



Hawkesbury City Council

attachment to item 45

Draft Community
Engagement Policy

date of meeting: 13 March 2007
location: council chambers
time: 5:00 p.m.

Community Engagement Policy

1. Purpose

- 1.1 To broadly define Hawkesbury City Council's approach to building relationships with the community and other stakeholders.
- 1.2 To establish a framework to assist community members and other stakeholders to form reasonable expectations about their dealings or contact with Council.
- 1.3 To outline the extent to which community members and other stakeholders will be involved in decision making processes where Council retains responsibility for a final decision.
- 1.4 To provide guidelines for Council staff and Councillors in the practical application of appropriate community engagement strategies and tools which take into account the circumstances, desired outcomes, and costs of specific proposals for involving community members and other stakeholders in decision making processes.

2. Objectives

- 2.1 The aim of this policy is to establish guidelines for an open and accountable democratic partnership to enable Council staff and Councillors to work collaboratively with community members and other stakeholders. The Policy has been enacted to:
 - (a) provide a fair opportunity for community members and other stakeholders to communicate with Council about issues and decisions which may affect them;
 - (b) increase the effectiveness of dealings between Council and the community;
 - (c) clarify the shared responsibilities of Council staff, Councillors, community members and other stakeholders who may be involved in community engagement activities;
 - (d) assist Council to meet its statutory obligations as defined by state and federal legislation; and
 - (e) assist community members and other stakeholders to gain a clear understanding the avenues available to them for constructive engagement with Council.

3. Background

- 3.1 There are obligations under a number of state and federal Acts and Regulations for public notification to be undertaken. This legislation includes, but is not limited to, the *Local Government Act 1993* and the *Environmental Planning and Assessment Act 1979*.
- 3.2 A range of other legislative and statutory instruments also requires Council to involve the community in decision making and to consult with them to develop plans to guide the environmental, social, economic and cultural development of the City of Hawkesbury.
- 3.3 Section 8 (1) of the *Local Government Act 1993* - [The Council's Charter] - makes clear reference to the principles of community engagement and participatory decision making in stating that Council has a responsibility;

- to facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government;
 - to keep the local community and the State government (and through it, the wider community) informed about its activities.
- 3.4 Section 232 (1) of the *Local Government Act 1993* recognises that Councillors have a representative role in considering the views of constituents and communicating with them.

4. Definitions¹

- 4.1 engagement - within this policy 'engagement' is used as a generic, inclusive term to describe the broad range of interactions between people. It can include a variety of approaches, such as one-way communication or information delivery, consultation, involvement in decision making, and empowered action in informal groups or formal partnerships.
- 4.2 community - within this policy 'community' is used in its broad sense to define groups of people; whether they are stakeholders, interest groups, citizen groups etc. A community may be a geographic location (community of place), a community of similar interest (community of practice), or a community of affiliation or identity (such as industry or sporting club).
- 4.3 community engagement - within this policy 'community engagement' refers to a planned process with the specific purpose of working with identified groups of people, whether they are connected by geographic location, special interest or affiliation, to investigate and address issues affecting their well being.

5. Principles

- 5.1 Hawkesbury City Council recognises that community members and other stakeholders can play an integral part in decision making and planning for the sustainable development of the City of Hawkesbury.
- 5.2 Council strongly believes that effective community engagement is an essential foundation of good governance and will actively seek to encourage and involve community members and other stakeholders in the business of local government.
- 5.3 Council recognises that effective community engagement requires an understanding of the basic concepts of public participation. Council's approach to community engagement will conform with good practice guidelines as developed by the *International Association for Public Participation*. Table 1 outlines in broad terms, Council's understanding of the concepts which will underpin community engagement interactions between Council and the community.
- 5.4 Council will ensure that its community engagement activities will adhere to the following core principles;

¹ Definitions adapted from 'Effective Engagement: building relationships with community and other stakeholders', the Department of Sustainability and Environment, Melbourne, 2005.

- 5.4.1 *Inclusiveness* - Council will strive to ensure that all affected parties are provided the same opportunity to participate in community engagement activities and recognises the benefit of achieving balanced representation in its community partnerships. In designing community engagement activities, Council will take into account the access needs of the diverse communities within the City to maximise the ability of these groups to participate in decision making processes.
- 5.4.2 *Clarity* - Council will provide a clear statement to participants as to the purpose of a community engagement activity, what is required from participants, the decision making process, and the degree to which participants can influence this process.
- 5.4.3 *Effective Communication* - Council will communicate information in a simple and clear format. Council recognises that it may be necessary to tailor its community engagement processes to enable some communities or individuals to participate. Where possible, Council will provide information in alternate formats and will have regard to the preferred methods of receiving and communicating information of different community groups.

Strategy	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Community Engagement Goal	provide community members + stakeholders with balanced and objective information on plans, decisions, policies or strategies	provide information to obtain feedback from community members + stakeholders on analysis, alternatives + decisions	work directly with community members + stakeholders to understand and consider their concerns and aspirations	partner with community members + stakeholders to develop alternatives and identify preferred solution.	delegate to community members + stakeholders the power to make decisions (for specified functions and activities)
Community Engagement Method	Council communicates information to assist community to understand issues in order to increase community's ability to tackle issues + comply with regulations and other required changes.	Council provides information (at a given point in time) to seek community views and input into policy, plans and decisions - feedback used to inform decision making process.	Council facilitates process and appoints community reps + stakeholders to progressively work through issues to identify alternatives for incorporation within the decision making process.	Council establishes formal or informal partnership to work through a specific task or issue in order to formulate consensus advice or recommendations to be reported to Council.	Council establishes a formal structure, mechanism or framework to delegate decision-making power.
Degree of Delegation	provision of information only. Council retains responsibility for final decision.	views and opinions of participants are considered. Council retains responsibility for final decision.	views and opinions of participants are considered and stakeholders may participate in decision making process. Council retains responsibility for final decision.	stakeholders formulate options and participate in decision making process. Council retains responsibility for final decision.	decision making power delegated to designated entity (delegation may be limited to specific issue or for prescribed time).
General Guidelines for Engagement	<ul style="list-style-type: none"> information provided is targeted at defined audience and delivered in a way most likely to be accessed + understood by this audience information provided is of <ul style="list-style-type: none"> high quality consistent appropriately targeted timely clear and easily understood 	<ul style="list-style-type: none"> purpose of consultation is clear and non-negotiable matters identified sufficient time given for response + information is simple and clear adequate resources allocated to the process feedback on results provided and views of those consulted are taken into account in the outcome 	<ul style="list-style-type: none"> relevant people given opportunity to be involved equity + access issues are considered to ensure that people are not knowingly disadvantaged rules of engagement established - terms of reference, membership, decision making process, roles + responsibilities 	<ul style="list-style-type: none"> extent of delegated decision-making power clearly defined rules of engagement established - terms of reference, membership, decision making process, roles + responsibilities governance arrangements in place to deal with conflict of interest, accountability, meeting practice + code of conduct. 	<ul style="list-style-type: none"> scope of shared power and/or decision making capabilities clearly defined roles and responsibilities clearly defined accountability issues considered governance arrangements in place to deal with conflict of interest, accountability, meeting practice + code of conduct.
Expectations + Obligations (Council + Community)	<p><u>Council</u> will keep community informed and identify contacts for further information. Where feasible Council will involve targeted audience in developing information.</p> <p><u>Community</u> will consider information provided and seek further information if required. Community will put necessary changes into practice.</p>	<p><u>Council</u> will keep community informed, listen to + acknowledge concerns. Council will provide feedback on how community input influenced decision</p> <p><u>Community</u> will consider the information provided and provide informed comment/response. Community will take up ownership of decision (if based on their input)</p>	<p><u>Council</u> will work with reps. to ensure that concerns + issues are reflected in alternatives developed. Council will provide feedback on how input influenced decision.</p> <p><u>Community</u> (appointed reps) will work within framework resolved by Council and align expectations accordingly. Appointed reps will accept consensus decision.</p>	<p><u>Council</u> will work with reps and accept advice and suggested innovation or solutions. Council will incorporate advice into decisions to the maximum extent possible.</p> <p><u>Community</u> (appointed reps) will work within governance framework and be mindful of accountability principles. Will accept consensus position.</p>	<p><u>Council</u> will authorise community entity to exercise delegated authority and will implement decision (subject to legislative and operational constraints)</p> <p><u>Community</u> (appointed reps) will work within governance framework resolved by Council and maintain high level of active engagement. Will meet accountability principles.</p>
Community Engagement Tools	<ul style="list-style-type: none"> council notices briefings awareness campaign letterboxing discuss. paper media release displays publications web site info hotline open day 	<ul style="list-style-type: none"> public meeting survey interview focus group public exhibition electronic d'racy notification submissions field trip seminar address council 	<ul style="list-style-type: none"> community advisory committee precinct committee design charette deliberative poll resident feedback register expert panel visioning 	<ul style="list-style-type: none"> mediation + negotiation future search conference community indicators workshops working party citizen jury reference group 	<ul style="list-style-type: none"> 355 Committee commission of inquiry 377 delegation referenda joint venture

Table 1: Hawkesbury City Council Framework for Community Engagement (based on the IAP2 Spectrum of Public Participation)

- 5.4.4 *Timing* - Council will allocate sufficient time to a community engagement process to ensure that community members and other stakeholders are provided with a reasonable opportunity to participate and/or provide input. In some circumstances, or to meet statutory requirements, it may be necessary to restrict the time allocated for community engagement. Council will also have regard to time requirements or constraints which may hinder the participation of particular individuals or groups in community engagement activities.
- 5.4.5 *Transparency* - Council's community engagement activities will be open and accountable. Council will endeavour to establish processes and protocols that can support constructive and ethical relationships which treat participants with respect, and are free from perceptions of hidden agendas. Council will implement mechanisms to facilitate reasonable attempts to resolve conflicts, if they arise, with a primary focus on supporting collaborative actions to achieve equitable solutions and outcomes.
- 5.4.6 *Accountability* - Council will establish clear ground rules based upon full disclosure of the constraints that affect the decision making power of Council. Council will communicate their decision to those involved in the engagement process. Council will be prepared to act on the results of community engagement or, if unable to do so will give reasoned explanations as to why it is unable to do so.
- 5.5 Council recognises that community engagement is a two way process based on the notion of reciprocity. In seeking to engage community members and other stakeholders in community engagement activities, Council will clearly articulate its expectations and requirements to participants. Participants should be mindful of the six community engagement principles outlined above - particularly in circumstances where community members and other stakeholders have been appointed by Council to represent their communities. Council requires that participants abide by the rules of their engagement with particular regard to governance matters (conflicts of interest, accountability, compliance with codes of meeting practice and codes of conduct).
- 5.6 Community engagement activities sanctioned by Council will not prejudice Council's ability to comply with its legislative, regulatory or statutory responsibilities. Council will also take into consideration the workplace and public safety risks associated with a community engagement activity and the resources and costs required to carry out the activity.

6. Application

- 6.1 Hawkesbury City Council will apply community engagement strategies (of the type identified in Table 1) which are most appropriate to the circumstances and desired outcomes of any specific proposal for involving community members and other stakeholders in its decision making processes.
- 6.2 Council recognises that in order to accommodate the different demands and requirements for community participation, its community engagement activities will need to be flexible and responsive. Different issues and situations will call for different engagement methods. Council will therefore use a broad range of community engagement tools as outlined in *Attachment 1 - Community Engagement Tools*, which is appended to this policy.

- 6.3 Where the need for community engagement has been identified, Council will undertake community engagement in broad conformance with the criteria outlined in *Table 2 - Hawkesbury City Council: Possible Triggers for Community Engagement*. The particular community engagement strategy and community engagement tools to be used will be determined by an assessment of the potential community impact and geographic extent of a specific proposal, issue or plan.

Level	Criteria	Description	Examples
Level 1	High level of Impact on City of Hawkesbury	A proposal, issue or plan which - <ul style="list-style-type: none"> • may impact on attributes considered to be of high value to the City of Hawkesbury - natural environment, heritage, economy, culture + social • may have an impact or influence on the health safety or well being of the whole community • may involve a high degree of community-wide controversy or conflict • likely to generate a high level of interest across the City 	<ul style="list-style-type: none"> • Management Plan + Budget • Council Policies • Local Environment Plan • Development Control Plan (DCP) • Strategic Plan • Community Plans or Sector Strategies (Economic Development, Cultural Plan Crime Prevention Plan Social Plan, Vegetation Mapping etc.) • Construction, removal, redevelopment or change to a district wide service or facility or infrastructure.
Level 2	High level of impact on local area (township, village, or locality) or defined community group	A proposal, issue or plan which - <ul style="list-style-type: none"> • may impact on attributes considered to be of high value to a local community • may result in a significant change or loss to any facility or service to a local community • may involve a high degree of controversy or conflict at a local level 	<ul style="list-style-type: none"> • Plans of Management, DCP for township or village, Masterplan • Local service or facility plans • Construction, removal, or redevelopment of a local community facility. • Changes to local car parking or traffic management arrangements (in village or township centre) or road closures • large scale commercial or multi-housing development proposals
Level 3	Low level of impact on City of Hawkesbury	Ongoing large scale programs and activities which may have an impact on the City of Hawkesbury but which are non-controversial or unlikely to cause conflict.	<ul style="list-style-type: none"> • Change to a City wide service - closure of Council service on a public holiday • change to customer service processes e.g payment of rates • City wide events - Youth Week, NAIDOC celebrations • changes to Council program or event.
Level 4	Low level of impact on a local area	Minor changes or improvements to a facility or service at a local level unlikely to generate controversy or conflict.	<ul style="list-style-type: none"> • upgrade of local playground • local streetscape or park upgrade (planting of trees, revegetation etc.) • local road changes • community building maintenance • local events and celebrations • residential development applications
Level 5	Other (Legal or Commercial requirement)	Circumstances in which Council may be required to seek expert advice, or establish a partnership to investigate a commercial arrangement or facilitate the delegation of authority for a specific function or service.	<ul style="list-style-type: none"> • investigation of breaches of statutory or legislative requirements • a commercial undertaking (commercial in confidence) • delegations under Sec 377 of Local Government Act. • establishment of a new service or project

Table 2: Hawkesbury City Council: Possible Triggers Community Engagement

- 6.4 Where a requirement for community engagement has been identified, Council will in most circumstances undertake the minimum level of community engagement as recommended in *Table 3 - Hawkesbury City Council: Recommended (minimum) levels of Community Engagement*. In some circumstances, or to meet statutory requirements, it may not be possible for Council to undertake community engagement prior to making a decision and/or taking action.

	criteria	inform	consult	involve	collaborate	empower
Level 1	high level of Impact on City	recommended	recommended	desirable in some circumstances	may be appropriate	not generally appropriate
Level 2	high level of impact on local area	recommended	recommended	desirable in some circumstances	may be appropriate	not generally appropriate
Level 3	low level of impact on City	recommended	desirable in some circumstances	may be appropriate	not generally appropriate	not generally appropriate
Level 4	low level of impact on a local area	recommended	desirable in some circumstances	may be appropriate	not generally appropriate	not generally appropriate
Level 5	Other	may be appropriate	may be appropriate	may be appropriate	may be appropriate	may be appropriate

Table 3: Hawkesbury City Council: Recommended (minimum) levels of Community Engagement

- 6.5 Where a requirement for community engagement has been identified, the responsible officer will prepare a community engagement plan. The community engagement plan will be prepared in accordance with approved *Operational Standards and Procedures*.

7. Delegations

- 7.1 The delegations and responsibilities of Council staff to initiate or undertake community engagement activities are set out in Council's *Operational Standard for Community Engagement*.

References

1. *Local Government Act 1993*.
2. *A New Direction for Local Government: A Position Paper*, Department of Local Government, October 2006.
1. *Effective Engagement: building relationships with community and other stakeholders*, the Department of Sustainability and Environment, Melbourne, 2005.
3. *A Guide for Engaging Communities in Environmental Planning and Decision Making*, Department of Environment and Conservation, NSW 2006.

ATTACHMENT 1 - Community Engagement Tools		key	audience		time		resources		cost		input level		
			small : medium: large:	less than 10 people 11-30 people more than 30 people	short: less than 6 weeks med: 6 wks to 6 months long: more than 6 mths	low: less than 20 staff hrs med: 20 to 200 staff hrs high: more than 200 hrs	low: less than \$1,000 med: \$1,000 to \$10,000 high: more than \$10,000	low: information only med: issues/opinions considered high: stakeholders participate in decision					
Tool	description				strategy	outcome		audience	time	resource	cost	input level	
address council meeting	community members apply to speak to Council on agenda item in Business Paper to present views regarding this item and answer questions which may be put by Councillors.				consult	opportunity to address Council to communicate issues and concerns prior to decision making.		small	short	low	low	medium	
awareness campaign	written presentation of information by way of newspaper advertisements and inserts, electronic sound bites, signs, pamphlets and fact sheets.				inform	can increase awareness about an issue or proposal and may encourage behaviour change		large	medium	medium	medium	low	
briefings	provision of information on a specific issue or initiative to a special audience (generally affected by proposal). Typically followed by question-and-answer format. May include feedback opportunities.				inform consult	Informed stakeholder group. If provision made for interaction, briefings can provide feedback to inform decision making		medium to large	medium	medium	medium	low to medium	
community advisory committee	representatives from a particular community or set of interests appointed to provide advice and comments on issue. Relevant groups are generally invited to nominate although people with specific skills may be asked to join. Members meet regularly - committee has agreed life span.				involve	community advisory committee can provide written advice to Council on a specific issue and/or planning matter		small to medium	medium	high	medium	medium	
citizen jury	Representative sample of (non-aligned) citizens selected randomly who are briefed in detail on a particular issue and asked to discuss possible approaches and solutions.				collaborate	citizen jury can deliver considered report with recommendations for future action or directions for Council's consideration.		medium	medium to long	high	high	high	
council notices	written information included in council notices section of local newspaper				inform	information communicated to community		large	short	low	low	low	
commission of inquiry	formal mechanism established with appointed individual or panel to investigate specific matter or incident				empower	written report outlining findings and recommendations		small	medium	low	high	high	
community indicators	selected participants are invited to express a vision for a sustainable future and identify ways of tracking progress in achieving this future through the use of indicators.				collaborate	can provide a set of indicators that allow community (+ Council) to keep track of progress in achieving an agreed vision		large to medium	medium to long	high	medium	high	
deliberative poll	opinion poll involving a random sample of participants who are informed via briefing notes and/or access to experts on a particular issue to enable issue to be considered in detail.				involve	report which reflects informed public opinion on an issue or proposal. Report may be distributed to wider community		medium	long to medium	medium	medium to high	medium	
design charette	an intensive workshop to facilitate open discussion between stakeholders & professionals to develop design solutions for a proposed development. Generally facilitated by design expert(s).				involve	shared information which may lead to an agreed vision for a proposed development, area or plan based on priority issues identified by stakeholders		small to medium	short to medium	High	high	medium	
discussion paper	research or policy document that presents information on a specific proposal or project. Generally combined with a call for public submissions or comment				Inform consult	background information provided to stakeholder groups affected by proposal or issue to assist in decision making .		large	medium	high	medium	low	

Tool	description	strategy	outcome	audience	time	resource	cost	input level
displays + exhibits	intended to provide information and raise awareness about particular issue. Can be interactive, or used as part of forum, workshop or other event. Can include opportunities for participants to provide feedback.	inform consult	display can provide a more concrete concept of a proposal or development. If provision made for interaction can provide feedback to inform decision making	large	medium	medium	medium	low to medium
electronic democracy	use of e-mail or websites by people to register their opinions or participate in 'on-line' voting on proposed developments, decisions, projects, plans and other proposals. Findings can be reported as a measure of community attitudes to inform decision making process.	inform consult	increase in number and variety of people who exercise their democratic rights through comments sent to decision making bodies.	large	short to medium	low to medium	medium	low to medium
expert panel	a panel of experts engaged to provide specialised input and opinion for a project. Often used when issue is highly contentious and decisions may have legal ramifications or where best possible results are required.	involve	a report which provides agreed informed (expert) view on issue or proposal. Can be made available to community and used to inform Council decision making.	medium	medium	medium	medium to high	medium
field trips	organised trips (for the public) where participants visit physical sites. Field trips aim to let people 'see for themselves' the place where a development is proposed or provide the opportunity for a practical demonstration. They can be used to provide information and may include opportunities for participant input.	inform consult	provide participants with understanding of a place or practice to develop informed opinions on a proposal or issue. Can provide feedback to inform planning & decision making	small to medium	short to medium	low to medium	low to medium	low to medium
focus groups	focus groups are generally used for exploratory studies. Issues that emerge from focus group may be developed into questionnaire or survey targeting wider community. Focus groups are used to find out what issue are of most concern for a community when little or no information is available.	consult	A focus group can deliver more detailed understanding and knowledge of an issue that concerns a specific demographic or community.	medium to small	medium	low to medium	low to medium	medium
future search conference	a two-day meeting where participants attempt to create a shared community vision of the future. Conference brings together decision makers and people affected by decisions. Participants are encouraged to explore the past, present and future and make action plans based on common good.	collaborate	Conference develops a feasible (draft) plan incorporating needs of decision makers and persons affected by decision. Plan is intended to allow a community to reach a preferred future vision.	large	medium	medium	medium	high
information hotline	pre-recorded information on a project via the telephone and/or access to project team staff members who can answer questions or provide additional information and assistance	inform	ensures that those who need to know about an issue or event are informed quickly, easily and efficiently	large	short	medium	medium	low
interviews	interviews with community members or key stakeholders generally used to solicit detailed responses about a particular issue. Useful when it is important to understand the views of certain people.	consult	can provide a broad overview on participant opinions about a specific topic. May reveal concerns or ideas not expressed in a general survey.	small	short	medium	medium	medium
joint venture	A formal arrangement with stakeholders or organisations to plan for and achieve a project or service.	empower	Decision making in relation to the development of a service or project is delegated to stakeholders.	small	long	medium to high	medium to high	high
letterboxing	A tool used to distribute written information to a targeted audience. May include provision for a response to be forwarded to Council.	inform consult	information can be communicated to increase awareness of issue or proposal	large	short	medium	low	low to medium

Tool	description	strategy	outcome	audience	time	resource	cost	input level
media releases	information released to various media corporations. Generally viewed as 'official' statements of Council position. Can be used to raise awareness and generate publicity	inform	wider awareness of an issue or proposal can be achieved (if media release published or broadcast)	large	short to medium	low	low	low
mediation + negotiation	negotiation is the process of searching for an agreement that satisfies various parties. Mediation is an attempt to help parties in a disagreement to hear one another's concerns in a non-hostile setting to seek a compromise or mutually agreed outcome.	collaborate	contentious issues can be discussed and agreements found in which differing opinions are considered and included.	small	short	low	low	high
notification	Written correspondence advising community members and other stakeholders of proposed development or other matter and inviting submissions from them.	consult	issues/concerns communicated to Council to inform decision making process.	small to medium	short to medium	low to medium	low	medium
open day	a relatively informal event to allow people to 'drop in' and obtain information at their convenience. Can include display information complimented by printed handouts. Brief presentations can also be made. May include feedback opportunities	inform consult	informed stakeholder group. If provision made for interaction can provide feedback to inform planning & decision making	large	short to medium	medium	low to medium	medium
paid advertisement	advertisement placed in local newspaper (may be additional to Council notice) to inform community of a proposal or event. Can be used to raise awareness and generate publicity	inform	information can be communicated to increase awareness of issue or proposal	large	short to medium	low	medium	low
precinct committee	a form of community advisory committee, involving representatives from a geographic area who are appointed to consider information and provide advice in relation to plans, issues or proposed developments with a defined area.	involve	can provide advice on specific issues and/or planning matter affecting a defined area.	medium	medium to long	high	medium	medium
publication	a written document which is generally made available to the public or a targeted audience. Can be used to communicate information. May also be produced regularly (eg. Community Newsletter, State of Environment Report, Management Plan).	inform	information can be communicated to increase awareness of issue or proposal	large	short to medium	medium	medium to high	low
public meeting	a public meeting or community forum brings people together to focus on a specific problem or purpose. Generally provides a good focal point for media interest, and may act as a springboard for further action.	Inform	information can be communicated to increase awareness of issue or proposal. Can be a starting point for further community engagement.	large	medium	medium	low to medium	low
reference group	a form of community advisory committee where consumer and/or stakeholder representatives are appointed to provide advice and comments in relation to a specific service, project or event. Generally employed to provide informed advice and input.	collaborate	Informed advice on project or event.	medium	medium to long	high	medium	high
referenda	a formal plebiscite seeking community's preferred option in response to a specific proposal or question.	empower	Provides a public mandate for action or decision.	large	medium to long	high	high	high
resident feedback register	randomised sample of community members (which reflects the demography of an area) recruited to provide on-line advice. Participants are provided with information about an issue or proposal and asked to comment. Can be used to 'road-test' a proposal.	involve	can deliver an informed community view about an issue or proposal. can also 'road-test' an issue or proposal.	merge	medium to long	high	medium	medium

Tool	description	strategy	outcome	audience	time	resource	cost	input level
seminar	a forum organised to share information, consider proposals, innovations or solutions to a community issue or concern.	consult	can deliver a report that which incorporates seminar presentations. May include recommendations or action plan for future directions and outcomes.	large	medium	high	medium	low to medium
survey	Generally involves a questionnaire used to collect information through face-to-face interviews, self-completion written forms, telephone or electronic surveys.	consult	surveys provide information about a community and its opinions to inform planning and decision making.	large	medium to long	medium to high	medium to high	medium
submissions	submissions are intended to allow participants to respond to proposals or ideas in some detail within a specified time frame. Submissions are usually linked to the public exhibition of a plan, policy or development proposal. The content of submissions are generally reported to decision makers.	consult	issues/concerns communicated to Council to inform decision making	large	medium	medium	low	medium
377 delegation	a mechanism by which Council can delegate certain functions to a committee or other entity.	empower	decision making in relation to a specific function is delegated to community members and other stakeholders.	small	medium to long	medium to high	medium to high	high
visioning	visioning exercises are used to define and help achieve a desirable future. Generally used in urban and strategic planning to allow participants to create images that can help to guide change. The outcome of process is a long term plan.	involve	future scenarios are developed together with steps needed to achieve vision. Participants have ownership of the vision.	large	medium to long	medium	medium to high	high
workshops	a structured forum where invited participants work together on a common problem or task. The focus is to resolve issues and build consensus for action (rather than provision of information).	collaborate	workshops can deliver a report, plan or suggestions collaboratively developed and agreed to by participants.	medium to small	medium	medium	medium	high
working party	Group of people selected to work with Council to complete a task or develop a new service or facility. Relevant groups are generally invited to nominate although people with specific skills may be asked to join. Members meet regularly - working party has agreed life span.	collaborate	A report or project plan.	medium	medium to long	high	medium	high
web site	web sites serve a variety of functions (electronic democracy, on-line surveys etc) . web sites can also act as community noticeboards and to communicate and update information	inform consult involve	information can be communicated to increase awareness of issue or proposal, can also provide feedback on issues.	large	short	medium	medium	low to medium