

CITY OF HOBART

Community Engagement Framework

OCTOBER 2018



City of HOBART

1204 and 1205
Dear Mrs. [Name] and Mr. [Name]
[Handwritten text]
Name: [Name]
School: [School]
Age: [Age]



Dear
Hobart is the only place in the world where you could see
lots of mountains. It is safe
and fresh. There are many
fun things to do as well.
There are plenty of beaches
and bush trails to get
outside it is a very friendly
and welcoming place and
everyone helps each other.
New Abbey
School South Hobart
Age 12



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VISION STATEMENT

Hobart breathes.

Connections between nature, history, culture, businesses and each other are the heart of our city.

We are brave and caring.

We resist mediocrity and sameness.

As we grow, we remember what makes this place special.

We walk in the fresh air between all the best things in life.

Hobart: A community vision for our island capital

INTRODUCTION

The City of Hobart operates at the level of government that works as closely as possible with the community and the places in which they live, work and visit. With this in mind, the City places community engagement at the core of everything we do. Through this Community Engagement Framework, our Customer Service Charter and our range of social inclusion strategies, we are committed to the community's meaningful and tangible input into the City's decisions that affect them.

We now have a vision for our city that has been developed by the community and written in their words. Throughout the vision engagement process and in the final document, we have heard the community's need for the City to listen and respond to and involve the people that make up this unique place.

The demand for genuine and open community engagement in Australia is on the rise and the City of Hobart, like many councils around the country, has created this Community Engagement Framework to provide a more structured approach to meet this demand.

The framework has been developed through an engagement process that asked the community how we should engage with them and what they want us to engage on. This self-reflective process has opened our eyes to how we can improve all of our interactions with the community and resulted in this practical and responsive document.

By utilising this framework in all of our work, the benefits of good community engagement will be made apparent through quantifiable improvements to our community's quality of life.



Nick Heath
General Manager
City of Hobart



HOBART: A COMMUNITY VISION FOR OUR ISLAND CAPITAL

In 2017/18 the City of Hobart undertook an extensive engagement process, including the creation of a community panel, to develop its new vision.

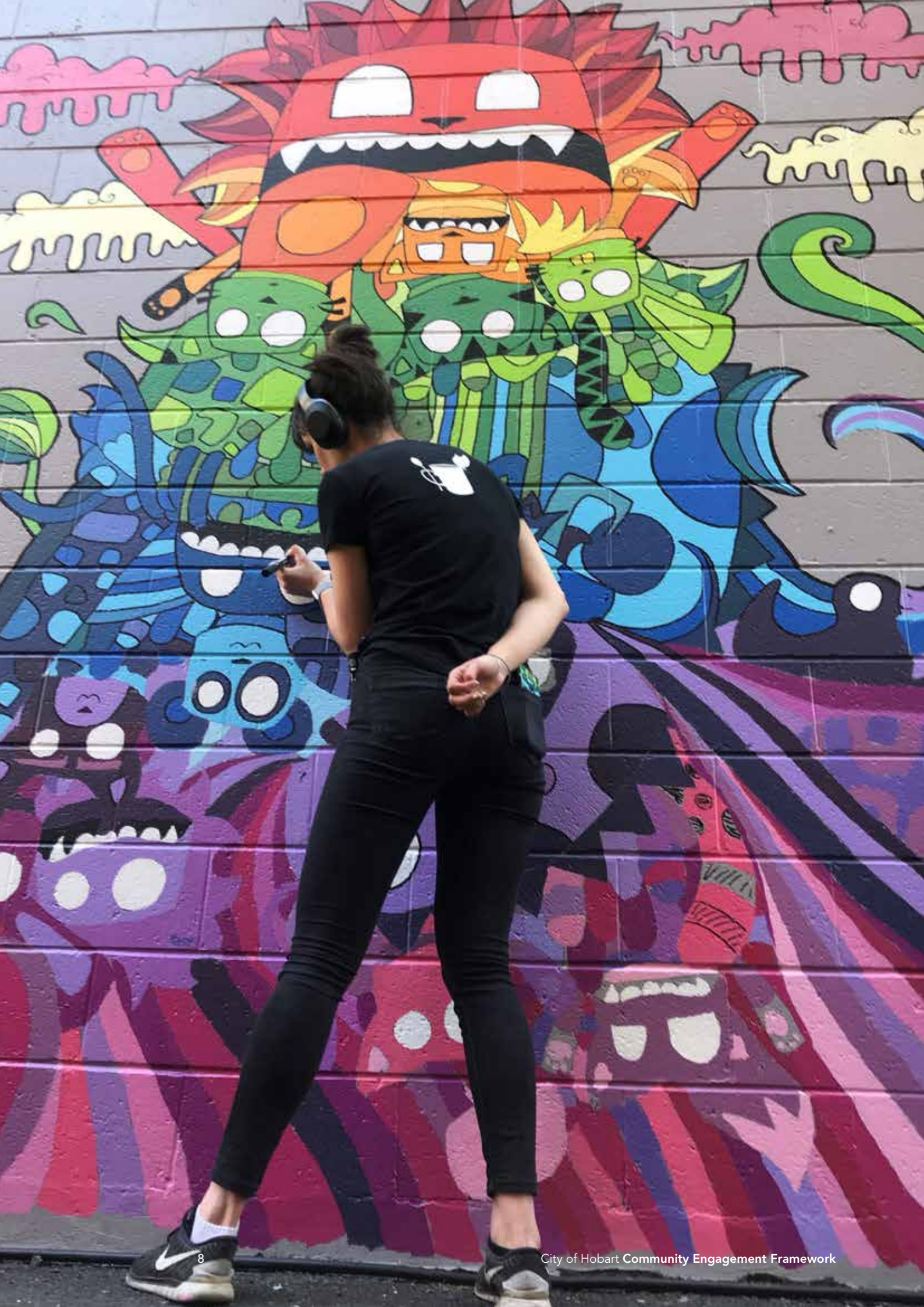
There are eight pillars within the vision and while community engagement features strongly throughout, Pillar 8, Governance and Civic Involvement, is the key pillar relevant to the Community Engagement Framework.

The Governance and Civic Involvement pillar states the following aspiration:

‘We are a city of ethics and integrity. We govern with transparency and accountability, encouraging and welcoming active civic involvement. We collaborate for the collective good, working together to create a successful Hobart.

- We are strong in our ethics
- We build and maintain strong partnerships
- We have access to decision makers
- Our leadership reflects our communities
- We communicate and engage
- We are involved in civic life.’

The vision document and information about the engagement process is available on the City of Hobart’s website.



WHAT IS COMMUNITY ENGAGEMENT?

Community engagement is the process where the Council works together with the community to achieve common goals through genuine relationships built on trust, goodwill and respect.

While it does not replace the final decision-making power of the elected members of the Council, community engagement is considered invaluable in its ability to inform the City of Hobart's decision-making process, ensuring that the final decisions made by the Council are equitable, sustainable and well-informed.

Some further definition of terms that are used in community engagement practice are:

- **PUBLIC PARTICIPATION** is a term often used for community engagement, both are interchangeable.
- **COMMUNICATIONS** is the process of informing the wider public about projects and community engagement activities. It is often a one-way exchange through various media channels.
- **COMMUNITY** is a set of individuals who have been grouped together by geography, demographics or interest.
- **STAKEHOLDER** is an organisation or a group that has a special interest in a project and has direct input into the decision-making that affects them. Community becomes stakeholders when a project directly affects them.
- **CAPACITY BUILDING** is the process of strengthening and empowering a community to implement and sustain their own solutions to problems, making them more resilient.
- **ACTIVATION** is an activity or an event that engages people with their environment and community through positive and creative cultural and social experiences.

‘Community engagement is a planned process with the specific purpose of working across organisations, stakeholders and communities to shape our decisions or actions in relation to a problem, opportunity or outcome.’

International Association of Public Participation



COMMUNITY ENGAGEMENT FRAMEWORK

The City of Hobart's Community Engagement Framework provides the community with a clear understanding of the steps and core principles of the City's engagement process and sets out how the community can contribute to the City's decisions.

It ensures that community engagement activities are carried out in a coordinated and consistent manner, to a high standard and can be benchmarked and assessed through the lens of the framework.

The framework ensures that engagement activities are inclusive and accessible to members of the community, and feedback from the community is listened to, respected and taken into consideration.

The framework establishes that elected members and City of Hobart officers must have a clear understanding of, and commitment to, engaging with the community about decisions that will affect their lives.

The City of Hobart has a role as planning authority and as such, must follow the legal requirements as set out by the state government in relation to planning matters.

The framework is supported by the following documents:

- a) Hobart: A Community Vision for our Island Capital
- b) City of Hobart Community Engagement Policy
- c) City of Hobart Community Engagement Staff Manual and Toolkit
- d) City of Hobart Customer Service Charter
- e) International Association of Public Participation (IAP2) Quality Assurance Standard.

Community engagement creates an active and informed dialogue that seeks to understand the views and aspirations of the community. The specific objectives of this framework are to guide the City of Hobart to:

- achieve good governance by facilitating open, fair and constructive dialogue
- allow for informed decision-making
- achieve an improved quality of life in Hobart
- achieve active public participation through involvement and inclusiveness
- provide the public with a clear understanding of the City's engagement processes.



Hobart: Grow Small

North of our island, the big cities of the world feel like the same place repeated again and again: sprawling, exhausting, ordinary. There's something different about Hobart, but our city is changing.

We aren't opposed to change, so long as it is the right kind of change.

It would be tempting to follow the global formula, to grow for the sake of growth. To have more of everything even if it means less of what we most love about our city and our island.

In Tasmania we have learned, through our shared mistakes, that we need to protect rare species. Hobart is among them.

Our mountain and our river, our hills and our homes, our uncommon air, our culture and our calm and the lessons of our history remind us every day there is something to preserve in this place, as we grow

It takes the courage to say yes and the confidence to say no. Hobart is no longer an island. Together, we need the privilege to preserve every other city. In Hobart we grow small, with a heart of a lot of suburbs and take our ideas and solutions and products to the other — and then to the rest of the world.

We're unpretentious, even when we're out. We encourage our rebels.

In an isolated city we learn to rely on face-to-face. When we succeed we use the powerful connections to invent, and to invite.

We grow small, in a way that protects our city and protects our city if we work together south of extra

COMMUNITY ENGAGEMENT POLICY

In undertaking community engagement, the City of Hobart will demonstrate its values and be guided through the following nine (9) principles from the City of Hobart's Community Engagement Policy that was last adopted by the Council in 2016:

PRINCIPLE 1 – ENGAGEMENT CULTURE

The Council embraces engagement as a key process in its governance of Hobart. A culture of engagement will continue to be developed at all levels of the organisation.

PRINCIPLE 2 – BUILDING RELATIONSHIPS

The Council is committed to building effective relationships to improve the outcomes of engagement.

PRINCIPLE 3 – INCLUSIVENESS AND ACCESSIBILITY

The Council acknowledges the diversity of its community and will work to diminish barriers that may exist in order to encourage participation in engagement.

PRINCIPLE 4 – PARTICIPATION

Stakeholders are encouraged to participate in the process and to express their views in a respectful and open manner.

PRINCIPLE 5 – COMMUNICATION

The Council will clearly communicate the purpose and the steps of the engagement process and will allow sufficient time for effective involvement.

PRINCIPLE 6 – TRANSPARENCY

The Council's engagement will be clear and transparent to ensure the community has access to information and understands the processes and resources involved.

PRINCIPLE 7 – CONSIDERING THE RESULTS

The results of engagement will be included in the considerations of the Council and in decision-making.

PRINCIPLE 8 – FEEDBACK

The Council will provide a means for the community to obtain feedback on the engagement.

PRINCIPLE 9 – EVALUATION AND REVIEW

The Council will evaluate and review its engagement framework to ensure it is responsive to the views and aspirations of the community.

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COMMUNITY ENGAGEMENT PRACTICE

WHY WE ENGAGE

The City of Hobart recognises the right of the community to be informed and have input into decisions which affect their lives.

The City values effective engagement in developing a positive relationship with its community, and acknowledges that in doing so, this will lead to better decision-making.

The City seeks to take account of the views, needs, issues and aspirations expressed by the community and to balance these with other influences, such as budgetary and legislative constraints, to make informed decisions.

WHO WE ENGAGE

Hobart has a diverse population and our community, including all those who live, study, work and visit the city, have a unique role to play in its life and development.

Our community includes individuals such as rate payers, residents, students, workers and business owners, as well as stakeholders such as community interest groups, not-for-profit organisations and other levels of government.

When engaging with our community, the City of Hobart will ensure that opportunities exist for everyone to have a say on decisions that may affect them, regardless of age, gender, sexual identity, ethnicity, education, ability and other diverse aspects of personal and community identity.

We understand that some members of our community may find it challenging to participate using standard engagement methods and techniques. The City will continuously explore new ways to talk to our community and offer a variety of opportunities to cater for and include those individuals and groups.

HOW WE ENGAGE

The City of Hobart acknowledges that each project is unique and the level of engagement will vary depending on the nature or complexity of the project and the needs of the stakeholders involved.

When determining the level of engagement, consideration will be given to a range of factors, including the project's complexity, level of community interest, political sensitivity, legislative requirements, as well as time and budgetary constraints.

To ensure the best outcomes possible, the City will be clear about the decisions to be made, identify who needs to be involved and undertake engagement in a variety of ways to ensure everyone who may be affected by a decision has the opportunity to have their say.

To ensure best practice and a consistent approach in how we engage, we use the International Association of Public Participation (IAP2) values, design and methods for community engagement planning. Further details are available on page 20 and 21.

HOW THE COMMUNITY CAN ENGAGE

The City of Hobart offers a range of opportunities for the community to share their ideas and provide feedback on the City's projects and services. The City will utilise new technology and engagement methods as they become available, and will continue to ask the community about their preferred methods of engagement.

The community can talk to us face-to-face by attending organised engagement activities, as well as online through the Your Say Hobart portal, by completing a Customer Request Form on the City of Hobart website or through social media. Community members can also participate in a petition, speak directly with aldermen and attend open Council and committee meetings.

The feedback is then used to inform and enhance the way the City makes its decisions and delivers services.

ALDERMANIC ENGAGEMENT

Every four years residents and rate payers of the City of Hobart are empowered to vote for 12 elected aldermen that make up the Council. Aldermen represent residents and businesses of the City of Hobart and have specific powers, responsibilities and duties as set out in the *Local Government Act 1993*.

In accordance with the Act, each aldermen has the function of representing and acting in the best interests of the community and to facilitate communication between the Council and the community. Aldermen can be contacted by the community and are available to discuss anything of interest or concern to community members. This open communication ensures that aldermen are representing the views of the residents of Hobart.

Details to contact the aldermen can be found on the City's website or in the City News each quarter.



ENGAGEMENT ACTIVITIES, TOOLS AND METHODS

Listed below are the key methods that the City will use to inform and bring the community and stakeholders into decision-making and the delivery of services. It is not an exhaustive list, IAP2 lists over 50 methods that can be considered depending on the scale, context and purpose of the engagement. Many of these activities are ongoing or scheduled annually to ensure that engagement is embedded in everything the City does.

YOUR SAY HOBART - YOURSAY.HOBARTCITY.COM.AU

The City's community engagement portal is used to list the key projects and provide opportunities for the community to have their say through a number of online options, including surveys, discussion forums and mapping tools, as well as listing ways to engage in person.

SOCIAL MEDIA

The City of Hobart uses a variety of digital platforms and mechanisms to support community engagement practice and to promote opportunities to get involved.

LOCAL COMMUNITY CONVERSATIONS

The City of Hobart hosts community conversations throughout its local neighbourhoods, providing residents with information about key projects and services happening in their backyard, and offering an opportunity to interact with City of Hobart staff and aldermen.

LISTENING POSTS

The City of Hobart hosts regular listening posts in public spaces to give the community an opportunity to speak with City of Hobart staff face-to-face, learn about projects, provide feedback and log issues for action by the City. Listening posts are also used on specific projects to enable the community to talk to City of Hobart officers about projects on site.

ADVISORY AND REFERENCE GROUPS

To gain feedback and input on projects, the City of Hobart convenes a range of advisory and reference groups, such as the Hobart Older Persons Reference Group, Youth Advisory Squad, Access Advisory Committee, Hobart Bicycle Advisory Committee, Good Neighbour Working Group and Children and Families Network. A comprehensive list of all advisory and reference groups is located on the City's website. Industry expert panels, such as the Public Art Advisory and Urban Design Advisory panels, are also convened to provide specific advice on projects. Key staff and aldermen also represent the City on various community groups and associations, attend community association meetings and work closely with external advisory groups to shape decisions.

COMMUNITY FORUMS

The City of Hobart holds an annual community forum in conjunction with the Council's Annual General Meeting, and community forums on key topics of interest. Forums may include a keynote speaker, as well as facilitated opportunities for community participation and engagement with aldermen.

STAKEHOLDER MEETINGS, WORKSHOPS AND ROUND TABLES

To discuss specific projects, the City of Hobart runs facilitated sessions where stakeholders and community members can share their ideas.

CUSTOMER REQUEST SYSTEM

The Customer Request System helps to improve the way the City of Hobart responds and manages requests from the community. Customer requests can also be lodged by Engaged Communities officers, which helps to improve the service received by community members.

RELATIONSHIP MANAGEMENT SYSTEM

The Relationship Management System is used to notate interactions with community members, particularly when they become stakeholders in a project, communicate with them more consistently, and understand who is impacted by a project or should be part of the decision-making.

LETTERS TO RESIDENTS, E-NEWSLETTERS, DOOR-KNOCKING, SIGNAGE AND NOTIFICATIONS

To advise the community on a project, the City of Hobart uses such methods as letters, City News, signage, sms or face-to-face communication. For projects that might continue for an extended length of time, a distribution list for an e-newsletter might be created, and newsletters sent out as frequently as required to communicate updates about the project.

PLACEMAKING

Is an approach to the planning, design, management and activation of public places and community assets whereby the community's aspirations, inspiration and capacity help shape the final plan of a project. For specific projects, the City of Hobart forms project action teams from community members for extensive engagement, including workshops. Participants contribute to the creation of quality public spaces that promote healthier and happier communities and help achieve the City's strategic objectives and vision.

COMMUNITY PANELS

Community panels comprise of a group of community members, some of whom are randomly selected in order to bring together a diverse range of backgrounds and viewpoints. Community panels are formed to consider information and develop recommendations on a topic that is of importance to the City, for projects that have a wide scope and affect on the community, or on issues that are somewhat controversial.

ELECTOR POLLS

Elector polls are used when an issue divides the community and the City wishes to seek guidance from the community with a Yes-No vote on a topic.

COUNCIL AND COMMITTEE MEETINGS

Meetings are open to the public and community members can attend open committee and Council meetings and can make deputations to committee on specific matters.

The Council may close a meeting to the public in accordance with regulation 15 of the Local Government (Meeting Procedures) Regulations 2015. That regulation contains a list of reasons why a meeting may be closed to the public, and includes things like dealing with personnel matters, commercial matters, litigation etc.

INTERNATIONAL ASSOCIATION FOR PUBLIC PARTICIPATION

The City of Hobart's community engagement practice is based on the IAP2 model for community engagement.

IAP2 offers a set of concepts and principles of current industry practice in relation to community engagement.

LEVELS OF ENGAGEMENT

When considering the level of engagement needed for each project the City of Hobart utilises the IAP2 public participation spectrum (see opposite). In deciding where a project sits on the spectrum, consideration is given to things like community interest, legislative requirements, time, resources and budgetary constraints, as well as the perceived level of community impact. The City's activities fall across a number of levels of the spectrum and there is likely to be movement back and forth as a community engagement plan is implemented.



IAP2'S PUBLIC PARTICIPATION SPECTRUM

The IAP2 Federation has developed the spectrum to help groups define the public's role in any public participation process.

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 provide the public feedback and 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 solutions. | To place final decision-making in the hands of the public. |
| PROMISES 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 seek your feedback on drafts and proposals. | 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 work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible. | We will implement what you decided. |

OUR ENGAGEMENT PROCESS

The City of Hobart operates within the legal frameworks provided by the Local Government Act 1993, the Land Use Planning Approvals Act 1993 and the Resource Management and Planning System of Tasmania.

The City's approach to community engagement is based on the process set out by the IAP2 Quality Assurance Standard for Community and Stakeholder Engagement (2015).

In addition to adopting the IAP2 core values for community and stakeholder engagement and using the IAP2 code of ethics to enhance the integrity of our practice, a standard process for engagement is undertaken to ensure a quality community engagement result.

The steps to the right summarise the engagement process. More detail is provided in the community engagement staff manual and toolkit equipping project managers with guidance through a standard approach to developing a community engagement plan.

IAP2 Quality Assurance Standard Process for Community and Stakeholder Engagement:

| | |
|----|---|
| 1 | Problem definition |
| 2 | Agreement of purpose/ context and identification of negotiables and non-negotiables |
| 3 | Level of participation |
| 4 | Stakeholders identification and relationship development |
| 5 | Project requirements |
| 6 | Development and approval of engagement plan |
| 7 | Execution of engagement plan |
| 8 | Feedback |
| 9 | Evaluation and review |
| 10 | Monitoring |
| 11 | Documentation of evidence |



‘Community and stakeholder engagement is now required and accepted as a standard component of any significant project as much as planning, development and implementation. Engagement is in fact intrinsic to the successful functioning of all of these conventional disciplines, as the outcomes should ultimately influence project development and completion’

IAP2 Quality Assurance Standard 2015.

OUR ENGAGEMENT TEAM

The City's Engaged Communities team sits within the Community and Culture Division. This division includes the areas of Engaged Communities, Future Communities, Active Communities, Creative Communities, and Inclusive and Resilient Communities.

The Engaged Communities team works closely with all divisions across the organisation to provide engagement advice and support, ensuring that the City has a community-focused approach to decision-making. The Engaged Communities team works closely with the City's Communications and Marketing Division to ensure our strategic communications priorities are met and we are reaching the community through well-considered and integrated engagement and communications plans.

Key staff from across the organisation are trained in International Association for Public Participation (IAP2) engagement techniques, creating champions to support excellence in community engagement practice and build the City's organisational capacity.

On occasion, external consultants are contracted to conduct community engagement on behalf of the City of Hobart. The Engaged Communities team will work closely with these consultants to ensure they adhere to the processes and standards expected by the City of Hobart and the community as set out in the IAP2 Quality Assurance Standards.

FRAMEWORK REVIEW

The Engaged Communities team is constantly reviewing and researching current community engagement practice and it is intended that the City of Hobart Community Engagement Framework be a living document that will be evaluated and updated when appropriate.

CONTACT DETAILS

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