



**Community
Engagement
Toolkit**

Feedback



GLENORCHY CITY
Where ideas happen.

Community Engagement Toolkit

Community Planning and Inclusion
Glenorchy City Council

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Introduction

This *Community Engagement Toolkit* has been developed as a resource to assist Council staff and consultants in the delivery of community engagement activities. It is intended to be used as a complement to Council's *Community Engagement Procedure*. Fifty (50) community engagement methods are described with information provided on situations under which they might be used, potential advantages and disadvantages, and tips on things to consider for their effective use.

This toolkit captures methods that are currently used or likely to be used by Council in community engagement activities with respect to the level of resourcing required. It is recognised that several other effective engagement methods are not covered in this toolkit. Most engagement methods in this toolkit are adaptable and could be effectively tailored to specific issues in the community. Although the engagement methods in this toolkit are categorised according to levels of engagement, some of the methods can be used for more than one level on the engagement spectrum.

It is acknowledged that in developing this toolkit, Council has referred to materials from the International Association for Public Participation (IAP2) Australasia, Social Planning and Research Council of British Columbia (SPARC, Canada), North Sydney Council and Pittwater Council. It is expected that this toolkit will be updated regularly to reflect emerging best practices in community engagement and the capacity of Council to utilise them.







01 Inform

1.1 Advertisement

Description and Use	Think it Through	Best Practice Note
<p>Paid advertisement in print media.</p> <p>Useful for promotion of engagement activities or projects.</p> <p>It is a legal obligation in some circumstances.</p>	<p>Opportunities exist for Council advertisements in the Glenorchy Gazette (information can be placed as feature stories in the Glenorchy Gazette). Potentially reaches most households, however not all parts of the City is reached by the Glenorchy Gazette.</p> <p>The Mercury is a popular news publication in the region. Only limited information can be communicated. It can be expensive.</p>	<ul style="list-style-type: none"> • Be aware of the cut-off date to submit an advertisement for publication that meets your needs or the legal requirement where it applies. • Consider the best day and section of the publication to put your advertisement. This will have cost implications. • Work with Council's Communications and Marketing Advisor and/or Events and Communications Officer to review materials for publication. • Follow Council's Media Policy. • Some free advertising opportunities may be available in local publications.

1.2 Billboard, Banner, Poster, Signage

Description and Use	Think it Through	Best Practice Note
<p>Large outdoor signs located on side of buildings or along major thoroughfares.</p> <p>Mainly used as promotional campaigns about single issues and targeted at passers-by or motorists.</p>	<p>Can be placed in single or multiple locations to capture the attention of members of the public.</p> <p>Potential to reach a large audience driving or passing by.</p> <p>Only limited information can be given.</p> <p>Can be defaced with tagging or graffiti.</p>	<ul style="list-style-type: none"> • Should contain a single, simple message. • Use very large text size. • Experienced use of graphics can effectively re-enforce the message.

1.3 Bill Stuffers/Rates Notice

Description and Use	Think it Through	Best Practice Note
<p>Information flyer included with scheduled utility bill or Council rates notice.</p>	<p>High probability that target recipients will be informed.</p> <p>It is an economical use of existing mailing.</p> <p>Can only be used at specific times as rates notices are distributed periodically.</p> <p>May be taken as junk mail and disregarded.</p>	<ul style="list-style-type: none"> • Flyer should be well designed and reader-friendly. • Provide postage-paid reply envelope. • Use reliable third party for distribution if not done by Council staff.

1.4 Bulk Messaging

Description and Use	Think it Through	Best Practice Note
<p>Dissemination of a large number of text messages for delivery to mobile phone devices.</p> <p>It can be used to provide information or notification to members of the public.</p>	<p>Can be an effective way to disseminate urgent information directly to community members.</p> <p>It is convenient and can reach a large audience.</p> <p>It is often not able to receive feedback through the same channel.</p> <p>Can send a message of up to 160 characters and longer messages may automatically split up into several parts.</p> <p>Most mobile phones support this type of text messaging.</p>	<ul style="list-style-type: none"> • Keep it short and simple. • Ensure up-to-date contact list is used. • Observe privacy laws and do not share people’s phone details with external persons.

1.5 Direct Mail/Letter Drop

Description and Use	Think it Through	Best Practice Note
<p>Personalised or bulk letters mailed directly to interested or affected community members or stakeholders. Personalised letters are a legal obligation in some circumstances.</p> <p>They convey information to recipients and are useful for requesting direct feedback.</p> <p>They are often suitable for issues that are highly political.</p>	<p>Effective in building relationships and when engagement timeframe is short.</p> <p>High probability that target recipients will be informed.</p> <p>Letter drop can potentially reach all households in a postcode.</p> <p>It can target specific neighbourhoods or the entire city.</p> <p>It can be low cost but requires time to prepare.</p>	<ul style="list-style-type: none"> • Keep it short and simple. • Provide postage-paid reply envelope. • Ensure content complies with legal requirements where necessary. • Use envelopes that indicate it is an official communication. • Use reliable third party for distribution if not done by Council staff.

1.6 Listserv and Email

Description and Use	Think it Through	Best Practice Note
<p>Listserv refers to electronic mailing list software applications which allow senders to send emails to a list of registered persons. With emails, someone creates a message and sends to a distribution list.</p> <p>It is a convenient means of reaching directly a pre-selected audience with information and receiving feedback.</p>	<p>Information passed can be easily passed on to other members of the public not on your mailing list if you have so requested.</p> <p>Saves time and is cost free.</p> <p>Sometimes, emails fail to deliver to the target or get dropped into spam folders and could therefore be missed by the recipient.</p> <p>Only those with an email address and internet connection can be reached.</p> <p>An effective way of providing information on outcomes and decisions to participants in community engagement activities.</p>	<ul style="list-style-type: none"> • Keep it short and simple. • User-friendly text styles and sizes is necessary. • Make sure to use the correct distribution list. • Observe privacy laws and do not share email distribution list with external persons. • Always use blind copy to ensure recipients do not see the email address of others. • Ensure your distribution list is up-to-date.

1.7 Local Radio and Television

Description and Use	Think it Through	Best Practice Note
<p>Commercials in the form of announcements with/without music (radio) or video format (television). Can also take the form of features, interviews or discussions.</p> <p>Useful for informing the public on proposed initiatives or Council's decisions.</p>	<p>Able to reach a wide and diverse audience.</p> <p>Can be effective in campaigning for behavioural change.</p> <p>Commercials usually run for a number of times in a day for a set period.</p> <p>Some local stations produce radio programs in ethnic languages.</p> <p>There can be opportunity for phone-in to provide clarification on issues.</p> <p>It provides opportunities to develop media relationships.</p> <p>It can be expensive to run television commercials.</p> <p>People can sometimes find it hard to remember details if they don't write it down.</p>	<ul style="list-style-type: none"> • You might need an agency to produce television commercials or voice-over. • Timing of announcements is important, depending on your target audience. • Liaise with Council's Communications and Marketing Advisor about Council's media protocols.

1.8 Media Release

Description and Use	Think it Through	Best Practice Note
<p>A media release is provided to journalists to publish for free through their media organisation. Media can be print, broadcast or online.</p> <p>Media releases are useful in keeping the media informed on important community issues and Council's position. They are often suitable on issues that are highly political.</p>	<p>Media releases are often perceived as more credible by the public because it has been vetted by an independent third party (the media organisation).</p> <p>If the media organisation deems the issue to be pertinent, they are likely to make further enquiries on it. This can help disseminate information quickly and broadly.</p> <p>Media response can be poor if the issue is considered not pertinent.</p> <p>Consider giving a press conference if the issue is newsworthy.</p>	<ul style="list-style-type: none"> • Be clear about the specific information you wish to communicate and do your research. • Council's Communications and Marketing Advisor can assist with drafting your media release. • The Mayor is the official spokesperson of Council. • Build relations with local media organisations and journalists for an improved chance of having your media release published, including when and how you want it published. • Provide contact details for further enquiries.

1.9 On-hold Telephone Message

Description and Use	Think it Through	Best Practice Note
<p>The on-hold message callers hear when waiting to speak with a telephone contact. The caller hears customised scripts recorded professionally that promotes an issue.</p> <p>Used to disseminate information on specific issues or a Council position, participation in an engagement activity or respond to common enquiries.</p>	<p>Effective for issues in which Council receives a high volume of telephone enquiries.</p> <p>Delivers the same information repeatedly over a short time.</p> <p>Works best for those who are interested or affected enough to call Council.</p> <p>It is high cost but convenient.</p> <p>There is the option to combine message with music.</p>	<ul style="list-style-type: none"> • Ensure information is up-to-date. • Consider short answers to frequently asked questions. • Provide information on other available sources of information, e.g. website.

1.10 Phonebanking and Robocall

Description and Use	Think it Through	Best Practice Note
<p>Personalised telephone call to provide information, seek feedback, identify and mobilise supporters of a cause or persuade community members to engage on an issue.</p> <p>Robocall uses a computerized autodialer to deliver a pre-recorded message.</p>	<p>Can be an effective way to disseminate urgent information directly to community members.</p> <p>Phonebanking requires a lot of staff time although Robocalls are quite convenient.</p> <p>It is likely to produce intended result with interested or affected stakeholders.</p> <p>They are often identified with political or telemarketing campaigns and are unwanted by many.</p> <p>Some household telephones have restrictions on Robocalls.</p>	<ul style="list-style-type: none"> • Consider the day and timing of your call. • Keep a written record of people contacted and make a note of any important discussions. • Share information about other opportunities to further engage with Council. • Apply active listening skills.

1.11 Printed Information Materials: Fact Sheet/Brochure/Flyer/Newsletter

Description and Use	Think it Through	Best Practice Note
<p>These are information updates issued around specific subjects.</p> <p>Can be used to inform, receive feedback and update the community on issues.</p>	<p>Provides an overview and not in-depth analysis.</p> <p>Great way to provide feedback on Council decisions and engagement outcomes to the community.</p> <p>Q & A format usually effective.</p> <p>Encourages written responses if comment form is enclosed.</p> <p>Can be passed on from one person to another but no guarantee material will be read.</p> <p>Needs a good distribution network to be effective.</p> <p>Information materials can be inserted within local newspapers.</p>	<ul style="list-style-type: none"> • Keep it short and simple. • Use reader-friendly graphics. • Encourage response via enclosed postage-paid comment form. • Provide contact details for further enquiries.



1.12 Public Display

Description and Use	Think it Through	Best Practice Note
<p>Display of information or drafts in public spaces.</p> <p>Useful for providing information to the public with the opportunity to provide feedback and build relationships when display is manned by Council staff.</p>	<p>Takes the information to the people and can generate immediate response from interested people.</p> <p>Can reach a large number of people in the local area.</p> <p>Information booth can be moved from one location to another.</p> <p>If unstaffed, materials can go missing.</p> <p>Information needs to be kept up to date.</p>	<ul style="list-style-type: none"> • Set up in high traffic locations with space for people to wait and engage. • If unstaffed, make sure writing materials (comment forms, pens, etc.) are provided. Check the stand regularly. • If staffed, prepare to answer questions from the public. • If possible, provide take away promotional materials, e.g. FAQs. • Consider locations such as Council’s Customer Service, LINC, Shopping Centres, MAC, etc. • Consider setting up at local events. • Use graphics to generate interest. • Make prior booking arrangements with relevant authorities.

1.13 Reports

Description and Use	Think it Through	Best Practice Note
<p>Official document reporting research, policy findings or providing an account of actions that have taken place.</p> <p>It is useful for providing detailed information to the community.</p>	<p>Able to provide thorough information on issues or decisions.</p> <p>People with literacy or language difficulty may find it challenging.</p> <p>Suitable for engaging at the closing stages.</p>	<ul style="list-style-type: none"> • Use plain English. • Format document to be reader-friendly, e.g. use appropriate font type and size, page the document, etc. • Use graphs and charts where appropriate. • Report should have a brief introduction, body and conclusion.

1.14 Social Media

Description and Use	Think it Through	Best Practice Note
<p>Free online community platforms that provide opportunities for Council and the public to exchange information on issues of interest. Platforms include:</p> <p>Facebook – Most common social media platform where comments, photos and videos can be exchanged with a closed group or the general public.</p> <p>Twitter – Messages (tweets) up to 140 characters can be broadcasted to followers in form of a news alert. Pictures can also be broadcasted.</p> <p>Instagram, Pinterest and YouTube – Allows users to upload, edit and share photos and videos clips with other members for viewing and/or comment.</p> <p>Snapchat – Photo messaging app that allows users to take photos and videos (snaps) add text and drawings, and send to receivers. Users determine how long they will last before being deleted from recipients’ devices and snapchat servers.</p> <p>LinkedIn – Social networking site for professionals where users participate in discussion groups around areas of interest or expertise.</p> <p>It is very useful for information dissemination.</p>	<p>Increasingly popular, easy to access, convenient and used by a diverse range of stakeholders and organisations.</p> <p>Effective in promoting engagement opportunities and has multiplier effects as information is easily shared with others.</p> <p>Able to broadcast to a large audience and suitable for reaching the public instantly (e.g. it is very useful during emergency situations).</p> <p>They are mainly accessed through handheld devices which are quite common.</p> <p>It is cost effective but has high cost implications for setting up a system to moderate discussions on the platform.</p> <p>It can invite negative comments on the public domain.</p>	<ul style="list-style-type: none"> • Keep it short and simple. • Liaise with Council’s Communications and Marketing Advisor and/or Events and Communications Officer. • Refer to relevant Council policies for guidance. • It is more effective to promote the engagement opportunity and how the public can participate, e.g. make submission, than seek direct feedback on any of the social media platforms.

1.15 Website

Description and Use	Think it Through	Best Practice Note
<p>The use of Council’s website home page or dedicated pages to convey information to the public.</p> <p>Could be static (basic and simply delivers information) or dynamic (has capability for interaction between Council and the community, e.g. discussion board, the public can upload document or add information, etc.).</p> <p>A dedicated community engagement project website can be created to receive feedback on specific issues or projects.</p> <p>It is useful for informing and updating the community as well as receiving information from the public through the online discussion forum.</p>	<p>Effective in getting information to the general public on demand and in real time.</p> <p>It is cost effective and can deliver detailed information in multiple languages and alternative formats, e.g. audio.</p> <p>Suitable for many hard-to-reach audiences.</p> <p>According to ABS 2011, 35.1% of households in Glenorchy City have no internet connection or have a dial up connection while 54.7% have broadband connectivity.</p>	<ul style="list-style-type: none"> • Have a good content management system in place. • Ensure content is reviewed by relevant officer and approved by the Manager, Community and Customer Service. • Use pictures to enhance visual appeal and ensure text is easy to read. • Work closely with the Information Management area and Council’s Events and Communications Officer to understand Council’s requirements.





02 Consult

2.1 Comment Form and Postcard

Description and Use	Think it Through	Best Practice Note
<p>Forms used to obtain feedback from stakeholders during engagement activities.</p> <p>They are often included in printed information materials or draft documents, and used during community engagement meetings, workshops and events to gain information on public concerns and preferences.</p> <p>It can be in hard copy, web-based or provided via email.</p>	<p>Can be easily distributed, able to reach a wide audience and it is cost effective.</p> <p>Postcards are also good for reminders, encourage participation and to promote an engagement activity or project, especially with those unlikely to attend.</p> <p>Effective in collecting immediate response from participants at events.</p> <p>Response rate may be poor.</p>	<ul style="list-style-type: none"> • Keep it short and simple (2 A4 pages is ideal for comment form on draft documents). • Ask direct questions about preferences, satisfaction levels, etc. • Provide writing materials, e.g. pen, when used at events. • Put it as an item on the agenda during events. It is better to put it just before close of proceedings. • Use prepaid postage when mailed out. • Allow for anonymity as much as possible.

2.2 Discussion Paper

Description and Use	Think it Through	Best Practice Note
<p>A document produced for the purpose of providing balanced information on a particular issue without promoting any particular position. The ideas or opinions put forward form the basis of a discussion on the particular issue.</p> <p>It is useful in creating awareness of a community issue and seeking comments/responses to questions which are considered in developing policies or other high level documents.</p>	<p>Suitable for engagement on high level documents that require community input.</p> <p>Provides opportunity for thorough examination of the issue.</p> <p>It has the potential to be too detailed than desired by many participants.</p> <p>May not be written in clear accessible language.</p>	<ul style="list-style-type: none"> • Requires very good knowledge of the issue by the person preparing the document. • Provide only facts that are necessary and from different perspectives. • Use plain English. • Ask questions that are directly linked to the purpose of the document to be developed or issue to resolve. • It is not compulsory for participants to answer every question in the document. • Give participants enough time to read and respond. • Encourage participation by users of the document to be developed from the discussion paper.

2.3 Door Knocking

Description and Use	Think it Through	Best Practice Note
<p>Door-to-door house visits to engage with affected residents.</p> <p>It is used to identify stakeholders' position on issues and encourage engagement participation.</p>	<p>Personalised contact with individuals in their comfort zone helps build relationships.</p> <p>It is useful when there is low trust, low interest and community feedback or action is important.</p> <p>It is staff intensive and takes time.</p> <p>An effective method for engaging hard to reach audiences, discussing issues of high emotions and mobilising the community to take action.</p> <p>May be suitable for high impact issues within local communities.</p>	<ul style="list-style-type: none"> • Conversation takes place at the door of the house, not inside. • It is better to go in pairs. • It is helpful to have a set of questions (5 or less is advisable) prepared to ask at each house visited. • Provide published information to leave behind. • Keep record of houses visited and the response received immediately. • Doorknocker must be easily identified, e.g. carry an ID, wear a cap, t-shirt, etc. • Be friendly and aware not everyone will be friendly towards you. • Stay on message; don't get side-tracked into endless or irrelevant discussions. • Arrange briefing for doorknockers before the activity incorporating WHS, cultural awareness, etc.

2.4 Fairs and Festivals

Description and Use	Think it Through	Best Practice Note
<p>Events incorporating fun activities such as entertainment and food with activities to provide information and raise awareness of specific or a variety of community issues.</p> <p>It is used in making engagement more appealing and to reach audiences who would not normally attend formal meetings.</p>	<p>Provides opportunities for relationship building and information sharing in a cordial environment.</p> <p>Effective for reaching families with children, young people and ethnic groups.</p> <p>Engagement can be incorporated into existing community fairs or festivals. It can be costly and staff intensive to run if the event was organised specifically for the purpose of engagement.</p>	<ul style="list-style-type: none"> • Use location close to public transport and accessible facilities. • Choose a date and period that works for families, e.g. school holidays. • Be intentional and creative about how to incorporate engagement activities. • Provide motivations to participate, e.g. prizes. • Make the engagement activity simple and short, e.g. brief interview, comment form, etc.

2.5 Focus Group

Description and Use	Think it Through	Best Practice Note
<p>A form of structured interview in which a small group of stakeholders are asked questions about their views, opinions or attitudes towards an issue or project. The facilitator allows for an open discussion guided by the questions but may follow the flow of participants' discussions.</p> <p>It is useful for gaining in-depth understanding of a target population's opinion of issues and for testing ideas before implementation.</p>	<p>It is effective for reaching target audience or particular segments of the community.</p> <p>Less formal and intimidating than public meetings.</p> <p>It is useful for exploring issues before broader consultation takes place.</p> <p>Selection of participants may be biased and some may request money before they participate.</p> <p>Usually needs to be combined with other engagement methods before making an informed decision.</p> <p>Information obtained is qualitative in nature.</p>	<ul style="list-style-type: none">• A skilled focus group facilitator is required.• Use an audio record to record the discussion and also have someone else taking notes.• It is more effective when a group is not more than 15 individuals.• Explain the purpose and the process to participants at the beginning.• Participants must be representative of the target population.• Be prepared to arrange for transportation of participants.• Provide refreshments.• Use location that is convenient to participants.• Conduct at least two sessions for a given target population at alternate times/days.



2.6 Forum, Briefing, Information Session

Description and Use	Think it Through	Best Practice Note
<p>Presentations and discussions with community or stakeholder groups to provide information and gather feedback, ideas or opinions.</p> <p>It is useful in identifying the needs of stakeholders and getting them involved in the decision making process.</p>	<p>It works well with existing stakeholder groups and can be held during their usual meeting time.</p> <p>Effective for small and large groups, including hard to reach audiences.</p> <p>Provides opportunity to increase stakeholders' awareness, build capacity and relationships.</p> <p>It is suitable for issues that are highly emotional, highly political or where there is a need to understand the impact of Council's actions or decision on specific issues.</p> <p>May leave out people who are not part of or active in the existing group.</p> <p>Can be formal or semi-formal, depending on the audience.</p> <p>Some people find face-to-face public engagement intimidating.</p>	<ul style="list-style-type: none"> • Requires good facilitator and presenter that understand the issue and the stakeholders/audience. • Consider the transport needs of participants. • PowerPoint is a good tool to use. • Keep presentation short and simple. • Allow for question and answer time. • Take records of attendance. • Use of other methods, e.g. suggestion box, comment form, works well with this method. • Advertise widely. • Request people to RSVP and provide other relevant information, e.g. meal, language, access requirements, etc. so you can prepare ahead. • Provide refreshments. • Timing and date of the event is important to encourage attendance and depending on the needs of the stakeholder group. • Provide publications to take away as necessary. • Give opportunity for one-on-one chat after the session.

2.7 Hotline and Phone-in

Description and Use	Think it Through	Best Practice Note
<p>Advertised telephone lines set up for community members to provide input into community issues within a set period.</p> <p>It allows community members to discuss their particular concerns and opinion.</p>	<p>Effective for engaging hard to reach community members.</p> <p>It is convenient, can provide updated information and reach a large audience.</p> <p>Requires a lot of staff time and after hours work, including skills in listening and taking notes simultaneously.</p> <p>Likely to be used by those interested or affected.</p>	<ul style="list-style-type: none"> • Thorough advertisement of the number, issue and engagement period is essential. • Advertise through multiple channels. • Use phone numbers that can be answered by more than one person. Don't keep callers waiting for long. • Allow for afterhours calls. • Council contact should be knowledgeable about the issue being discussed. • Avoid deviation into other issues callers may bring up. Acknowledge them but stay on course. • Keep records of each caller and make notes of the discussion. • Consider making it cost free for callers.



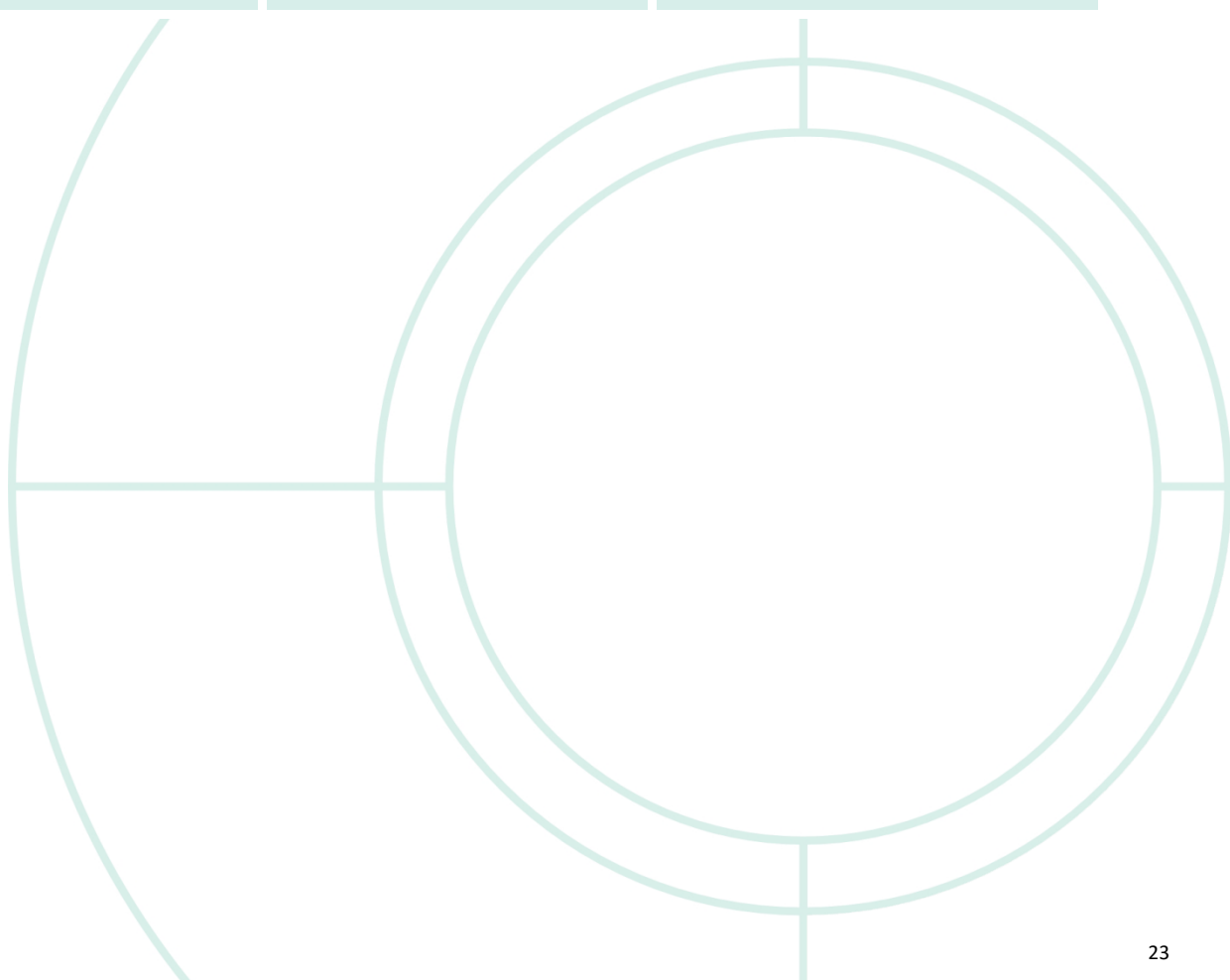
2.8 Interactive Mobile App

Description and Use	Think it Through	Best Practice Note
<p>Computer program or software downloaded to a mobile phone or other mobile device and designed for the exchange of various forms of information between users.</p> <p>It is useful for identifying problems that often require urgent response.</p>	<p>Information exchange between Council and community happens in real time.</p> <p>It is convenient, accessible and often free to download. It may however be costly to develop.</p> <p>Requires ownership of a smart phone or mobile device with internet connectivity.</p> <p>It is popular with some demographics, e.g. young people, businesses, etc., and good for people with special needs.</p> <p>Some people find computerised devices challenging to use.</p>	<ul style="list-style-type: none"> • Consider alternative channels for information exchange. Apps are always good as an addition. • Advertise widely.



2.9 Interview

Description and Use	Think it Through	Best Practice Note
<p>One-on-one conversation with stakeholders to gain information for developing or refining community participation and to build consensus. Key informant interviews collect information from a wide range of people, e.g. community leaders, professionals, residents, who have firsthand knowledge about the community.</p> <p>It is useful in building relationships, trust and exploring issues in-depth.</p>	<p>Very useful at the early stages of engagement to build trust.</p> <p>It can provide deeper insight into community issues and an opportunity for Council to test ideas.</p> <p>It can be time consuming for the interviewer.</p> <p>Suitable for hard to reach audiences and can be effective in dealing with complex issues.</p> <p>Information collected is qualitative.</p>	<ul style="list-style-type: none"> • Carefully select interviewees who are knowledgeable about the issue and/or are representative of interested or affected stakeholders. • Recognised community leaders are often suitable as key informants. • Interview discussion should be documented. • If an audio recording is used, seek the permission of the interviewee. • Ask probing questions, e.g. why, not just clarifying questions, e.g. what. • Requires active listening skills. • Consider the interview location – make it convenient for both parties. • It is important that the atmosphere is cordial. • Use this method alongside other methods.



2.10 Open House

Description and Use	Think it Through	Best Practice Note
<p>A public information session incorporating a series of displays or stations staffed by resource persons who guide participants through the exhibits. The displays/stations address different issues and participants tour the house at their own pace.</p> <p>It is useful in providing information to the community and receiving feedback in a more informal setting.</p>	<p>It can be effective for engaging on complex or multiple issues within a short timeframe.</p> <p>It can facilitate the identification of problems and opportunities, understanding of public reactions and build relationships.</p> <p>It is staff intensive and can exclude hard to reach audiences.</p> <p>It can foster small group or one-on-one conversation.</p> <p>It can be challenging documenting the conversation.</p>	<ul style="list-style-type: none"> • Advertise widely. • Explain proceedings to participants at the door, including emergency exit, toilet location, etc. • House should be accessible for persons with disability. • Participants need to fill out attendance sheet. • Provide comment forms. • Consider available space. Each station should be able to take 6-10 participants at a time. • The pace of the activity can change very quickly, e.g. many people coming at the same time or leaving at the same time. Put a plan in place to manage crowds. • Consider asking for RSVP, but be prepared for anyone to turn up. • Make information sheets available to take away. • Consider participants' access to parking and public transport. • Provide refreshments.

2.11 Polls

Description and Use	Think it Through	Best Practice Note
<p>Community members indicate their preference (vote) from one or more options. It is usually informal and non-binding.</p> <p>It is useful in understanding public reactions, opinions and preferences.</p>	<p>It is suitable for small groups, large groups or the general public.</p> <p>If done online, it is easy to set up, convenient to participate and result can be determined almost immediately.</p> <p>Lacks the ability to provide in-depth feedback and may exclude those who don't feel very strongly on the issue or limited by the options provided.</p> <p>Effective in raising awareness of issues.</p> <p>It can sometimes be difficult to control cheating, e.g. multiple voting.</p> <p>It can be divisive, especially for highly emotional issues.</p> <p>It can also be fun and used for simple things.</p> <p>It is often a game of numbers but results can be misleading if the question is not appropriately framed.</p> <p>Anonymity of the process encourages people to speak their mind.</p>	<ul style="list-style-type: none">• Be very clear about the procedure, voting period, eligibility, etc.• Ask carefully considered direct questions.• Communicate clearly the purpose of the poll, e.g. will it form a decision, recommendation or provide insight?• It might be necessary to provide sufficient information to enable informed voting.• Make sure poll is statistically valid.

2.12 Suggestion Box

Description and Use	Think it Through	Best Practice Note
<p>On-site box that allows members of the community to provide feedback or share their ideas on specific issues or for general purpose. It can be adapted to an online format where participants type in their comments into a designated webpage.</p> <p>It is useful for participants to provide feedback that enables services to be improved.</p>	<p>It is appealing to those who may not wish to speak up in group settings.</p> <p>Often complements engagement activities that require a public gathering.</p> <p>Respondents may choose to be anonymous.</p> <p>It often requires participants to go to where the box is located.</p>	<ul style="list-style-type: none">• The location of the box should be accessible.• Use a bright coloured box to attract attention.• Keep the box securely fastened.• Advertise the suggestion box.• Ensure only the relevant staff has access to the content of the box.• Where possible, contact the person making the suggestion to acknowledge receipt and provide assurance their issue will be considered.• Provide writing pen and paper with spaces for comment near the box.• If the suggestion box is for a specific issue, be clear about it in the advertising and labelling.

2.13 Survey

Description and Use	Think it Through	Best Practice Note
<p>A series of questions provided to a sample which is representative of the stakeholder to collect information on their views, opinions or concerns on an issue or a range of issues. The information collected is analysed to understand stakeholder's perspective on the issue/s.</p> <p>Types of surveys include online surveys, telephone surveys or written surveys. They could be mailed out via email or surface mail. Surveys are either self-administered or interviewer administered.</p> <p>They are useful in understanding the community better, identifying issues and generating ideas.</p>	<p>Survey monkey is effective for online surveys.</p> <p>It is effective for hard to reach audiences and people who are unlikely to attend engagement events.</p> <p>The confidentiality results in more candid responses.</p> <p>It can be used in small groups, large groups or the general public.</p> <p>Opinions can change and the response rate may be poor or unrepresentative.</p> <p>It takes time to plan and develop an effective survey.</p> <p>It is possible and sometimes advisable to use different types of surveys (online, phone, written) to gather feedback as this can facilitate greater participation.</p> <p>It can be difficult to measure qualitative information.</p> <p>People with literacy or language difficulties may find it challenging.</p>	<ul style="list-style-type: none"> • Ensure sufficient sample size and representativeness of the survey community is achieved. • The officer designing the survey should be knowledgeable about the issue/s and every question must have a clear purpose. • Before the questions, provide brief overview of the purpose of the survey, how the information gathered will be used and estimate time to answer the questions. • Assure respondents of confidentiality. • Request some demographic information. Make the survey as anonymous as possible. • Provide incentive for participation, e.g. prize draw. • Keep it short and simple. • For easier collation, provide tick box options or use likert scale measure with space for comments where necessary. • Always test the survey in a pilot to identify possible pitfalls and make amends before making it public. • Allow time for participation (2-3 weeks is considered sufficient).

2.14 Written Submissions

Description and Use	Think it Through	Best Practice Note
<p>Formal document intended to provide relevant facts and opinions of persons or groups of persons relating to an issue for which a decision is pending.</p> <p>Submission is made in response to a call for submission by Council. In some instances, written submission is prescribed by regulation or legislation. Submissions can be made in hard copy or online.</p>	<p>Useful for receiving detailed response to issues being considered.</p> <p>Able to provide information on underlining reasons for respondent's opinion.</p> <p>Response rate may be low.</p> <p>People with literacy or language difficulty may find it challenging.</p> <p>Suitable for engaging at the early stages.</p>	<ul style="list-style-type: none"> • Where submission is a legislative requirement, ensure full compliance is provided for. • The person/group making the submission must self-identify. Anonymous submissions are often unacceptable. • Provide details about what the submission should contain, closing date/time, and what the next step will be after the submission closes. • Advertise call for submissions widely. • Include contact details for further enquiries. • Where useful, provide a template to guide persons making the submission. • Submission by an individual carries as much weight as by a group.



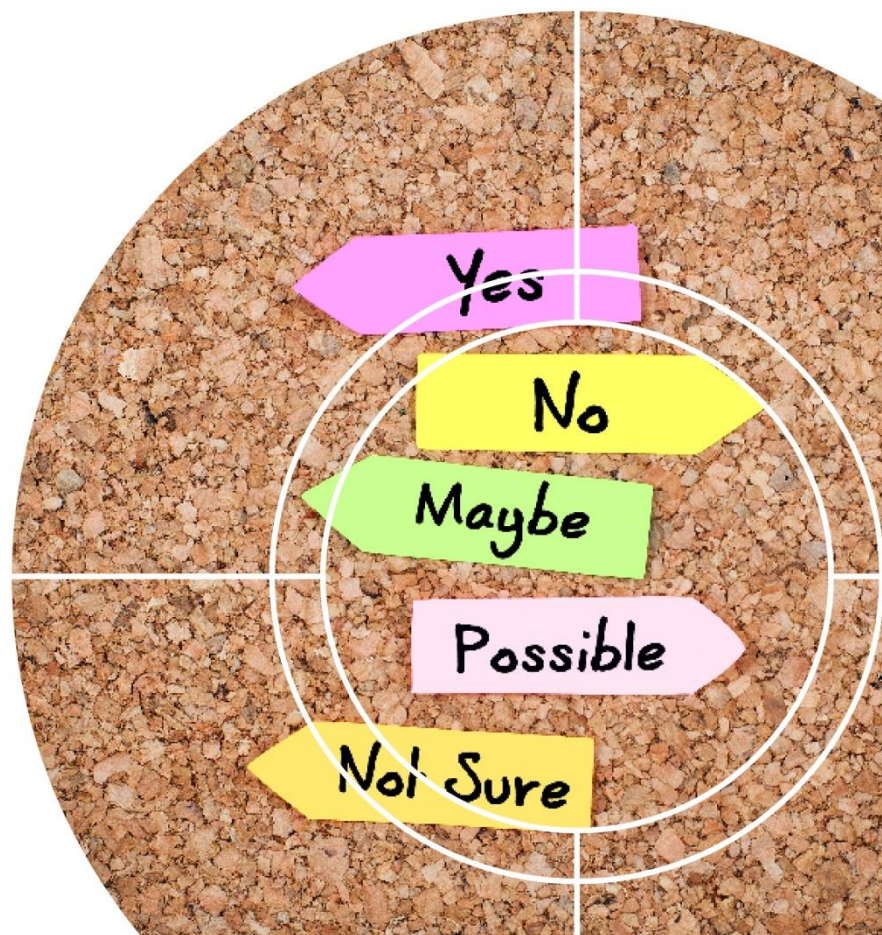
03 Involve

3.1 Card Storming

Description and Use	Think it Through	Best Practice Note
<p>Using cards to capture the key ideas of individuals in a conversation and organising them into clusters of ideas thereby enabling an authentic dialogue that includes a larger number of participants. In card storming, participants work in small teams to write their best ideas on cards and then pass them to a facilitator who organises the ideas into clusters on a sticky wall or a white board.</p> <p>After the topic for the brainstorm is announced each person takes a little time to consider their own thoughts before beginning to work in a group. Next small teams work together and capture their ideas on cards that are to be clustered with the help of the facilitator (the group does the organising; the facilitator merely follows the group's direction). After the group generates groupings of ideas the facilitator guides them in a conversation to consider any new insights gained from juxtaposing their ideas. This method is designed to generate a high degree of participation of those attending a workshop.</p> <p>Since it begins with individual work, it captures the thinking from everyone, including those who are normally quiet and less likely to come forward with their ideas. Working in teams and then as a whole group allows for ideas to simmer and new insights to form.</p>	<p>It is effective when a group is brainstorming ideas about a specific issue.</p> <p>It promotes the participation of all participating stakeholders in planning processes and in the identification of issues and opportunities.</p> <p>It fosters interdependence among various stakeholders that is both creative and collaborative because they focus communication on written ideas versus simply listening to the most informed or loudest participants.</p> <p>It provides an opportunity to join like ideas and synergistically form new insights from juxtaposing the ideas. It therefore encourages group creativity.</p> <p>This method has many uses that involve capturing and blending the ideas of a diverse group.</p> <p>A simple card storming workshop can take about 1 to 1 ½ hours depending on the complexity of the topic and group reflection.</p> <p>It does not require any technical expertise other than group facilitation and it can be applied with little formal knowledge or data.</p>	<ul style="list-style-type: none"> • Formulate the question to ensure there is no ambiguity in its interpretation. • Consider sending the question to participants in advance so they have time to prepare. • Inform participants beforehand that the meeting will be interactive. • Small teams of three to five are most effective for full participation. • It can be used with many other methods especially those that then assist to prioritise the issues identified using card storming. • Participants need to be literate; however, those who are not can be helped to convey their ideas by others who are. • Facilitation skills are helpful to manage the process and to note the key insights from the workshop. • The main costs in doing card storming are the cards, markers, tape, flip chart paper and masking tape. Having a meeting room with a blank wall is necessary, however constructing a flat surface from one or two sheets of plywood can be used if it is secured to stand vertically.

3.2 Citizens Panel

Description and Use	Think it Through	Best Practice Note
<p>A large number of people selected to be representative of the community over a period of time. The views of panel members on different issues are sought regularly using a variety of methods such as surveys, interviews, focus groups, etc.</p> <p>Council operates the Glenorchy Matters Community Panel.</p>	<p>Panel membership can range from hundreds to thousands.</p> <p>It is cost effective once set up, flexible to use, convenient for panel members and can engage hard to reach audiences.</p> <p>Panel members may not respond to engagement opportunities therefore response rate may be low.</p> <p>Regular engagement may lead to attrition, which may affect the representativeness of the panel.</p>	<ul style="list-style-type: none"> • Advertised through expression of interest. • Capture demographic data to measure representativeness of panel. • Target recruitment may be necessary to balance the panel. • Consider an interest register where panel members can indicate themes they are most interested in providing feedback on. • Recruit panel members from participants in other engagement activities. • Replace a proportion of the panel over a period of time, e.g. three years. • Do not share personal details of panel members with external persons. • Should be used with other engagement methods.



3.3 Committee

Description and Use	Think it Through	Best Practice Note
<p>A structured small group of community or stakeholder representatives that meet regularly and operate under a terms of reference. May also have members from Council (elected or employee). Can vary from members providing their own feedback or ideas to planning processes, to members acting as conduit between the broader community and Council.</p> <p>The committee offers expert and community advice on policies, plans, issues and initiatives. Committees are statutory requirements in some circumstances.</p> <p>The Local Government Act 1993 empowers Councils to establish special committees on such terms and for such purposes as it thinks fit. Council currently has seven special committees:</p> <p>Safer Communities Committee</p> <p>Cultural Diversity Advisory Committee</p> <p>Glenorchy Arts and Culture Advisory Committee</p> <p>Sports and Recreation Advisory Committee</p> <p>Glenorchy Youth Task Force</p> <p>Track, Trails and Cycleways Committee</p> <p>Access Advisory Committee</p>	<p>It is a ready audience formed around common theme, suitable for long term engagement and addressing complex issues, highly political or high emotion issues.</p> <p>Can be effective for understanding the broader community better, improving quality of policy, strategy and plans, building community capacity for engagement and developing relationship.</p> <p>Committee members gain understanding of other perspectives, leading towards compromise.</p> <p>It is time and labour intensive and members may not achieve consensus.</p> <p>Valuable for checking views before going out to the wider audience.</p> <p>Committee's recommendations may not be embraced by the general public and it can be dominated by a few individuals.</p> <p>Balanced and full representation is difficult due to the small size of committees and the diversity of the community.</p> <p>It can be seen as providing an independent view from Council and can take an ongoing monitoring role.</p>	<ul style="list-style-type: none"> • Define roles and responsibility up front. • Be forthcoming with information. • Use a consistently credible process. • Interview potential committee members in person before selection. • Council must accept need for give-and-take. • Record of all meetings should be properly documented. • Representativeness is vital. • Consider the expertise that is required in the committee.

3.4 Community Leaders

Description and Use	Think it Through	Best Practice Note
<p>Leaders of various communities or interest groups are briefed and they disseminate the information to their groups to elicit their views and opinions.</p>	<p>It is able to reach larger numbers of community members than would direct communication by Council.</p> <p>It is low cost, facilitates the development of relationships and may be effective for some hard to reach audiences.</p> <p>Depends on the availability of leaders, their skills and standing with their community.</p>	<ul style="list-style-type: none"> • Engage leaders who are affirmed by their community. • Consider providing take away published materials, e.g. fact sheets. • Be cautious when engaging with communities where factions exist. • May be necessary to brief community leaders one-on-one.

3.5 Conversation Café

Description and Use	Think it Through	Best Practice Note
<p>Open, hosted conversations set in cafes or other places where community members would ordinarily gather. It is used to understand issues and identify opportunities and solutions.</p>	<p>It is effective in small groups (not more than 10) and helps build relationships.</p> <p>It is semi-formal and therefore not intimidating.</p> <p>The conversation can be dominated by an individual or persons.</p>	<ul style="list-style-type: none"> • Invite interested stakeholders and keep the size small. • Use a familiar venue where conversation can be had while sharing a meal or drink. • Consider using a venue with disability access and close to public transport. • Keep it short (not more than 2 hours). • The host does not facilitate, but rather simply sets the tone for the conversation.

3.6 Creative Arts Expression

Description and Use	Think it Through	Best Practice Note
<p>Participation in a range of activities that allows for artistic and original expression, such as music, poetry, painting, photography, etc. to communicate feelings, thoughts and opinions. Useful for engaging persons who express themselves better in visual and other creative ways.</p>	<p>May be an effective way of engaging children, young persons and other people with some forms of specific learning disability.</p> <p>Can be resource intensive and may require an experienced facilitator.</p> <p>It promotes inclusion and the participation of hard to reach audiences.</p>	<ul style="list-style-type: none"> • Understand the specific needs of the participants. • Smaller groups work better. • Allow time for participation. • Work with professionals in the field of interest, e.g. youth workers, child care workers, special education teachers, etc. • Where necessary, ask for written consent to collect, keep and use creative works of participants from themselves or their custodian.

3.7 Open Space

Description and Use	Think it Through	Best Practice Note
<p>A method for hosting a meeting or conference focused on a particular topic but which has no formal agenda set. Participants self-organise and determine topics of breakout sessions at the start. Participants set the agenda and not the organisers. Participation at breakout sessions is based on interest.</p> <p>It is useful in understanding diversity of opinions, especially where the issue is highly emotional.</p>	<p>This can be suitable for issues with low trust and high complexity.</p> <p>Effective in generating ideas, understanding problems and opportunities from different perspectives.</p> <p>Important issues could get lost in the process.</p> <p>Participants with dominant personalities could influence the agenda.</p> <p>Participants determine the length of time the engagement will take.</p>	<ul style="list-style-type: none"> • A central theme is important. From this, topics will emerge. • Ground rules and procedures must be well explained at the beginning. • Use facility that can accommodate different groups with different sizes. • Consider a start timeframe that will allow for prolonged discussions. • It is important to produce summary of discussion at each breakout session. Capture the essential issues raised.

3.8 Participatory Editing

Description and Use	Think it Through	Best Practice Note
Stakeholders edit and shape documents and reports through a series of circulating documents.	<p>It is used in engaging with stakeholders on issues of high complexity or technicality.</p> <p>Suitable for improving the quality of policy, strategy or plan.</p> <p>It promotes stakeholder's ownership of issues and solutions.</p>	<ul style="list-style-type: none"> • Documents circulated should be marked as "draft" and where necessary confidential. • Cannot be used for documents that contain classified information or commercial in confidence. • Encourage editing to be tracked on the document. • Documents should be well formatted and numbered.

3.9 Public Hearing or Inquiry

Description and Use	Think it Through	Best Practice Note
<p>A formal open gathering where Council seeks information or clarification from community members who individually state their opinion or the position of a group they represent. Typically, members of the public who have made written submissions or expressed an interest to participate are invited to make an oral presentation or give evidence.</p> <p>Council is not obliged to respond to comments made by participants but will record opinions expressed by invited participants for consideration in deciding on the issue.</p> <p>It is useful in gaining in-depth understanding of issues from stakeholders' perspective. It may be a legal requirement in some circumstances.</p>	<p>Gives the public the opportunity to share their opinion without rebuttal.</p> <p>Focusses on evidence gathering and participants are allowed to give evidence which may be confronting.</p> <p>Can perpetuate an "us versus them" feeling.</p> <p>Some people find speaking in public intimidating.</p> <p>It gives participants the feeling of being heard on the issue.</p> <p>Usually attracts media attention.</p> <p>It is high cost.</p>	<ul style="list-style-type: none"> • Requires a panel or committee (with a chairman) that will hear the evidence or comments of participants. • Arrange the venue so that the panel/committee is facing the public. Individual presenters/testifiers come forward to address the panel/committee while facing them and backing the public. • Send personal invitation to presenters/testifier with enough notice period and confirm details (date, venue, time, time allocated for presentation, etc.) of the public hearing, its purpose and the rules guiding the public hearing. • Arrange for audio recording and a separate person to take the minutes of the meeting.

3.10 Public Meeting

Description and Use	Think it Through	Best Practice Note
<p>A formal meeting where Council can share information or make a presentation to the general public and respond to questions asked by members of the public. It is usually a large group and is open to all interested members of the community to attend and ask questions.</p> <p>It has legislative requirements in some circumstances. See Part 6 of the Local Government Act 1993.</p>	<p>It is transparent and enables addressing immediately and directly any misconception and concerns.</p> <p>It may be helpful in understanding community reactions, implications of propositions and building relationships.</p> <p>The depth of the discussion is sometimes limited.</p> <p>Those attending may not be representative, meeting can be hijacked or dominated by individuals or groups and can quickly escalate out of control because emotions are high.</p> <p>Some people find public meetings intimidating.</p> <p>It can result in low turnout and can lead to bad public image if things go wrong.</p> <p>Suitable for engaging within a tight timeframe.</p>	<ul style="list-style-type: none"> • Ensure compliance with legislation where required. • It is better to have a single issue up for consideration. • Advertise widely, including details of date, time, venue and subject of discussion. • Give enough notice for people to prepare ahead, e.g. organise child care. • Use accessible venue that will be big enough for the meeting. • Have a risk management plan in place. • Consider day and time of the meeting, including public parking space, closeness to public transport, traffic hour, etc. • Arrange for knowledgeable guest speakers where necessary. • Review all materials and presentation ahead of time. • Set up the venue to allow for interaction between Council and the public. • Set the rules that will guide the meeting from the very beginning. • It is helpful to hire an external community engagement professional to facilitate the meeting. This will help avoid the perception of bias. • Don't make commitments you can't keep. • People have different commitments and it may be appropriate to hold the same meeting twice, at different times. • Arrange for audio recording and a separate person to take the minutes of the meeting. • Provide for audio-visual equipment. • Consider the need for language translators. • Allow enough time for questions and answers.

3.11 Site Tour

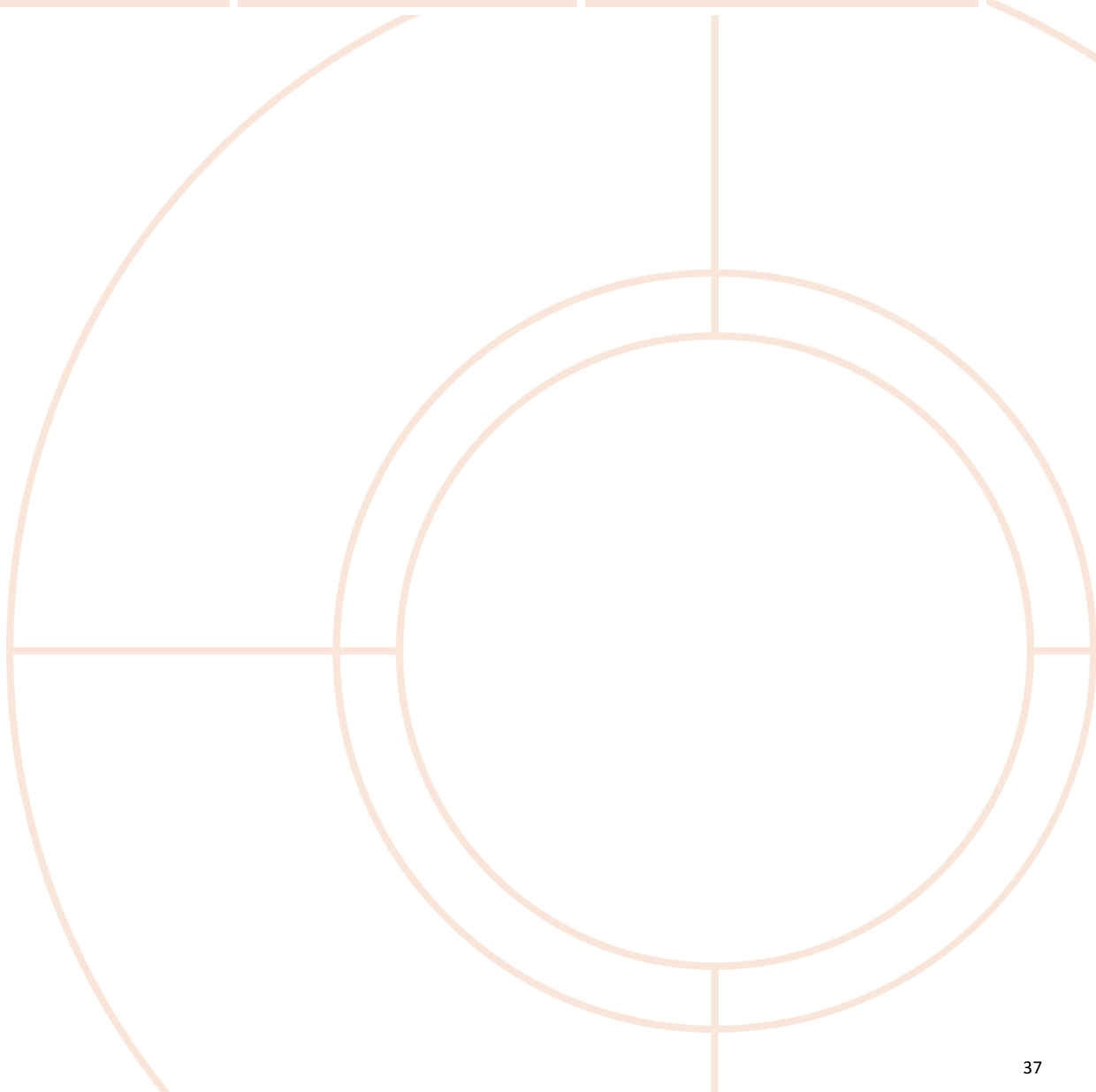
Description and Use	Think it Through	Best Practice Note
<p>Community and stakeholders are invited to an organised site tour incorporating information sharing and the opportunity for conversation between Council and the community/stakeholders.</p> <p>It is used to inform participants of the details of a proposed site or development, and gain understanding of participants' concerns, gain new ideas, observe progress or change perspectives.</p>	<p>It can build relationships, increase awareness and help to identify problems and opportunities.</p> <p>Suitable for small or large groups.</p> <p>It is more productive at the early stages of the development of a project.</p> <p>Could result in low turnout, attendance may not be representative and particular group/s may dominate the conversation.</p> <p>Not effective for some groups, e.g. aged, persons with disability, families with children.</p> <p>Suitable for key stakeholders, elected officials, advisory group members and the media.</p> <p>Potentially attractive to protesters.</p>	<ul style="list-style-type: none"> • Conduct site assessment to identify risks and put plan in place to mitigate them. • Provide necessary personal protective equipment (PPE). • Consider inviting key stakeholders, influencers, community leaders, etc. • Plan question and answer session. • Prepare an itinerary. • Provide refreshments.

3.12 Stakeholder Networks and Interagency

Description and Use	Think it Through	Best Practice Note
<p>Liaising with existing groups in the community that are affected, concerned about or deliver services related to the project or issue under consideration. Their knowledge and experience provides Council with broader insight and feedback to consider before making a decision.</p> <p>Council currently facilitates the following networks: YANG - youth services, GAIN – families and children services, and Linkages – aged care and disability services.</p>	<p>Engagement can be through stakeholders meetings, participation in established network activities or correspondence.</p> <p>Information exchange often cordial and in the context of collaboration.</p> <p>May leave out important groups that are not part of formal networks.</p> <p>Able to provide detailed and informed feedback.</p>	<ul style="list-style-type: none"> • Get to know all the stakeholders and build relationships. • Create opportunities for personal contacts. • Liaise with the appropriate person in the networks. • Give enough notice for participation. • Share relevant information as may be necessary.

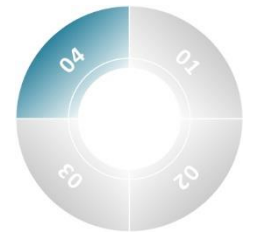
3.13 Working Group or Working Party

Description and Use	Think it Through	Best Practice Note
<p>A small ad hoc group of individuals with diverse and complementing expertise collaborating to achieve specified goals.</p> <p>The goal may be to study and report on a particular question and make recommendations based on its findings, develop a policy or implement a program.</p> <p>It might involve council staff from different departments, representatives of community groups, government officials or citizens.</p>	<p>Good for drawing on the expertise of a range of people to help develop policy or solve a problem.</p> <p>Useful for exploring issues before broader engagement takes place.</p> <p>Effective for internal consultation and the development of proposals.</p> <p>May be time consuming to set up.</p>	<ul style="list-style-type: none"> • Ensure all the required expertise is represented. • Identify and invite directly persons with the required skills for the assignment. • Keep meetings brief. • Allow enough notice for members to plan ahead. • Be forthcoming with information. • Requires strong leadership.



3.14 Workshop

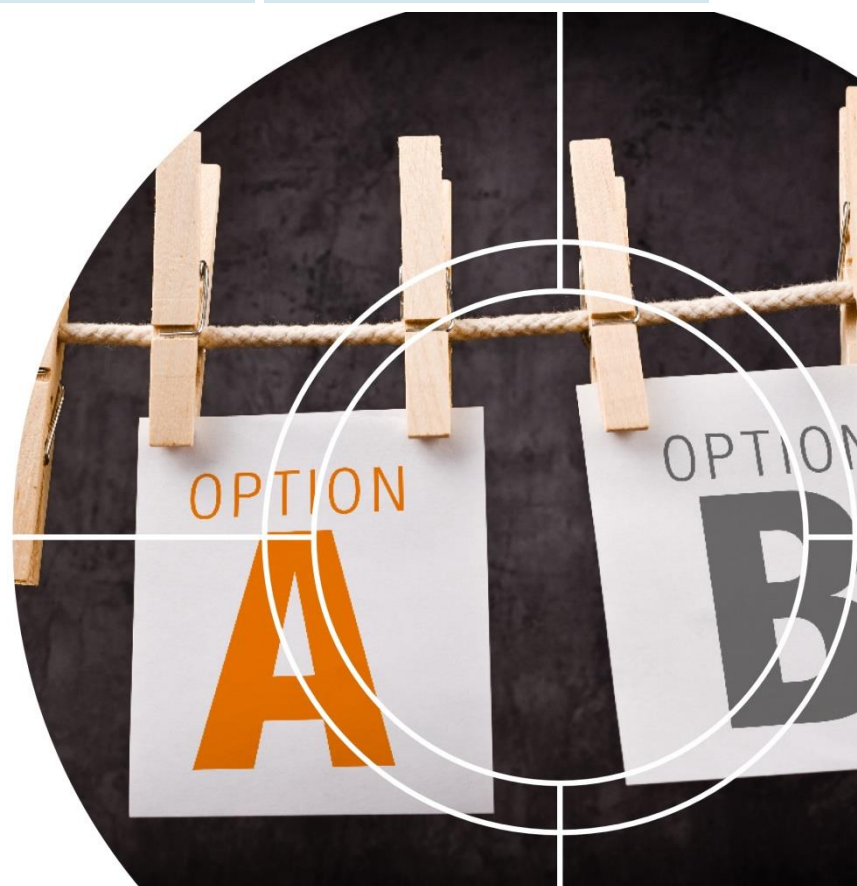
Description and Use	Think it Through	Best Practice Note
<p>A structured method where a small group meet to explore specific complex issues and develop solutions. It is typically interactive and involves a facilitator, invited stakeholders, information sharing in a plenary session and small group exercises/breakout sessions to consider different aspects of the issue under consideration.</p> <p>It is useful for in-depth consideration of issues, problem identification and generating solutions.</p>	<p>Can provide a more open exchange of ideas and facilitate mutual understanding.</p> <p>Useful for dealing with complex, technical issues and allowing for in-depth consideration.</p> <p>Can be targeted at particular stakeholder group.</p> <p>It is most effective for a small number of participants and therefore other interests may not be represented.</p> <p>Effective in improving the quality of policy, strategy or plan.</p> <p>It fosters stakeholders' ownership of problems and solutions, fosters communication and builds credibility.</p> <p>Can run for between an hour and a full day.</p> <p>May be resource intensive depending on size of the workshop.</p>	<ul style="list-style-type: none"> • Small (12-20) to medium (21-40) size workshop works better. Workshop with more than 40 participants may be difficult to manage and create challenges for participants to actively engage in workshop activities and exercises. • Requires skilled facilitator to manage the workshop and may require extra facilitators for small workshop activities or breakout sessions. • Focus on a single theme with identified sub-topics. • Use a venue that is convenient for open interaction and breakout sessions. • Provide morning tea and lunch as may be necessary. • Start and end the workshop in a plenary session, with the breakout session in between.



04 Collaborate

4.1 Appreciative Inquiry

Description and Use	Think it Through	Best Practice Note
<p>A structured process for engaging stakeholders that focuses on building on strengths (what works well) rather than deficiencies (what are the problems).</p> <p>Appreciative inquiry attempts to use ways of asking questions and envisioning the future in order to foster positive relationships and build on the present potential of a given situation. Stakeholders follow four stage process of Discover (identifying processes that works well), Dream (envisioning of processes that would work well in the future), Design (planning and prioritizing processes that would work well), and Destiny (implementation of the proposed design).</p>	<p>Connects the community by celebrating stories that reflect the best of what is and has been.</p> <p>Fosters positive, grassroots level action.</p> <p>Creates commitment to long term engagement.</p> <p>Council needs to be truly committed to the outcome.</p> <p>Given the high level of engagement, people expect to see changes as a result of the process.</p> <p>Participants need to own and co-create the process.</p> <p>It is suitable for engaging small or large groups on issues of high complexity or high emotions.</p>	<ul style="list-style-type: none">• Participants should be representative of the potentially affected public.• Requires high level of engagement by all parties involved.• Allow enough time as the process may take days, weeks or months.



4.2 Citizen Jury

Description and Use	Think it Through	Best Practice Note
<p>A small group of randomly selected normal citizens assembled into a jury mandated to consider an issue, cross-examine witnesses in front of a public gallery before adjourning to deliberate and make a recommendation or decision. The process usually takes days and the recommendation or decision is produced in the form of a citizen's report.</p> <p>Always non-binding with no legal standing.</p>	<p>Suitable for issues of high complexity, high emotion and highly political.</p> <p>It can identify problems and opportunities, generate alternatives, understand implications of propositions and improve quality of policy, strategy or plan.</p> <p>It is independent and resource intensive.</p> <p>The public can identify with the "normal" citizens serving as jurors although experts on the issues under consideration may be invited to provide evidence and be cross-examined.</p> <p>Not all interests may be represented.</p> <p>Can be costly.</p>	<ul style="list-style-type: none"> • Requires skilled moderator. • Council must publicise the jury and its findings, respond within a set time and either follow the recommendations or explain publicly why it will not. • Be clear about how result will be used. • Random sample can be drawn from sources such as responses to an expression of interest or the electoral roll. • Jury could comprise between 10 and 16 jurors.

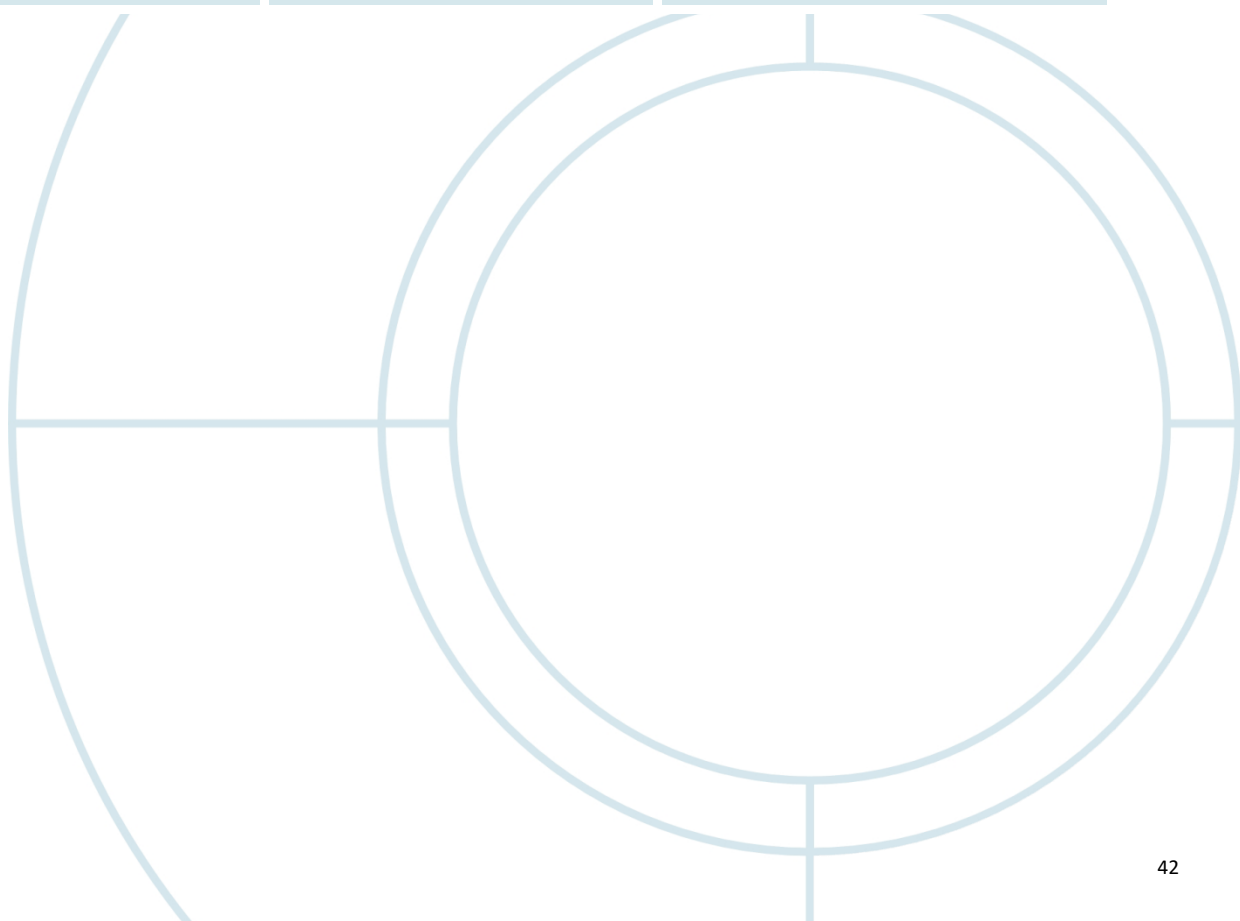
4.3 Co-design

Description and Use	Think it Through	Best Practice Note
<p>Consumers and users work with designers to collaboratively design products, services and processes thereby making the outcome more appropriate and acceptable to the users. This goes beyond asking users what they want; rather they become partners in the design process and helping to shape the definition and direction of the design project.</p>	<p>Effective for long term engagement for finding solutions to problems, practical innovations and improvement that enhances people's lives.</p> <p>It facilitates relationship development and capacity building for stakeholders.</p>	<ul style="list-style-type: none"> • Ask participants to engage in reflective exercises before a co-design session. Asking people to observe their own behaviours for a period of time helps bring things to the surface before an interview or workshop. • Icebreakers at the beginning of the session are helpful. • Use materials that are visual, creative, expressive and physical. • Use storytelling. • Be flexible. The outcome can be unpredictable. • Make it fun and enjoyable. It is also part of keeping people's energy levels up, if people are tired and the activities too serious, people will lose interest.



4.4 Deliberative Polling

Description and Use	Think it Through	Best Practice Note
<p>A structured process where large randomly selected members of the community are polled after they have explored and deliberated on an issue over 2 to 3 days.</p> <p>Participants are provided with extensive and balanced information through reading materials and/or interview with experts.</p> <p>The result of the polling is shared with the group and the public.</p> <p>Polling can take place before and after the deliberation process for documentation and measurement of the nature and degree of opinion change.</p>	<p>Gives decision makers insight into what the community would think if they had more time and information about the issue.</p> <p>Can produce a wide array of arguments and views.</p> <p>It is useful in identifying problems and opportunities, understanding community reactions and could involve between 50 to 500 people.</p> <p>Requires the commitment of participants and can be resource intensive.</p> <p>Effective for engaging when the community is likely to have little information on the issue or when the decision to be made depends on trade-offs between competing goods.</p>	<ul style="list-style-type: none"> • Hire a skilled facilitator. • Do not expect or encourage participants to develop a shared view. • Hire a third party to certify background reading materials are unbiased.



4.5 Dialogue/Round Table

Description and Use	Think it Through	Best Practice Note
<p>A facilitated discussion where participants freely share their views on an issue, reflect on the views of other participants and seek to reach a shared understanding of the issue. Every participant gets to say something and contribute to broader thinking of the issue. Typically, the discussion is held with participants seated at a round table.</p> <p>As the name suggests, it has no head, implying that everyone who sits there has equal status. It is useful in building trust, understanding stakeholders' needs, achieving a balance between needs and expectations and improving the quality of a proposed action.</p>	<p>Can provide stakeholders with a better understanding of each other's position and result in more realistic expectations and willingness to work in partnership.</p> <p>To have credibility, all key stakeholders should be present.</p> <p>Potential to resolve conflicts and build relationships.</p> <p>Works well for small groups and could exclude important stakeholders.</p> <p>Effective for long-term engagement.</p> <p>Some participants may want to be domineering.</p>	<ul style="list-style-type: none"> • Requires a professional facilitator and must be carefully designed to avoid any perception of bias. • Ensure participants have the trust of their constituencies. • Make written notes of discussions and shared understanding. • Consider another opportunity for further discussions on issues that require better mutual understanding. • Emphasise the need for mutual respect. • A group of not more than 12 will be efficient.



4.6 Elector Poll

Description and Use	Think it Through	Best Practice Note
<p>Vote cast by persons who have the right to vote in a council election of the City of Glenorchy. It is used to identify community's preference on a LGA wide matter for which the elected Council is to decide. It is typically used for highly political matters.</p> <p>A matter which is the subject of an elector poll is decided by a simple majority of the formal votes cast.</p> <p>The result of an elector poll is discussed at the next ordinary meeting of Council. The result of an elector poll is not binding on the Council.</p>	<p>Elector polls are created and guided by the <i>Local Government Act 1993</i>.</p>	<ul style="list-style-type: none">• Complete compliance with Part 6 Division 2 of the Local Government Act 1993 is required.

4.7 Symposium

Description and Use	Think it Through	Best Practice Note
<p>A formal meeting for the public discussion of a particular topic in which a panel of experts share their knowledge on the topic or experts give presentations to the audience.</p>	<p>People learn new information on different sides of the topic.</p> <p>It provides a foundation for informed engagement by the people.</p> <p>Experts don't often represent different perspectives on an issue.</p> <p>Controversial presenters may draw negative reactions.</p> <p>Commonly used for issues of high complexity or highly political topics.</p> <p>Can build community capacity but may convey very technical information difficult to understand by non-experts.</p> <p>Depending on the complexity of the issue, may occur in half a day or over a few days.</p> <p>It can be resource intensive.</p>	<ul style="list-style-type: none"> • Needs strong publicity. • Requires upfront planning to identify appropriate speakers. • Seek out experts with different views on the topic. • Allow for questions and answer session from members of the public. • Provide for professional fees for speakers. • It may be necessary to issue a communiqué at the end of the symposium.



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