Community Engagement

Procedure & Toolkit

This document provides an overview of how Glenorchy City Council plans its engagement projects.

Glenorchy City Council acknowledges the Muwinina people as the traditional owners of this Land. We recognise all Tasmanian Aboriginal people as the original owners and continuing custodians of the land and waters of this island, lutruwita. We pay our respect to Aboriginal Elders, past and present. We commit to working for a City that welcomes and respects all Aboriginal and Torres Strait Islander people.

Community Engagement Procedure and Toolkit

Glenorchy City Council
July 2023

Contents

Introduction

This *Community Engagement Procedure and Toolkit* outlines how we deliver our community engagement activities. It has been developed as a resource for Council staff and the Glenorchy community.

The document guides Council staff in the creation of their Community Engagement Plans and provides a list methods that are currently used or likely to be used by Council in community engagement activities. There is an appendix with further methods Council staff can consider. Engagement methods need to remain flexible to suit varied audience sizes, project types and desired outcomes. Each method can be tailored to specific issues in the community.

Council is a member of the International Association for Public Participation (IAP2). IAP2 is the leading professional organisation advancing the practice of public participation globally.

Responsibility

Council is committed to developing a culture of engagement both internally with staff, and externally in the community. To achieve this, everyone has a part to play.

Mayor

The Mayor is the spokesperson for Council and plays an important role in community engagement. The Mayor shows leadership by upholding Council's Community Engagement Principles and encouraging a culture of engagement.

Elected Members

Demonstrate commitment to community engagement and participate in community engagement activities. They also support community engagement by approving adequate funding and/or resources.

Department Managers and Coordinators

Maintain an 'engagement mindset' when overseeing projects, plans, and activities in their team. Support teams to prioritise the delivery, reporting, and reviewing of community engagement. Ensure engagement activities within their team are communicated to elected members through the General Manager. Approve Community Engagement Plans developed by Council officers.

General Manager and Directors

Ensure the *Community Engagement Policy* is implemented and applied across Council projects. Ensure reporting is provided to elected members on engagement processes and outcomes. Oversee engagement processes of Council and ensure engagement needs and risks are considered.

Responsibility cont...

Community Engagement Officer

Provide ongoing guidance and support to Council staff in planning and delivering community engagement activities. Coordinate and promote Let's Talk, Glenorchy online engagement platform, plus all in-person engagement opportunities. Identify community engagement training and development needs and opportunities for Council employees.

Council Staff

Community engagement is the responsibility of all Council staff who deliver projects or services that impact the community. Staff work with the Community Engagement Officer to prepare engagement plans, deliver activities, utilise information gathered, and report back on engagement outcomes. Ensure adequate feedback is provided to the community. Determine the legislative requirements for community engagement.

Community

Community members are encouraged to participate in Council's engagement opportunities to help inform Council decision making.

Communications Officer

Works with Engagement Officer and project teams to create communications plans for Council's engagements. Provides advice on appropriate communication methods to promote engagement opportunities and outcomes.

Challenges in Community Engagement

Interaction between Council and the community occurs every day in many ways. Council will communicate with people at events, via customer service and at engagement activities. Throughout all these instances there are opportunities for engagement – an exchange of ideas.

Council actively seeks these opportunities for feedback.

Because Council is working across so many areas in the community, there will be challenges that arise in community engagement. It is important for project teams to plan for these and work together to overcome them.

- Some projects involve engaging the community on large documents and complicated information. We will work with project teams and Communications Officer to ensure communication is accessible.

- Engaging hard to reach segments of the community can be challenging. We will build relationships with our community to enable open sharing of information.

- Lack of trust can occur if community form unrealistic expectations, they may perceive an inability to make meaningful contribution or influence the decision-making process. We will incorporate 'closing the loop' into every engagement, meaning we will report back project outcomes and how input shaped the decision-making process.

- Decisions and actions may be slower to reach than planned when there are a lot of people to consult. We will plan early.

- A variety of demands or oppositions may arise during the process. We will be open to listening to the community.

- Loudest voices may wish to influence outcomes, it is not always a majority who are the loudest. We will ensure engagement methods aim to seek the most representative sample possible. We will make our engagement activities accessible.

- Engagement fatigue may become a factor. We will plan early to avoid too many requests for feedback in the community at the same time.

- Confusion can occur if stakeholders misinterpret what impact they can have on a project. We will clearly outline what the negotiables and non-negotiables are early in the engagement.

Steps to delivering effective Community Engagement

Any community engagement process must have a clearly defined purpose and scope, this is achieved through careful planning. The information gathered in steps one to ten form the basis of a community engagement plan. This is a template provided by Council's Community Engagement Officer.

1. Prepare Early

Preparing a community engagement plan is essential for Impact Levels 1, 2 and 3 and optional for Impact Level 4.

2. Engagement Purpose and Checklist

Defining the engagement purpose is a crucial first step when preparing to engage.

Question	Action
Has a decision been made on the issue or project?	If yes, community engagement is not appropriate. A communications plan may be more suitable.
Will community feedback be considered in the decision or project?	If no, community engagement may not be appropriate. For engagement to be authentic, there must be an opportunity for feedback to be considered.
Is the issue an internal Council issue?	If yes, community engagement may be unnecessary. An internal engagement or communication plan may be useful.

Staff Tool: Community Engagement Checklist

Level of Impact

Timeline and Constraints ☐	• What are the time constraints? • What milestones and dates are critical to meet? • At what stages of the decision/project will engagement occur? • What time, budget and personnel resources are required? • What are the negotiables / non-negotiables?
Engagement Context ☐	• Are there any issues (current or historical) that may impact the project/engagement? • Are there existing assumptions about the project or engagement? What are they? • What location/s will the engagement decision or project impact? City-wide or specific suburb/s.
Engagement Objective ☐	• What feedback is being sought and how will it be used? Use the IAP2 Spectrum to outline how feedback will influence decision-making • What is hoped to be achieved from the engagement? • What question/s are being answered by engaging? • What questions have been answered already?
Why engage? ☐	• Is there a legislative or policy requirement to fulfil? • Is there a link with other Council/community issues or decisions? • What community need or aspiration will be met? • What are the expectations of the community?
Stakeholders and Community ☐	• What is Level of impact? Use the Level of Impact Grid in the Community Engagement Procedure and Toolkit • Is there already a history of engagement? • Has another section of Council already completed a recent similar engagement? • Can they provide advice on who and how to engage? • Who will make the decision? Elected Members, Council staff, or an external authority? • Who is the sponsor of the project? • What are the positive and negative (real or perceived) impacts? • Who are the affected or interested group/s?
Communication Plan ☐	• What materials/collateral will be needed to promote engagement? • Who are the internal and external stakeholders? When and how will they be engaged? Complete the Engagement Comms Plan
Engagement Tools ☐	• What resources will be needed? • What location/s can the engagement activities take place? Can it be virtual or real?
Evaluation	• 'Close the loop' – how will feedback be provided to the community once engagement is complete? • What will the measures of success be?

3. Level of Impact on Community

The Level of Impact Tool is used to assess how the community will be affected by a project or decision. This helps guide selection of engagement methods and timeline.

Impact is defined as the effect of an action or change on the community. Levels of impact do not imply importance - Level 1 is not more important than Level 4.

It is important to consult with relevant Council teams when assessing the level of impact, there may be historical or future issues to consider.

Level of Impact	Category	Description	Criteria one or more may apply	Example
Level 1	High Impact LGA	Issue has higher level of real or perceived impact on the whole or large parts of Glenorchy LGA. A community engagement plan is essential.	• Existing or potential for conflict or controversy. • High level of interest from the community. • Potential to impact on regional or state strategies or direction. • Significant impact on attributes that are valued by the City of Glenorchy, e.g., art, culture, multiculturalism. • Any impact on health, safety, and wellbeing of the broader community.	• Community, strategic and annual plans. • Significant Council policies/ strategies/plans or by-laws, e.g. Access Plan, Multicultural Strategy, Capital Works Program, Environmental Management Strategy, etc. • Major changes to City-wide services, e.g., waste management, childcare, etc. • Provision, removal or major changes to a regional facility or infrastructure
Level 2	High Impact Local	Issue has higher level of real or perceived impact on a specific suburb, local area, community, or user group. A community engagement plan is essential	• Removal or significant changes to a facility or service to a local community/user group. • Existing or potential for conflict or controversy at a local level. • High level of community or sectional interest.	• Removal or relocation of local playground. • Changes to valued youth activities. • Major street work or road closure. • Significant changes to car parking arrangement in local shopping centre. • Development changes to sports grounds, parks or local facilities.
Level 3	Lower Impact LGA	Issue has lower level of real or perceived impact on the whole or large parts of Glenorchy LGA. A community engagement plan is essential.	• Potential for some controversy or conflict. • Potential for some, although not significant impact on regional or state strategies or direction. • Minor changes to recurring large scale programs.	• Minor changes in customer service processes, e.g., rates payment, hours of operations, etc. • Minor changes to City-wide activities and services, e.g., major event, NAIDOC Week, Youth Week, etc. • Review of community needs and plans, e.g., Capital Works Program review, community satisfaction survey, etc. • Non-contentious changes to fees and charges.
Level 4	Lower Impact Local	Issue has lower level of real or perceived impact on a specific suburb, local areas, community, or user group. A community engagement plan is still useful, work with Community Engagement Officer to tailor plan to suit project. .	• Minor changes to a facility or services at a local level. • Low potential for controversy or conflict at local level.	• Minor changes to local playground • Normal street works. • Changes in time and venue to a local community activity. • Development of a localised program, e.g., community garden, leisure program, etc.

4. Understanding stakeholders

Stakeholders are people who have an interest in or can affect/be affected by an issue or decision. It is important to identify stakeholders early in the engagement planning process.

Glenorchy is made up of a variety of stakeholders with differing 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.

The following may be helpful in identifying stakeholders:

- Work with the Community Engagement Officer to identify internal teams who will be able to assist with stakeholder identification.
- Consult with colleagues across Council whose work may be related to the issue under consideration.
- Utilise Let's Talk, Glenorchy and ECM databases to review records of people who have previously been in contact with Council about a relevant issue/area.
- Consult with key members of the community or subject matter specialists.
- Use an expression of interest process to call for interested stakeholders to make contact.
- Consider possible barriers to participation and think about measures to remove or mitigate them. These barriers could involve accessibility, culture, language, timing, communication, etc.
- Use engagement locations close to public transport and where parking is available (preferably free parking).
- Consider outreach engagement to specific groups if this will be more practical and culturally appropriate, e.g., Aboriginal, and multicultural community groups, young children, etc.
- Have a general idea of the diverse views held by different stakeholders about the issue/s. Remember that things are not always black and white – there are often many shades of grey.
- Using the Community Engagement Plan, develop a comprehensive list of stakeholders.

Council aims to remove or mitigate any barriers to participation. Appendix 2, Stakeholder Groups Checklist can be used to assist in the planning stages.

Depending on how complex the issue for engagement is, a Stakeholder Analysis may be helpful to assist in the management of the key stakeholders:

Staff Tool: Stakeholder Assessment Template

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

5. Level of engagement

IAP2 has developed the IAP2 Spectrum of Public Participation that outlines five levels of increasing influence that the public can have on an outcome or decision.

Staff Tool: Spectrum of Public Participation

IAP2 Spectrum of Public Participation

IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

6. Engagement methods

It's important to ensure time is spent planning which engagement methods will be most effective for the project. Engagement should always be inclusive and transparent. There is a vast array of engagement methods, some commonly used by Council and others rarely or never used. It is also important that project coordinators and Council has the resources to execute the engagement method.

Staff Tool: Engagement Method Matrix

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

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

Council's Community Engagement Officer can help with the use of the Matrix in determining suitable engagement methods.

Level of Engagement	Method	Level 1 High Impact – LGA wide	Level 2 High Impact - Local	Level 3 Lower Impact – LGA wide	Level 4 Lower Impact - Local
Inform	Face-to-face engagement activity	E	E	D	D
	Billboard, Banner, Poster, Signage	E	D	D	D
	Direct Mail and Letter Drop	D	E	O	D
	Let's Talk, Glenorchy Newsletter and email databases	D	D	D	D
	Local Radio and Television	D	D	D	O
	Media Release	E	E	D	O
	Printed Information Materials • Fact Sheet • Brochure • Flyer • Newsletter	D	D	D	O
	Public Display	E	D	D	D
	Social Media	E	E	D	D
	Let's Talk, Glenorchy project page	E	E	E	D

E = Essential, D = Desirable, O = Optional

Level of Engagement	Method	Level 1 High Impact – LGA wide	Level 2 High Impact - Local	Level 3 Lower Impact – LGA wide	Level 4 Lower Impact - Local
Consult	Door Knocking	O	O	O	O
	Face-to-face engagement activity	E	E	D	D
	Focus Group	O	O	O	O
	Forum, Briefing and Information Session	D	D	D	D
	Let's Talk, Glenorchy project page	E	E	E	E
	Survey	D	D	D	D
	Quick Poll	E	E	E	E

E = Essential, D = Desirable, O = Optional

Level of Engagement	Method	Level 1 High Impact – LGA wide	Level 2 High Impact - Local	Level 3 Lower Impact – LGA wide	Level 4 Lower Impact - Local
Involve	Card Storming / Post-it Note Activity	O	O	O	O
	Council Reference Group	D	O	O	
	Creative Arts Expression	O	O	O	O
	Let's Talk, Glenorchy project page	E	E	E	E
	Face-to-face engagement activity	E	E	D	D
	Site Tour	O	D	O	O
	Stakeholder Networks and Interagency	E	E	D	D
	Council Working Group	D	O	O	
	Workshop	D	D	O	O

E = Essential, D = Desirable, O = Optional

Level of Engagement	Method	Level 1 High Impact – LGA wide	Level 2 High Impact - Local	Level 3 Lower Impact – LGA wide	Level 4 Lower Impact - Local
Collaborate	Face-to-face engagement activity	E	E	D	D
	Co-design	D	D	O	O
	Let's Talk, Glenorchy project page	E	E	E	E
	Survey and Quick Poll	E	E	E	E
	Dialogue and Round Table	D	D	O	O

E = Essential, D = Desirable, O = Optional

7. Resources

To deliver effective community engagement, consider the following important factors in planning:

- When does the decision need to be made?

- Are there timeframes stipulated by legislation for the community engagement? E.g. the *Local Government Act 1993* (section 57) stipulates the number of days within which a public meeting in relation to a petition must be held.

- Is there enough time to promote the engagement, encourage participation, circulate information and allow the community to make considered response?

- Consider school holidays, public holidays, events, publication deadlines etc.

- Notify Community Engagement Officer as early as possible.

- If a community engagement project is not part of an annual plan, the community engagement project needs to be registered with the Community Engagement Officer as soon as possible.

- Develop a budget to execute community engagement.

- Consider the number of people and skill level required to deliver the community engagement.

- Where necessary, use external consultants or facilitator, e.g. if the issue is controversial, an external facilitator may be useful for the purpose of perception management and assurance of fairness, etc.

- It is recommended that community information be provided in plain English. Council's Community team and Community Engagement Officer can assist.

- Work with Council's Communications Officer to promote the engagement.

8. Deliver the engagement activities

Once an engagement plan has been developed, it is time to promote the engagement and deliver the activities. It is important that Council's Community Engagement Values are demonstrated in all engagement methods. .

Some important things to consider include:

• For any form of public meeting ensuring broad and diverse representation is vital.

• Ensure venue is safe, accessible, and appropriate, and make sure any additional accessibility requirements are requested and planned for.

• Follow Council's risk assessment procedure where required. Make health and safety (including COVID-19 requirements) a high priority.

• Ensure all necessary equipment is booked and working. Consider virtual access where possible.

• Advise participants when a decision will be reached, who will be making the decision and when they can expect feedback. If there is opportunity for further questions, provide details of who to contact.

• Plan for assistance with:
    - Set up and pack up
    - Monitoring attendance sheets and evaluation forms
    - Chairing the meeting
    - MC
    - Taking notes and recording proceedings, decisions, and actions

9. Analyse Responses and Evaluate Feedback

Once feedback is gathered at the end of the engagement process, it is important to work quickly to ensure all input is recorded.

Glenorchy is diverse, and stakeholders don't all have the same needs, expectations, or opinions on the same issue; therefore, it is important to collate all information received during the engagement and record it accurately. This work then assists with decision-making.

When analysing feedback:

• Utilise reporting tools in Let's Talk, Glenorchy and work with Community Engagement Officer to create any reports needed.

• Pay attention to trends, e.g., what/who's response is similar or dissimilar?

• If both qualitative and quantitative information has been collected, consider feelings, not just facts and figures.

- Keep accurate records of responses in line with Council's information management procedure, including details of attendees.

- Adhere to the privacy policy of Council. Personal information of participants must be appropriately managed.

Evaluation is necessary to assess the performance of the community engagement against its desired objectives. It also serves the purpose of continuous improvement of Council's community engagement practice.

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

10. Feedback to participants

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

When providing feedback:

- Thank the participants.

- Provide information on the process.

- Provide information on the decision reached, including when and by whom.

- Let the participants know how their views were considered and/or influenced the decision.

- Where possible, give opportunity for further comments.

- Where possible, use direct engagement methods, e.g., email, letter.

Staff Tool: Community Engagement Toolkit

Tool	To consider
Community Yarns Structured one-hour sessions facilitated by Council staff and elected members. An opportunity for community members to discuss main priorities for their local area.	Can be topic-based or place-based. A range of activities can be used to facilitate discussion such as post-it note activity (card-storming). Important to understand local issues before yarn is held. Ensure key internal stakeholders are made aware of yarn.
Community Pop-ups Casual opportunity for community members to chat with elected members and Council staff. Held in shopping centres or busy, central locations.	Important to understand local issues before pop-up is held. Ensure location is appropriate. Ensure pop-up is visually appealing and has information to hand out. Ensure Customer Service are aware of pop-up and make sure any requests received at pop-up are communicated through appropriate channels.
Let's Talk, Glenorchy Council's online engagement platform. Can utilise a variety of tools on the site to gather feedback and provide information. A good way to keep participants up to date on the outcome of engagements. Includes a staff portal with a variety of engagement resources. Participants are required to register to use most tools, however a "quick poll" should always be provided as an option for those who don't want to register.	Registration is important for Council to be able to meet its Community Engagement Values. Work with Community Engagement Officer to set up project. Can be used across all levels of the engagement spectrum. Ensure Community Engagement Plans detail when key project information will be updated and how participants will be notified of project outcomes. Works alongside Council's various face-to-face engagement activities to provide more ways for the community to have their say at a time that is convenient to them. Project pages are managed by the relevant project coordinators.
Social Media **Facebook** – platform where comments, photos and videos can be shared with the community. **Instagram, YouTube** –Upload, edit and share photos and videos.	Work with Communications Officer. Effective in promoting engagement opportunities - information is easily shared with others. Able to broadcast to a large audience and suitable for reaching the public instantly. It can invite negative comments on the public domain.
Printed promotional material: • Fact Sheet • Brochure • Flyer • Newsletter • Postcard Can be used to inform, receive feedback, and update the community on issues.	Keep it short and simple. Use reader-friendly graphics. Provide contact details for further enquiries. Ask direct questions about preferences, satisfaction levels, etc. Great way to seek input and provide feedback on Council decisions and engagement outcomes. Able to reach a wide audience. Effective in collecting immediate response from participants at events.

Surveys A series of questions to collect information on views, opinions or concerns on an issue or a range of issues. Types of surveys include online, telephone or written. Useful in understanding community better, identifying issues and generating ideas.	Provide information on the purpose of the survey, how the information gathered will be used and how participants will receive updates. Can provide incentive for participation, e.g., prize draw. Allow time for participation. Online surveys via Let's Talk, Glenorchy. It takes time to plan and develop an effective survey. Use different types of surveys (online, phone, written) to gather feedback as this can facilitate greater participation. It can be difficult to measure qualitative information – work with Community Engagement Officer to develop questions and format.
Email Bulk email to a large database can be an effective way to provide information and seek feedback.	Work with Communications Officer. Observe privacy laws – never share email distribution list. Use blind copy to ensure recipients do not see the email address of others. Ensure distribution list is up to date. Work with Community Engagement Officer about Let's Talk, Glenorchy newsletter as an option as well.
Posters/Signage/Public Display Signs or posters can be used in busy locations to promote engagement.	Work with Communications Officer. Should contain a single, simple message. Potential to reach a large audience driving or passing by.
Media Release Information can be provided to local print, broadcast, or online media. Useful in keeping community informed on important local issues	Work with Communications Officer to draft a media release. Be clear and provide specific information. The Mayor is the official spokesperson of Council. Ensure internal stakeholders are notified (including elected members). Great way to promote information quickly and broadly. Suitable for highly political issues. Consider giving a press conference if the issue is newsworthy.
Advertisements Paid ads in print media can be useful for promotion of engagement activities or projects. It is a legal obligation in some circumstances.	Work with Communications Officer. Follow Council's Media Policy. Be aware of cut-off dates. Some free advertising opportunities may be available in community newsletters. Glenorchy Gazette – project feature stories, regular engagement ad. The Mercury – planning ads
Online/Apps (Survey/Poll Tools)	Work with Communications Officer. Effective in getting information to a broad section of the community. Can deliver detailed information in multiple languages and alternative formats.
Community Events Attendance at local events with displays of information.	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. Provides opportunities for relationship building and information sharing in a fun environment. Effective for reaching families with children, young people, and multicultural communities.

Written Submissions Formal document submitted to Council to provide feedback or concerns. In some instances, written submission is prescribed by regulation or legislation.	Where submission is a legislative requirement, ensure full compliance is provided for. Include contact details for further enquiries. Useful for receiving detailed response to issues being considered. Able to provide information on underlining reasons for respondent's opinion.
Post-it Notes Activity/Card-Storming Using cards or post-it notes 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.	Inform participants beforehand that the meeting will be interactive. It can be used with many other methods especially those that then assist to prioritise the issues identified. It is effective when a group is brainstorming ideas about a specific issue. This method has many uses that involve capturing and blending the ideas of a diverse group.
Working and Reference Groups A structured small group of community or stakeholder representatives that meet regularly and operate under a terms of reference (follow Council's Reference Group processes to establish these groups). Offers expert and community input on policies, plans, issues, and initiatives. Citizens Juries can also be utilised.	Record of all meetings should be properly documented as per the Reference and Working Group toolkit. Representativeness is vital. Consider the expertise that is required in the Reference Group Identify and directly invite persons with the required skills for the assignment. Effective for understanding the broader community better. Good for drawing on the expertise of a range of people to help develop policy or solve a problem. Reference Group members gain understanding of other perspectives. Balanced and full representation can be difficult. It can be seen as providing an independent view from Council.
Creative Arts Expression Activities that allow artistic expression, such as music, painting, photography, etc. to communicate feelings, thoughts, and opinions. Useful for engaging people who express themselves in visual and other creative ways.	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, childcare workers, special education teachers, etc. Ask for written consent to collect, keep and use creative works of participants. May be an effective way of engaging children, youth, older people, and people living with disability. Promotes inclusion and participation of hard-to-reach audiences.
Stakeholder and Interagency Networks 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 broader insight and feedback to consider before making a decision.	Work with Community Engagement Officer and Community Department. Engagement can be through stakeholder meetings, participation in established network activities or correspondence.

Appendix 1 - Less frequently used Tools

Forum, Briefing, Information Session
Presentations and discussions with community or stakeholder groups to provide information and gather feedback, ideas, or opinions.

Provides opportunity to increase stakeholders' awareness, build capacity and relationships.
Can be formal or semi-formal, depending on the audience.
Allow time for questions.
Request RSVP and take records of attendance.
Provide publications to take away as necessary.

Dialogue/Round Table
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.
Useful in building trust, understanding stakeholders' needs, achieving a balance between needs and expectations, and improving the quality of a proposed action.

Can provide stakeholders with a better understanding of each other's position and result in more realistic expectations and willingness to work in partnership.
To have credibility, all key stakeholders should be present.
Potential to resolve conflicts and build relationships.
Effective for long-term engagement.

Workshop
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 and small group exercises/breakout sessions to consider different aspects of the issue under consideration.
Useful for in-depth consideration of issues, problem identification and generating solutions.

Can provide a more open exchange of ideas and facilitate mutual understanding.
Useful for dealing with complex, technical issues and allowing for in-depth consideration.
Can be targeted at particular stakeholder group.
Effective in improving the quality of policy, strategy or plan.
Fosters stakeholders' ownership of problems and solutions, fosters communication and builds credibility.

Stakeholder Interviews
One-on-one conversation with stakeholders. Interviews collect information from a wide range of people, e.g., community leaders, professionals, residents, who have firsthand knowledge about the community.
Useful in building relationships, trust and exploring issues in-depth.

Useful at the early stages of engagement to build trust.
Suitable for hard-to-reach audiences and can be effective in dealing with complex issues.
Information collected is qualitative.
Interview discussion must be documented.

Council on-hold message
The on-hold message callers hear when waiting to speak to someone at Council. The caller hears customised scripts.
Used to disseminate information on specific issues or a Council position, participation in an engagement activity, or respond to common enquiries.

Effective for issues in which Council receives a high volume of phone enquiries.
Delivers the same information repeatedly over a short time.
Works best for those who are interested or affected enough to call Council.
Ensure information is regularly updated.
Consider short answers to frequently asked questions.
Provide information on other available sources of information, e.g., website.

Focus Group 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. Useful for gaining in-depth understanding of a target population's opinion of issues and for testing ideas before implementation.	Effective for reaching target audience or segments of the community. Less formal and intimidating than public meetings. Useful for exploring issues before broader consultation takes place. Needs to be combined with other engagement methods before making an informed decision. Information obtained is qualitative in nature. Record the discussion. More effective when a group is not more than 15 individuals. Explain the purpose and the process to participants at the beginning. Use location that is convenient to participants.
Radio / TV Commercials, features, interviews, or discussions. Useful for informing the public on proposed initiatives or Council's decisions.	Work with Communications Officer. If project has high interest of impact this could be a good option. Timing of announcements is important, depending on your target audience.
Door Knocking Door-to-door house visits to engage with affected residents. It is used to identify stakeholders' position on issues and encourage engagement participation.	Can be useful when there is low trust, low interest and community feedback or action is important. An effective method for engaging hard to reach audiences and discussing issues of high emotions. May be suitable for high impact issues within local communities. Provide information to leave behind. Keep record of houses visited and the response received immediately.
Suggestion Box On-site box that allows members of the community to provide feedback or share their ideas on specific issues or for general purpose. Useful for participants to provide feedback that enables services to be improved.	Appealing to those who may not wish to speak up in group settings. Often complements engagement activities that require a public gathering. The location of the box should be accessible. Where possible acknowledge receipt and provide assurance their issue will be considered.
Special Interest Group 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.	Cost effective once set up, flexible to use, convenient for panel members and can engage hard to reach audiences. Advertised through expression of interest. Capture demographic data to measure representativeness of panel. Recruit panel members from participants in other engagement activities.
Community Leaders Leaders of various communities or interest groups are briefed, and they disseminate the information to their groups to elicit their views and opinions.	Reach larger numbers of community members. Facilitates development of relationships and may be effective for some hard to reach audiences. Depends on the availability of leaders, their skills and standing with their community.

Public Meeting A formal meeting where Council can share information or make a presentation to the community and respond to questions Usually a large group and is open to all interested members of the community to attend and ask questions. It has legislative requirements in some circumstances. See Part 6 of the Local Government Act 1993	It is transparent and enables addressing immediately and directly any misconception and concerns. Those attending may not be representative, meeting can be hijacked or dominated by individuals or groups and can quickly escalate out of control if emotions are high. Some people find public meetings intimidating. It is better to have a single issue up for consideration. Advertise widely, including details of date, time, venue and subject of discussion. Use accessible venue that will be big enough for the meeting. Set the rules that will guide the meeting from the very beginning. May be beneficial to hire an external community engagement professional to avoid the perception of bias. Ensure accurate records of meeting.
Site Tour Community and stakeholders are invited to an organised site tour incorporating information sharing and the opportunity for conversation between Council and the community/stakeholders. 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.	It can build relationships, increase awareness, and help to identify problems and opportunities. More productive at the early stages of the development of a project. Not effective for some groups, e.g. aged, persons with disability, families with children. Suitable for key stakeholders, elected officials, advisory group members and the media. Conduct site assessment to identify risks and put plan in place to mitigate them.
Co-design Consumers and users work with designers to collaboratively design products, services, and processes.	Effective for long term engagement for finding solutions to problems, practical innovations and improvement that enhances people's lives. It facilitates relationship development and capacity building for stakeholders. Use materials that are visual, creative, expressive, and physical.
Deliberative Polling A structured process where large randomly selected members of the community are polled after they have explored and deliberated on an issue. Participants are provided with extensive and balanced information. The result of the polling is shared with the group and the public.	Gives decision makers insight into what the community would think if they had more time and information about the issue. Can produce a wide array of arguments and views. It is useful in identifying problems and opportunities and understanding community reactions.
Bulk SMS Distribution of large number of text messages to mobile phones. Can be used to provide information or notification to members of the public.	Work with Customer Service. Convenient and can reach a large audience. 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.

Appendix 2 - Stakeholder Groups Checklist

Aboriginal and Torres Straight Islander (ATSI) People

- According the 2021 Census, 2,723 Tasmanians living in the City of Glenorchy identify as Aboriginal and/or Torres Strait Islanders (1312 males – 48.9%, 1411 females – 51.1%). This is 5.4% of the City of Glenorchy population.

- The Muwinina (mou-wee-nee-nar) people are the traditional and original owners of the City of Glenorchy land area.

- Like all communities, there is diversity of views within the Aboriginal community of Glenorchy.

- Be aware of the history of local Aboriginal issues and the current issues of importance to Aboriginal community in Glenorchy.

- It is essential to engage with Aboriginal and Torres Strait Islander people on issues that impact them and their communities directly or significantly.

Suggestion

- Work with the Community team and Creative Communities team to build partnerships with Aboriginal communities, organisations (like Karadi and Leprena), and elders.

- Council is working with Reconciliation Australia to create Reflect Reconciliation Action Plan (RAP) – contact the Community team early to ensure engagement works together with the RAP.

- Be adaptable to change, actively listen and be respectful of traditions and cultures.

- Be sensitive to the personal and historical experiences of the people being consulted.

- Important information might be shared informally, outside rather than in the meeting room.

- Arrange a Welcome to Country or Acknowledgement at significant community events or meetings.

Business Community

- According to the National Institute of Economic and Industry Research (NIEIR), Glenorchy City's Gross Regional Product (GRP) is estimated at $3,091 million in 2021/22, which represents about 8.37% of the Tasmania's Gross State Product (GSP).

- There are over 3000 small, medium and large scale registered businesses in the City of Glenorchy, all playing vital roles.

- Industries are broad ranging and include manufacturing, retail trades, construction, hospitality, tourism, etc

- Business owners and workers of businesses operating in the City of Glenorchy are stakeholders too.

Suggestion

- Networking is valued in the community, engagement methods that bring businesses together is a great way to achieve this.

- As part of Council's annual Community and Volunteer Awards, a Business Person of the Year is selected. This person may be a good contact person for the engagement or be able to advocate in the business community.

- Utilise Activity City - an online directory showcasing local businesses.

Families with children and their carers

- According to ABS, 4,791 or 23.2% of households in the City of Glenorchy were made up of couples with children in 2021.

- According to ABS, 2,924 or 14.1% of households in the City of Glenorchy were made up of single parents with children in 2021.

- Children (under 18) require parents/carers consent.

Suggestion

- Work with Community team to establish connections with local family support and service organisations (like the Chigwell Learning Centre).

- Consider providing information through schools, child care services, health centres, libraries, shopping centres and other community spaces/venues.

- Make consultations child-friendly e.g. provide toys/child activity space. – work with Creative Communities team.

- Consider having meetings after hours to enable working parents to attend after dinner with their family.

- Where decisions affect children, they should be incorporated into the community engagement process.

Culturally and Linguistically Diverse (CALD) Communities

- According to ABS, 10,904 people who were living in the City of Glenorchy in 2021 were born overseas, and 33% arrived in Australia within 5 years prior to 2021.

- 21.6% of the population was born overseas.

- Between 2016 and 2021, the number of people born overseas increased by 5124 or 88.7%.

- In Glenorchy City, 18.8% of people used a language other than English at home in 2021.

- Between 2016 and 2021, the number of people who used a language other than English at home increased by 5,165 or 119.3%, and the number of people who spoke English only decreased from 83.9% to 76.2% of the population.

- There is growing religious diversity.

Suggestion

- Work with Community team to connect with settlement and multicultural service organisations (like Multicultural Resource Centre and the Multicultural Council of Tasmania).

- Translation and interpretation is essential.

- Consider literacy levels – verbal engagement may be more successful.

- Be aware of cultural and religious understandings, e.g. gender roles, food requirements, etc.

- Use venues multicultural communities are familiar with.

- Tailored information sessions are useful, with multicultural service organisations in attendance to provide support.

- Use plain English.

Older People

- According to ABS, 11,674 or 22.6% of Glenorchy residents were aged 60 years and over in 2021.

- The age group is made up of: Empty nesters and retirees 60-69 (5,298 or 10.5%); Seniors 70-84 (5,138 or 10.2%); Older aged 85 and above (1,238 or 2.5%).

- Frailty, disabilities, failing eyesight and mobility are common challenges.

Suggestion

- Work with Community team to establish connections with local support and service organisations (like School for Seniors).

- Allow adequate time for communication.

- Use plain English.

- Use accessible venues, e.g. avoid venues with stairs. Conduct engagement at specific organisations, services or community groups frequently utilised by older persons.

- As part of Council's annual Community and Volunteer Awards, a Glenorchy Senior Citizen of the Year is selected. This person may be a good contact person for the engagement or be able to advocate in the community.

People with disabilities and their carers

- According to ABS, 3,800 people or 7.5% of the population in the City of Glenorchy in 2021 reported needing help in their day-to-day lives due to disability.

- In 2021, 36.7% of the population identified a long-term health condition. The most common long-term health condition was a mental health condition.

- Range of disabilities, including intellectual, sensory, physical, etc. require different forms of assistance to enable participation.

Suggestion

- Work with Community team to establish connections with local support and service organisations (like Aurora Disability Support).

- Allow adequate time for communication.

- Use accessible venues with accessible toilets and suitable for guide dogs.

- Use plain English.

- Advocates and support workers are vital, work with agencies working in the disability sector.

Young People

- According to ABS, 7,287 people or 15.4% of the City of Glenorchy's population were aged between 12 and 24 years in 2021.

- While most are in secondary/post-secondary schools, not all young people are attending schools.

- In 2021, 14% of 15-24 year olds in the City were disengaged with employment and education.

- Parents/carers consent required for young people under 18 years of age.

Suggestion

- Work with Community team to establish connections with local youth organisations (like PCYC, Troublesmiths etc.).

- Use less formal approaches, i.e. let it be fun, relaxing and youth-friendly, e.g. incorporate music, games, arts, activities etc. Work with Creative Communities team.

- Written materials should be catchy and colourful.

- Work with schools, youth workers and youth services providers the young people are familiar with.

- Take the engagement to them, e.g. use spaces young people hang out in with their friends.

- Provide incentives where possible to encourage participation.

- Use social media platforms.

- As part of Council's annual Community and Volunteer Awards, a Young Citizen of the Year is selected. This person may be a good contact person for the engagement or be able to advocate in the youth space.

GLENORCHY
CITY COUNCIL

More Information

If you would like any further information,
please contact Council's
Community Engagement Officer

E letstalk@gcc.tas.gov.au

W gcc.tas.gov.au

P 6216 6800

COME AND SEE US:
374 Main Road, Glenorchy

WRITE TO US:
PO Box 103, Glenorchy