described as a "social broadcasting media" it can act like a news alert system.	✓ ✓	✓	✓ ✓ ✓		✓	
Storytelling	A photo messaging app where users can take photos and videos, add text and drawings, and then send these "snaps" to receivers. Users decide how long they will last before being deleted from their recipient's devices and Snapchat's servers.	✓ ✓	✓	✓ ✓ ✓		✓ ✓ ✓	✓
Study Circles	Small groups of people (usually between 5 and 20) who meet multiple times to explore an issue. Study circles may be led by an organisation or by community members, and may exist to share knowledge, generate ideas, gather feedback and build community relationships.	✓ ✓ ✓	✓	✓ ✓ ✓ ✓		✓ ✓ ✓	✓ ✓
Submissions	Formal written submissions which must be made in line with government regulations.	✓ ✓	✓	✓		✓	
Summit	A large-scale 2-3 day event where a large number of diverse people come together to consider information, engage in dialogue, participate in interactive activities and make recommendations.	✓ ✓ ✓	✓	✓ ✓ ✓		✓ ✓ ✓ ✓ ✓	✓ ✓
Surveys	A series of questions provided to a sample which may be a	✓ ✓ ✓	✓	✓ ✓ ✓		✓ ✓ ✓	✓ ✓

ORDINARY MEETING AGENDA   **25 MARCH 2021**
Item 8.2   Community Engagement Policy
Attachment 1   Community Engagement: Excellence in Engagement Framework

Method	Description	Mode	Context	Purposes
	representative sample or a self-selected sample.			
Tours	Community and stakeholders are invited to tour a site to gain a deeper understanding or to gain first-hand experience. Can be designed to foster relationships, raise awareness, increase awareness, educate, gain new insights or to change perspectives.			
Visual Aides	Includes a range of visual aide material to help promote and interpret project information e.g. video clips, 3D imagery, LCD displays, Augmented reality/holograms, Virtual reality.			
Voting	Voting on a series of options. Need to be clear about the voting procedures; any criteria (eg. Weighted criteria); whether the results of the vote will form a decision, recommendation or insight; and provide enough information to enable informed voting.			
Webinars	Online interactive web-based seminar, presentation or workshop. Webinars can include a wide range of features such as live video streaming, live navigating through websites, voting, commenting or Q&As.			
Websites	Includes dedicated websites for an engagement project, a central hub for all of an organisation's engagement activities, or a specific page on an organisation's corporate website. Vary widely from being static websites to highly interactive where the community can comment, upload their own content, or jointly create.			
Wikis	A website where content is not owned by a specific person or organisation, but is created, deleted or modified by members of the public.			
Workshop	A structured method to explore specific, complex issues, and where participants work in small groups.			
World Cafe	A structured process where participants discuss a question or series of questions at a group of small tables. Each table has a host who facilitates the same conversation during a series of "rounds". At the end of each round, participants disperse and move to new tables to continue the discussion. Is designed so participants share ideas, concerns, fears, experiences or feedback with a broad range of people.			

APPENDIX 6: Evaluation Planning Template

Process Criteria – how well the public and stakeholders accepted the process?			
Evaluation Criteria	**Success Criteria Indicators**	**How to Collect Data**	**Evaluation Tool / Technique**
Resource Allocation Participants have the necessary information, human, material and time resources.			
Task Definition Participants are clear about the task, the scope, and the output of the method.			
Structured Decision Making An appropriate process for decision-making is used, and communicated clearly so participants understood how and why a decision is made.			
Cost Effective The participants are a representative sample of the affected or interested public.			
Acceptance Criteria – how well the methods were selected and delivered?			
Evaluation Criteria	**Success Criteria Indicators**	**How to Collect Data**	**Evaluation Tool / Technique**
Representative The participants are a representative sample of the affected or interested public.			
Independence Independent and unbiased.			
Early Involvement The public is involved as soon as value judgements are important.			

Influence The feedback or input impacted on the decision.			
Transparency The process of the method and the decision-making is transparent to the public.			
Relationships The process supported positive relationships and acknowledged conflicts and worked through the conflict in a constructive manner.			
Valued Participants felt their contribution was valued.			
Outcome Criteria – what was achieved?			
Evaluation Criteria	**Success Criteria Indicators**	**How to Collect Data**	**Evaluation Tool / Technique**
Quality of Decision The decision provides a feasible solution to the community engagement project.			
Rational Objectives The method achieves the rational objectives set.			
Sustainability The decision was sustainable and implementable			

Lessons learned:

....
....
....
....
....

APPENDIX 7: Community Engagement Outcomes Report

Project sponsor	(Generally a Group Executive)	(Contact details)
Plan developed by		
Branch Manager		
Project Manager		
Project Lead	(If different to the Project Manager)	
Portfolio/Divisional Councillors		
Communication Officer		
Consultant/internal partner support		
Project timeframe	(Engagement start date to engagement end date)	

Project team member	Member's role

Corporate Plan Linkages

A strong community
- An inclusive community, with opportunities for everyone
- Connected, resilient communities, with the capacity to respond to local issues

Service Excellence
- Regular and relevant engagement with our community

1.   Participation

Evidence of consideration given to diverse audiences and stakeholders

Engagement method and participants	Reach
EG. Focus Group including students, multicultural committee, businesses...	52

2.   Engagement results

The community engagement results... An overview of findings....

3.   Recommendations

The following recommendations can be made...

4.   Evaluation of community engagement activities

Provide evidence of multi-modal engagement methods with consideration to levels of interest, participation, and effectiveness

Technique	Evaluation
EG. Pop up stall	*Average numbers, but high-level effectiveness and ability to clarify responses*

5.   Evaluation of overall process

Include measures highlighting community satisfaction of their involvement in the engagement, and general engagement lessons learnt

Comments about the overall community engagement process...

EG. Town hall meeting required a lot of preparation and specialist skillsets to facilitate. However, communication of ideas/grievances was open and clear, and immediate action steps fostered understanding and trust.

6.   Communicating the outcomes

Consideration on how community input has influenced decision-making and the method/s used to close the feedback loop with stakeholders

Stakeholder group	Method of communication	Timeframe	Communication messages
EG. Affected Residents	*Letterbox drop of printed project update, E-news, Councillor column*	*Jan- Feb 2021*	• *How resident input has been considered* • *Draft solutions* • *How to provide further feedback*