A Tasmanian Government Framework for Community Engagement

CONSULTATION PAPER

March 2013
COMMUNITY CONSULTATION

The Department of Premier and Cabinet (DPAC), through its Community Development Division (CDD), is developing A Tasmanian Government Framework for Community Engagement (the Framework) on behalf of the Tasmanian Government.

The purpose of the Framework is to guide and improve the Government’s community engagement practices.

The purpose of this consultation paper is to elicit comments which will help us better understand the expectations that communities, individuals and organisations have about how the Government engages with them and how this can lead to better outcomes.

It is vital that we hear the voice of the community to inform the development of this Framework.

Commenting on this paper

You do not need to respond to each question that is asked in the paper. The questions are there to prompt you to think about any issues we should consider, as well as any suggestions you may have. You may choose to answer these questions or to provide a response that better reflects your own experiences and suggestions.

However, throughout this paper we would like to keep in mind the following questions:

- What does a community that is truly engaged look like?
- How can we work together to ensure that community engagement results in the best outcomes possible?

You may choose to respond to this paper on behalf of an organisation or group or as an individual. If you are responding as an individual, you may like to consider providing your response through the survey at www.dpac.tas.gov.au or have your say at http://yoursay.tas.gov.au/

This project addresses community engagement undertaken by the Tasmanian Government. It does not address local or Australian Government activities or practices.

For any further information about this project phone 1800 204 224. Questions, comments and submissions can be emailed to communityengagement@dpac.tas.gov.au by 26 April 2013.
This paper is informed by extensive consultation within Tasmanian Government agencies, as well as in-depth consultation with a wide range of key stakeholders.

The development of the Framework will also be informed by existing engagement frameworks developed by the Department of Health and Human Services and the Department of Primary Industries, Parks, Water and Environment.

Department of Premier and Cabinet
Community Development Division
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A COMMUNITY ENGAGEMENT FRAMEWORK FOR TASMANIA

In June 2012, the Premier, Lara Giddings MP, endorsed the development of A Tasmanian Government Framework for Community Engagement (the Framework), a whole-of-government project to provide the Government with a guide to better engage with communities on the decisions that affect them and to create better outcomes for all Tasmanians.

The Framework aims to set the Tasmanian Government policy for community engagement and develop tools and resources to enable consistency of engagement practices and improve the coordination of existing practices.

In August and September 2012, all Government agencies were consulted on the development of the Framework. This was followed by consultation with a wide range of non-government stakeholders in early October 2012 (a list is provided in Appendix 1).

The consultation provided an in-depth overview of the experiences of both government and non-government stakeholders, as well as many suggestions and comments on improving the way the Government uses community engagement to learn about and make decisions for, and on behalf of, the Tasmanian community.

There is a strong economic and social rationale to working with community in this way. Partnerships and general community involvement in the decisions that affect them can achieve better economic, employment, environmental and social outcomes for communities. Also, through community engagement we can determine what policy options and services will work in reality and what will not – saving time and money.

What is community engagement?

Community engagement is the process of communicating, cooperating and working with communities to gather information, build relationships and inform government decision making.

The level of engagement may vary from the provision of information (one-way), consulting and involving (two-way) to collaborating and empowering communities (co-production). Depending on the issue, engagement may be ongoing or for a limited time.

Leadership

Many people expect government to make decisions on their behalf and are not used to being involved in this process. However, stronger, more involved communities and a healthy democracy are created through active and robust community engagement.

Effective and informed leadership, based on respect for the community, enables meaningful community engagement. This can develop strong relationships between government and the community, inform and shape policies, programs and services and result in greater efficiencies.

Leadership is required to undertake genuine engagement, which is the first crucial step in developing community capacity and partnerships with and in the community, leading to community empowerment.
Empowered communities have the confidence to meet the challenges that face them. In partnership with government, they are better able to stimulate economic activity and employment, foster innovation, embrace change and develop and enjoy strong social connections. In short, empowered communities are engaged communities.

A stronger focus on community engagement does not reduce a government’s responsibility to get the job done, rather it highlights the responsibility of government to determine the right action in partnership with the community.

**Responsibility**

There are many occasions where the Government has a responsibility to listen to communities, provide them with the information they need to engage effectively and work with them to meet their best interests. We also recognise that some communities may require support and encouragement to make the most of these engagement opportunities. Government, communities and individuals are all responsible for the quality of outcomes delivered in Tasmania, and the quality of our lives. Therefore, we all have an interest in participating in the decisions that affect us.

At times, the Government needs to address the long-term interests of a community. This may require communities to change and to adapt their behaviour to meet future challenges and ensure the ongoing sustainability of the State’s financial and infrastructure needs.

Communities also have responsibility in determining the type of society they want to live in, now and into the future. They need opportunities to meet with the Government to:

- create solutions;
- share their experiences;
- understand other stakeholders; and
- have a sense of ownership about the decisions that affect them.

Government has a responsibility to empower communities to make this happen.

**PRINCIPLES AND STANDARDS**

It is important that sound principles and standards form the foundation of any community engagement activity. To ensure these values are relevant, community input into the principles that support the Framework is vital.
The principles that are viewed as most important by the Government are:

- accountability
- apolitical (resulting in frank and fearless advice on the relevant issue)
- being genuine
- honesty/truthfulness
- integrity
- involvement/inclusion
- mutual trust and respect
- openness
- the right to be heard
- transparency.

Other principles that inform existing Government programs and initiatives include:

- collaboration
- equity
- fairness
- leadership
- responsiveness
- supportiveness
- responsibility.

These principles may be developed into standards. A standard would mean there is agreement on the quality of engagement the community can expect from the Government. An example of a list of standards - the Scottish Government’s national standard for community engagement - is included in Appendix 2 of this paper.

Questions

What do you view as the most important principles for community engagement and why?

CURRENT PRACTICES

How does the Government currently engage with community?

The Government already engages with individuals, consumers, customers, organisations and communities in many ways, for many purposes. We recognise that it is important to use different ways to communicate and engage with the community, rather than a ‘one size fits all’ approach.

1Department of Premier and Cabinet (DPAC) and the Department of Health and Human Services Your Care, Your Say
Different modes of engagement may be chosen based on the purpose of engagement and who is being communicated with (for instance, particular communities, consumers or key stakeholders).

A number of formal and informal engagement methods are already used by Government, such as:

- advertising
- conferences
- electronic and hard copy newsletters
- email
- expos and events
- fliers and posters
- face-to-face conversations
- focus groups
- advisory groups, boards, steering committees and working groups
- meetings (issue specific or regular)
- letters
- news media
- online conversations and feedback
- personal visits and face to face contact
- phone
- social media
- surveys
- supporting communities to engage
- via service providers or other third parties
- video conferences.

Informal and structured conversations, networking and relationships are also powerful and form much of the Government’s engagement.

Questions

How do you prefer to engage with the Government?

How is the community currently trying to engage with the Government?

When doesn’t the Government engage?

Not all Government initiatives require community engagement. For instance, an initiative may:

- clearly be the responsibility of government;
- need an immediate resolution;
- require technical or other expertise;
- involve confidential or commercial information; or
- involve legislative responsibilities.

Questions

Why would you or why do you, engage with the Government?

Do you feel you have the opportunity to engage around the issues that are important to you?

How do you currently get information on the Government’s policies and services?
OVERVIEW OF THE FRAMEWORK

The Framework will include tools and resources to guide the Government on how we engage with communities at the strategic and operational level.

Consultation to date suggests the main resource that may be useful is a website to inform and engage the community on a range of government initiatives. Other resources that can benefit the community may be identified through the consultation process and we welcome suggestions.

Other resources that will be publicly available include:

- information resources on specific communities;
- information and templates to help plan and manage the various stages of the community engagement process; and
- information on the range of engagement techniques and methods and how to use them.¹

An online community engagement register may also be developed to improve coordination and communication across government agencies. Further information on tools and resources is on page 20.

The following diagram explains the proposed structure for the Framework.

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¹ Department of Health and Human Services (DHHS), 2009, Your Say, Your Care Guide to Engagement Techniques outlines 54 engagement techniques.
LEVELS OF COMMUNITY ENGAGEMENT

Levels of engagement can be represented as a ‘ladder’, ranging from ‘low levels of engagement that offer little opportunity for community, to high levels that offer elements of control or partnership.’

The most in-depth level of engagement is ‘empower’ and the most basic form of information is ‘inform.’

The level of engagement should be determined by the purpose of the initiative, what the Government and community need, what is appropriate for that particular issue and that particular community, and the available resources. It may also be determined with advice from stakeholder, peak and advocacy organisations.

The level of engagement may change over the life of the initiative, as different stages have different requirements. It may also be useful to identify opportunities to build relationships and the level of engagement throughout the engagement and policy development process.

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The following table is based on the International Association for Public Participation Australasia’s (IAP2) continuum of community engagement outcomes and techniques and explains each level of engagement.

<table>
<thead>
<tr>
<th>Inform</th>
<th>Consult</th>
<th>Involve</th>
<th>Collaborate</th>
<th>Empower</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community engagement goal</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>To provide balanced, objective information to assist communities understand the issue, alternative opportunities and/or solutions.</td>
<td>To obtain feedback from the community on options and decisions.</td>
<td>To work with communities throughout the process to ensure that concerns and goals are understood and considered.</td>
<td>To partner with communities in each aspect of the decision or project, including the development of options and the identification of the best solution.</td>
<td>To place final decision making in the hands of the community.</td>
</tr>
<tr>
<td>Promise to the community</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We will keep you informed.</td>
<td>We will keep you informed, listen to and acknowledge concerns and goals and provide feedback on how public input influenced the decision.</td>
<td>We will work with you to ensure that your concerns and goals are directly reflected in the options developed and provide feedback on how community input influenced the decision.</td>
<td>We will look to you for advice and innovation in formulating solutions and work with you to include your advice and recommendations in the decisions to the maximum extent possible.</td>
<td>We will work with you to implement what you decide.</td>
</tr>
<tr>
<td>Examples</td>
<td></td>
<td></td>
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<tr>
<td>Websites, fact sheets, letters, media releases, signage and social media.</td>
<td>Targeted mail out, community feedback, online surveys, submissions, community meetings.</td>
<td>Facilitated workshops, forums, meetings, Ideas and issue identification.</td>
<td>Partnerships, committees, meetings, grant funding, reference groups.</td>
<td>Citizen juries, co-production, participatory strategic planning.</td>
</tr>
</tbody>
</table>

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4 Examples are provided from Adelaide City Council Engagement Framework yoursay.adelaidecitycouncil.com/document/show/311
COMMUNITY AND STAKEHOLDER ENGAGEMENT

What is a ‘community’?

A community is a group of people who share something in common. It may be location, interests, culture, language, beliefs, values or traditions. Individuals can be members of many communities.

Communities can also identify and form around an issue. An issue may highlight the similarity or the differences in a community and also determine the best engagement method or technique to use.

What is a ‘stakeholder’

A stakeholder may be any individual, group or organisation within a community. Stakeholders are the individuals, groups and/or organisations who have the biggest interest and influence on an issue. This interest may be personal, financial, political, environment, economic or cultural. Often stakeholders become involved as they are directly affected by an issue or decision.

Stakeholders may be:

☐ campaign groups and campaigners
☐ community and voluntary organisations and their representatives
☐ community members
☐ members of industry or the business community
☐ other government agencies
☐ peak groups
☐ professionals in the field (experts)
☐ scientists and researchers.

Depending on the issue, or time and resources available, it may be appropriate for the Government to engage with key stakeholders, or experts in the field, rather than the broader community. The Government relies on stakeholder and peak organisations to engage with their membership and provide the Government with advice and information on their behalf. Feedback from these organisations indicates that they could benefit from more information and resources to help them better engage with their stakeholders.

Questions

Are the definitions and explanations of community and stakeholder clear?

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5 People and Participation.net http://www.peopleandparticipation.net/display/Involve/Home
What we know about community engagement

Many areas of the Government engage with the community. It can be a very positive activity achieving mutual learning, relationship building and community consensus. Our experience and conversation with the community also tells us that:

- For issues that have a high impact on a few individuals, or for issues that are particularly sensitive, one-on-one, face-to-face engagement may be best. This is also true when engaging with vulnerable community members.
- Identifying the right stakeholders and balancing their different and competing needs is crucial and can be very difficult.
- Engaging effectively with the most disadvantaged on the programs, policies and services designed to meet their needs can be very challenging.
- Not all formal stakeholder groups are actually representative of their own membership.
- Some stakeholder groups operate in isolation from other interests and sectors of the community.
- Stakeholders with the strongest and most opposed views are often the most willing to engage. This may happen at the expense of people with more moderate views.

Improving advisory structures

Due to Tasmania’s small population, people on the Government’s advisory groups are sometimes members of multiple groups. Non-government stakeholders tell us that this has resulted in repetitious advice that is often viewed as too safe/risk-adverse. We recognise that these groups need to represent a good cross section of the community and that the process for establishing these groups may require greater transparency and even a different approach. For instance, existing groups, networks and individuals within the community may be better able to provide Government with what it needs.

Local Government

The Tasmanian Government and Local Government enjoy a strong, open and productive working relationship.

Local Government is a significant stakeholder in many Tasmanian and Australian Government initiatives. It is generally the level of government that is most connected to community and often acts as a connection point for both the community and the Tasmanian Government. There are still great opportunities for the Tasmanian Government to work more closely with Local Government to engage more effectively with communities. We can learn from them by making the most of their existing local networks and relationships and share in the expertise, knowledge and experience grounded in their communities.

Many statewide non-profit organisations, peak bodies and local community organisations can also be utilised to engage on behalf of the Government.
Questions

What are your experiences of the Government’s advisory groups?
Do you engage with local government in your area?
What can we learn from local government?

BENEFITS AND CHALLENGES

Benefits of community engagement

Community engagement has the potential to increase and develop social inclusion and economic development. There are also opportunities to:

- better understand what communities want and need;
- improve relationships between the Government and communities;
- develop community capacity;
- discover new ideas and expertise;
- inform and create better policies and services;
- learn from each other; and
- reach consensus and compromise.

Challenges

We know that community engagement is core business for many agencies and public servants are committed to doing it well. Despite this commitment, there are a number of challenges, barriers and constraints that make it difficult to achieve the best outcomes.

Communities and individuals face many barriers to engagement. At the individual level, this may be transport, literacy, childcare, mental illness, social and geographical isolation, disability and lack of access to technology and information.

We also understand that there is a lot of pressure on different sectors of the community to engage with the Government and comment on issues. Some of these organisations or groups may not have the resources, or be well enough equipped, to provide such input.

Other issues that create challenges and barriers to engagement in communities are:

- no desire to engage;
- inadequate resources (including education, information, time or confidence);
- lack of awareness or no automatic, relevant or obvious connection to the issue;
- people are too busy working and living their lives to engage;
- poor past experiences with the Government (or other levels of government) leading to consultation fatigue;
- the issue has become overloaded and overcomplicated; and/or
- a perception that the Government cannot be trusted to listen or act on their input.

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Making decisions through community engagement requires a careful balance between community interest, Government priorities and available resources. Factors that influence this include:

- managing conflict between participants;
- difficulty in reaching a consensus and/or compromise; and
- the capacity of some organisations and groups to strongly influence the process versus the sometimes silent majority.

**Frustrations**

It can lead to frustration for the community and the Government when we, as the Government, don’t meet these challenges and barriers. We understand that many communities, organisations and individuals have experienced frustrations when engaging with the Government. Feedback suggests that frustrations around the way the Government engages are caused by:

- engaging when an issue reaches a crisis point (reactively rather than proactively);
- engaging when the decision has already been made (tokenism);
- inconsistent information from the Government;
- lack of consideration and respect for the challenges and barriers experienced by individuals, communities and organisations;
- little or no reference or relevance to previous agreements and interactions;
- not providing appropriate information and keeping information inaccessible;
- overcomplicating the issue/s;
- not allowing enough time;
- not enough communication with the community prior to engaging; and
- the pressure on individuals and organisations based in the North and North West to travel to Hobart for meetings.

For all these reasons, communities may not engage when they are given the chance and then may criticise the decision when it is made. When this happens, the engagement process may be criticised, when sometimes it is actually the decision itself that communities may have an issue with.

**Questions**

- What other frustrations does the Government need to acknowledge?
- How can the Government and the community work together to address these frustrations?
- What other mechanisms can the Government use to communicate with communities, individuals and organisations?

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HOW TO IMPROVE ENGAGEMENT

What works well?

To address these challenges and frustrations, the Government is committed to learning from its successes and from processes that could have been better. From what we have been told and from our own experiences, we know that engagement works well when:

- information is fed back to the community and participants are made aware of how they have influenced the decision;
- it is authentic, genuine, open and personal;
- people have all the information need;
- people are given enough time to contribute;
- relationships are built and trust is established;
- there is discussion on sensitive and controversial issues and people have a chance to express their concerns;
- the purpose of engagement is clear and people know what to expect;
- the right people are involved;
- various modes of communication are used (see the list on formal and informal ways to engage); and
- we go to the community rather than making the community come to us.

How to engage

Suggestions on how to improve engagement by the Government include:

- better co-ordination between departments;
- clearer direction, planning and implementation;
- consideration of the impact of engagement, who the outcomes will affect and the seriousness of the consequences of decisions that need to be made;
- defining, identifying and engaging with the right audience;
- ensure that public servants have the skills they need to engage effectively;
- ensure the purpose is clear, including whether engagement is being undertaken to gather feedback, opinions or involvement and influence over the engagement process;
- following up and following through. Ask those involved for their feedback on the process and let participants know what is done with the information;
- less movement in the public services or at least improved transition planning for new public servants so that they can continue with stakeholders;
- keep language clear and simple - use plain English;
- ongoing effort and commitment to establish and maintain good relationships. Show respect in a way that people understand it; and
- use local contacts and networks (such as school principals or Local Government).
How do we know we’ve got it right?

If the Government’s community engagement practices are not good enough, good initiatives may fail, time and resources may be wasted and future attempts at community engagement may be compromised. This means the Government needs to know when it has got it ‘right’. Getting it right may result in:

- individuals and communities that participate in ongoing and repeat engagement;
- community acceptance of process, regardless of the outcome;
- the Government clearly showing respect for those who consider themselves worse off after a decision; and/or
- Third-party endorsement from a key stakeholder group.

Questions

What would make you want to engage with the Government?

How can communication be improved so that the community is aware of the engagement opportunities available to them?

Can you think of any other ways that would demonstrate that the Government has its engagement practices right?

Is there anything that you or your organisation can do to contribute to better community engagement with the Government?

How do you feel when the Government employs a consultant to engage with the community?

POLITICAL CONSIDERATIONS

Politics is a significant factor in the Government’s decision making. It is important to acknowledge the relationship between the political and administrative arms (government agencies) of the Government and how they intersect to make decisions.

Politicians are often very skilled in community engagement – they know their communities, what the important issues are and how to effectively communicate with, and respond to, the electorate. Generally, politicians are very concerned about the economic, environmental, cultural and social health of their communities. We know that politicians can be integral to the success or failure of community engagement processes and outcomes, but this paper is about the administrative arm of government.
MANAGING EXPECTATIONS

Managing expectations is crucial to realising positive outcomes from the engagement process. When the Government engages, it very often creates and/or raises expectations. Rightly so, communities and individuals may expect to be told why their contribution is required and how it influences outcomes. When expectations are not met, it can result in disappointment, anger and disengagement.

Governments need to manage their own expectations too. This may relate to how successful and constructive the engagement process is, whether the information collected is representative of the community or whether it will influence the decision making process.

From feedback to date, the following points are vital in managing expectations:

- Be clear on:
  - the scope, process and the outcomes you hope to achieve;
  - how the decision will be made;
  - who has the authority to make the decision; and
  - how much influence the community really have.

- Be honest about:
  - any uncertainty there is around the issue;
  - the opportunities and limitations (this includes available resources and constraints);
  - why the community is being engaged (set the context);
  - what you are able or prepared to do;
  - what the Government’s strategic priorities are; and
  - what is negotiable and what has already been decided.

- Do not make promises that you can’t deliver. Be brave enough to say ‘no’.
- Provide feedback throughout the engagement process.
- Understanding the similarities and differences within communities. At times there is an unrealistic expectation that consensus will be achieved.

There is no guarantee that engagement practices that work in one context will be readily transferable to another, or that following ‘good practice’ will necessarily produce the desired outcome.

Questions

What expectations do you have of the Government when it engages with you?

Have you had any experiences of when the Government has managed expectations well?

Have you had any experiences of when the Government has managed expectations poorly?

How can we better manage and balance your expectations (as well as the Government’s)?
TOOLS AND RESOURCES

The Framework will include information that enables engagement with people who are hard to reach, as well as enabling us to work more effectively with particular communities or issues that may be place-based or community specific (for instance Tasmanian Aboriginals, children and young people, people from culturally and linguistically diverse backgrounds, people with disability, women and older Tasmanians).

Tools and resources that are seen as potentially useful include:

- a central database of Government contacts available to communities;
- a centralised database of stakeholders;
- a list of community venues that meet the Disability Discrimination Act accessibility standards;
- an engagement handbook and manual;
- contacts within the community that can help to facilitate meetings; and
- a way to collect feedback on the Framework’s content and application.

The website

As previously mentioned, at this stage, the Framework will include the development of a website that provides information on all available Tasmanian Government-led opportunities to engage.

Initial feedback suggested the website may be a beneficial resource for community, enabling issues and engagement opportunities to be centrally promoted. It was also viewed as being an easy way for stakeholder organisations to circulate information around engagement opportunities to their members and better enable the community to have their say on the issues, projects, services and programs that affect their lives.

While we realise that effective two-way communication can be difficult electronically, and it may not be accessible to all community members, the website may have a number of benefits including:

- achieving a broader reach of the community;
- enabling individuals to receive information through their own enquiry;
- enabling opportunities for innovation and new ideas;
- facilitating the development of networks;
- making public policy more open and inclusive; and
- strengthening accountability and transparency by providing more accessible information.
Suggested features and functions of the website included:

- a regular reminder system that can be circulated through government e-networks;
- a submissions list;
- a calendar and community noticeboard;
- an endorsed policy statement of the Government’s commitment to engage;
- links to engagement by independent bodies and other levels of government;
- relevant data to engage with communities on specific topics;
- responsive design (user friendly, including mobile friendly); and
- search functions for agency, location and subject.

Questions

Would you use a website that collated all Tasmanian Government opportunities for you to have your say? Why/why not?

What are the things that would make it successful?

What information should the website include that would be useful for you or your organisations?

What would be other useful features and functions on the website?

Social media

It is important that the Government makes the most of opportunities to engage through social media. For instance, Facebook has been used successfully in other jurisdictions to update the community in emergencies (such as the Queensland Government during the 2011 floods).

Social media encourages two-way feedback and comment between the Government and community. It can also:

- deliver direct services such as self-help programs and health advice;
- direct responses through other official channels;
- engage with specific communities and target information;
- measure community sentiment about particular issues;
- monitor issues that are becoming topical in the community;
- raise awareness about opportunities to influence government decision making; and
- respond to misinformation.

Questions

Are you open to using online technologies for community engagement?

What advantages and disadvantages do you see to online engagement?

What are some good examples of how government and organisations have used social media?

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EVALUATION

The Government needs to be able to evaluate how effectively it engages with the community.

Evaluating the effectiveness of the Framework, as well as the success of community engagement activities, may include collating the experiences of users and sharing experiences, approaches, resourcing and learnings about what has worked well and what has not. Review and evaluation need to occur to ensure that the Framework is being used and the content is relevant.

Questions

How do you think the effectiveness of the Framework should be evaluated?

How can the Framework help to measure the Government’s community engagement outcomes?

WHERE TO FROM HERE?

There will be a series of information sessions and workshops across the State to facilitate community conversations on the development of the Framework. Details of what is on in your area can be found at www.dpac.tas.gov.au

All enquiries about the discussion paper and the development of the Framework can be forwarded to the Grants and Community Engagement Branch by email to communityengagement@dpac.tas.gov.au or by telephone on 1800 204 224.

Submissions can be mailed to:

Community Development Division
Department of Premier and Cabinet
GPO Box 123
HOBART TAS 7001
APPENDIX I

Organisations included in the non-government workshop

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<th>Organisation</th>
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<tr>
<td>Advocacy Tasmania</td>
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<tr>
<td>Alcohol Tobacco and other Drug Council</td>
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<td>Bell Bay Aluminium</td>
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<tr>
<td>Circular Head Council</td>
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<tr>
<td>Civil Contractors Federation</td>
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<td>RACT Tasmania</td>
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<tr>
<td>Hobart City Council</td>
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<td>Local Government Association Tasmania</td>
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<td>Regional Development Australia – Tasmania</td>
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<tr>
<td>State School Parents and Friends</td>
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<tr>
<td>TasCOSS</td>
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<tr>
<td>Tasmanian Association of Community House</td>
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<tr>
<td>Tasmanian Farmers and Graziers Association</td>
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<tr>
<td>Tasmanian Library Advisory Board</td>
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<tr>
<td>Tasmanian Small Business Council</td>
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APPENDIX 2

The following example of principles reflected as value statements is provided by the Scottish Government’s National Standards for Community Engagement. These Standards were developed in conjunction with over 500 people from communities and agencies throughout Scotland. They are a practical tool to help improve the experience of all participants involved in community engagement.9

<table>
<thead>
<tr>
<th>Involvement</th>
<th>We will identify and involve the people and organisations who have an interest in the focus of the engagement</th>
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<tbody>
<tr>
<td>Support</td>
<td>We will identify and overcome any barriers to involvement</td>
</tr>
<tr>
<td>Planning</td>
<td>We will gather evidence of the needs and available resources and use this evidence to agree the purpose, scope and timescale of the engagement and the actions to be taken</td>
</tr>
<tr>
<td>Methods</td>
<td>We will agree and use methods of engagement that are fit for purpose</td>
</tr>
<tr>
<td>Working together</td>
<td>We will agree and use clear procedures that enable the participants to work with one another effectively and efficiently</td>
</tr>
<tr>
<td>Sharing information</td>
<td>We will ensure that necessary information is communicated between the participants</td>
</tr>
<tr>
<td>Working with others</td>
<td>We will work effectively with others with an interest in the engagement</td>
</tr>
<tr>
<td>Improvement</td>
<td>We will develop actively the skills, knowledge and confidence of all the participants</td>
</tr>
<tr>
<td>Feedback</td>
<td>We will feed back the results of the engagement to the wider community and agencies affected</td>
</tr>
<tr>
<td>Monitoring and evaluation</td>
<td>We will monitor and evaluate whether the engagement achieves its purposes and meets the national standards for community engagement</td>
</tr>
</tbody>
</table>

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