REPORT 2
(1215/52/IM)

ENGAGEMENT FRAMEWORK

1. Purpose of report

This report presents a proposed framework for the Council's engagement activity.

The proposed framework seeks to strengthen the Council's engagement with community and stakeholders around the Council's decision making processes to harness good ideas and expertise, increase community buy-in to and understanding of decisions, and develop processes where dialogue and debate around key issues for the city can take place.

2. Executive summary

Every interaction the Council has with the community is a form of engagement. This includes community interaction with the Council through everyday Council services *(customer focus),* the on-going relationships the Council has with its stakeholders and sector groups *(partnering), and* the consultation processes undertaken when a decision is to be made *(council's decision-making)*. The emphasis of this proposed framework is on engagement that relates to decision-making.

Engagement as it relates to decision-making includes the Mayor and Councillors working with their own networks and stakeholders to identify emerging issues and community preferences, to more formal engagement that is undertaken on draft policies, bylaws and plans that require statements of proposals, a formal submission process and is often accompanied with some form of research and hearing process.

The engagement spectrum that the Council operates to ranges from: communication as a tool to *inform* people about what the Council is planning or doing, through to *consultation, involvement, collaborating* and *empowerment* with each step corresponding to tools and engagement processes that allow for greater community participation and influence in the decision-making process. The spectrum links with the International Association for Public Participation (IAP2) engagement spectrum which is reflected in Council's engagement policy.

While Wellingtonians generally have relatively high levels of engagement with the Council and services, it is important to look to the future, harness new opportunities through emerging technologies, and refine and update existing engagement practices to ensure our engagement processes are as effective as they can be and remain relevant to Wellingtonians. This will ensure that the Council's strategies, policies, products and services continue to meet the needs of the city and the community.

The proposed framework emphasises the need for early and enduring engagement as part of the strategy and policy development process. For key strategic issues the Council may want to stimulate debate in the city to get people thinking, experts commenting on the issues and what the solutions might be. Doing this early allows for issues, views, ideas and concerns raised to be explored together with the community and the Council to develop options, make trade-offs and develop enduring solutions to difficult issues.

The draft framework highlights the need to further develop enduring relationships and to link with where the valuable conversations and thinking is happening. This supports the Council's ability to stay connected, manage relationships and ensure that the flows of information, discussion and dialogue happen in real time and are actioned.

The framework (detailed in appendix 1) highlights a programme of work that will be progressed, although some initiatives, particularly those requiring capex funding are likely to evolve over time through staged implementation. The framework aims to embed a culture of early and enduring engagement with our communities.

3. Recommendations

Officers recommend that the Strategy and Policy Committee:

1. *Receive the information.*

2. *Agree the proposed Engagement Framework attached as Appendix 1 that aims to:*
   - *make it easier for the community to engage with the Council*
   - *improve the transparency of the Council and the decision-making*
   - *strengthen and build on our partnerships within the city*
   - *maximise the value from engagement, existing data and customer feedback.*

4. Current engagement environment

Engagement is a broad concept which covers the range of interactions between the Council and the city's businesses, organisations, residents and communities, as well as between these different groups and individuals. Engagement, as defined in the Council's Engagement Policy, covers:
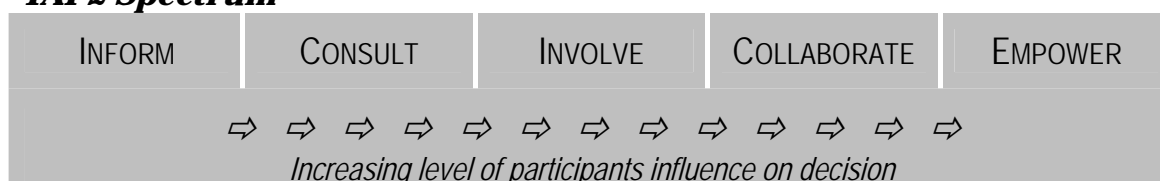   - the contact members of the public have with the Council through the everyday Council services, activities and facilities they use *(customer focus)*
   - the on-going relationships the Council develops and maintains with its different communities and sector groups *(partnering)*
   - the consultation processes undertaken when a decision is to be made *(council's decision-making)*.

The Council adopted its Engagement Policy in 2006 and the key principles identified in the policy have been reinforced since this time to:

- be clear around the scope of the engagement
- specify level of influence of participants and who is the final decision maker
- use tools and communication channels that are easy to use from a user perspective and are appropriate for the target audience
- provide clear communication around process, tasks, issues and levels of involvement
- embrace debate around issues, options, consequences and trade-offs
- for significant issues, engage at an early stage of the process.

Since this time, the IAP2 spectrum (shown below) has been used by the organisation as a best practice tool to help staff think about how they engage. The spectrum outlines the range of interactions and levels of influence the community has in any decision making process. IAP2 promotes sustainable decisions through organisations providing participants in any engagement process with the information they need to be involved in a meaningful way, and sets out to participants how their input affects the decision.

IAP2 Spectrum

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER

⇨ ⇨ ⇨ ⇨ ⇨ ⇨ ⇨ ⇨ ⇨ ⇨ ⇨ ⇨ ⇨
Increasing level of participants influence on decision

5.   Current engagement practice

The Council uses different engagement tools and techniques to ensure the community can provide feedback in a manner that is convenient to them. The Council has a broad experience with a range of engagement tools from participatory workshops and focus groups to social media, topic specific advisory groups, and sector forums. While the vast majority of the engagement tools used work well, there are occasions where specific engagement tools do not work as well as anticipated.

Key learning from past experience is to:

- have the right people with the right knowledge and skills leading the engagement process
- use the right tools and communication/information channels to reach the target audience
- identify the key stakeholders in a process and involving them early in the process
- be clear around the scope of the engagement and any decisions
- be clear around how the input from the process will be used by the Council
- be clear around the level of influence participants and stakeholders have on the final decision and who is making the final decision

- be clear around how any initiatives derived from the process will be implemented
- match the speed and intensity of engagement with the speed and intensity of the Council decision making processes
- recognise and value the time and input individuals and organisations put into participating in Council engagement processes
- review and capture any learning from engagement processes
- ensure policy and engagement practices are aligned.

Community views on engagement with the Council and in particular, the submission and public participation processes have been captured through a number of surveys. These include the annual residents satisfaction survey and Quality of Life survey's plus a specific survey on residents' attitudes towards participation in public consultation carried out in 2005 and a series of focus groups around engagement practice in the Council in 2011. In addition, interviews with Councillors were undertaken in early 2011 to identify the key issues and concerns they have with the current engagement practice and a series of interviews with key officers involved in engagement in 2012.

The key themes emerging from these surveys and interviews were the need to:
- continue to improve the consistency of consultation practice and building capacity within the organisation
- improve the user-friendliness of existing engagement tools
- increase the transparency of the Council and the engagement process
- extend the outreach to communities to increase their awareness and understanding of the Council processes.
- use innovative methods to engage with the community
- support engagement with and by elected members
- explore ways to provide greater community empowerment particularly through early engagement
- coordinate and manage the timing of the consultation calendar.

These themes have been used to develop the next steps to continue to improve Council's engagement practice.

6. Proposed Engagement Framework

The overarching theme of the proposed engagement framework is to put people at the centre of everything the Council does.

The proposed framework is divided into two parts: the context, and an action plan.

Appendix one at the end of the report sets out the proposed engagement framework for the Council.

6.1 The context

a)   Engagement has close links to communication and marketing

Engagement is linked to the Council's communication and marketing work as we seek to promote the Council's brand in line with Wellington towards 2040:

Smart Capital. Communication is often a one-way interaction where the Council wishes to inform or educate the community. In contrast, engagement includes elements of dialogue and discussion and is generally characterised by two-way interaction.

b)   Engagement has close links to understanding the city

Engagement is also linked to the survey and research work the Council undertakes as this informs policy development and delivery of services. This data enables the Council to identify trends, differentiate the impact of changes across the city, identify customer and citizen preferences and measure levels of satisfaction and quality of life across the city. Using this information and making the links between the various data-sets enables the organisation to be smarter around identifying and framing issues and understanding the city and its needs.

c)   Engagement has close links to customer focus

Engagement is linked with customer focus and how the organisation interacts with others. Customer focus delivers on the services the city needs and wants. Customer focus and excellent customer service in decision making are supported by easy, efficient and positive connections or interactions with individuals, stakeholders and the community that lets them know their input is respected and valued.

d)   Increased use of changing technology can make it easier for people to engage with the Council

The Council needs to provide opportunities for people to participate in engagement processes which means going to the places and spaces where people are. Opportunities for participation need to be easy and accessible, and be tailored to the target audiences. Greater use of technology and 'new' channels for communication will support the more traditional engagement methods and channels.

e)   Dialogue and early engagement around the big issues is needed

Currently, the city needs to address a number of significant issues including how it deals with earthquake-prone buildings, sea level rise, local government reform, financial sustainability and effective and efficient service delivery. Early and sustained engagement with the community around these decisions has the potential to assist the Council to identify and implement enduring solutions to the challenges the city faces. Such engagement will require participatory processes which encourage an exploration of issues and ideas through dialogue enabling the community to understand and weigh the potential trade-offs around options and key decisions.

f)   The nature of an engagement process and level of community influence must 'fit' the issue

The proposed framework promotes engaging with the community earlier in the strategy and policy development process. However, depending on the scale and nature of the issue, the Council must select how much influence the community has on a decision. Decisions around when and how to engage with the community will depend on:

- the purpose of the engagement
- the complexity, scale and nature of the topic or project under consideration
- the nature and number of potentially affected and interested parties and stakeholders
- the anticipated level of community interest and controversy
- any required statutory processes associated with the topic or project
- the timeframe and resourcing available for the engagement process.

For example, for technical issues with no broad community impact, the Council may decide to only communicate its decision and the reasons for this or it may decide to involve only a handful of technical experts in developing a position and preferred solution rather than try to stimulate community dialogue around an issue. For significant issues with broad impact across the city, the Council may decide to use participatory processes to involve the community in framing the issues, establishing the options and identifying a preferred solution. The IAP2 spectrum provides a useful framework to guide us for the level of influence citizens may have on a decision and the appropriate tools. This is woven into the proposed Framework.

g)   The Council is not the only influencer on the city's future

Building on existing and establishing new partnerships requires developing enduring relationships with organisations, business and residents. Partnerships are built through personalised interaction, with identified people and personalities at both officer and elected member level. These partnerships are of increased importance to ensure reduced resources are aligned to common goals.

Maximising the value from our engagement is a continuing journey. The Council engages with community, customers, residents, business and organisations every day. Into the future, the use of technology will enable the Council to be smarter, plug into the city and respond to changing priorities and aspirations of the community.

6.2   Key actions

The second part of the framework includes key actions. Examples of what's new and different in the Key Actions include:

a)   Increase transparency and ease of engaging with the Council
- *Residents E-Panel:* a cost effective way of reaching large numbers of people in short targeted ways on topics of interest to them. This involves actively recruiting Wellington residents to an online panel. Panel members would be invited to participate in regular testing key issues and proposals. There is also potential to invite panel members to participate in online focus groups and discussions.   Evidence suggest this is what makes people feel connected and a part of the place they live in, not just that they agree with the decisions that are made.

- *Social media:* get a better understanding of what drives participation in social media and what the levers are to use it for Council purposes rather than simply participating.

- *Discussion forums:* as a way of stimulating debate, getting the key issues out there and getting a good sense of the breadth of viewpoints in the community.

- *Managing the consultation timetable:* where possible, engagement will be carried out around themes which will be managed through the policy programme.

b)   *Strengthen partnerships across the city*
- *Getting to where the people are:* Making use of existing networks in the city where good ideas and discussions are taking place and engage in these.

c)   *Maximise the value from real-time feedback*
- *Get Smart:* a recent innovation of real-time online citizen feedback that is extensively used by the likes of Air New Zealand is now also being trialled by Council. It is currently used in the city's recreation facilities and there are plans in place to roll it out across other community-facing Council services over the coming year. Eventually, the tool will enable us to assess information and performance across all of the Council's services as a whole, enabling us to better understand the true drivers of customer satisfaction.

7.   The role of Councillors

Councillors through their own networks identify and 'test' community feelings, identify emerging issues and gather information on community preferences. Engagement activities provide another medium for Councillors to access the range of community and stakeholder viewpoints and issues. As decision makers and elected representatives accountable to voters, Councillors are the identifiable face of the Council and its activities.

Increased use of technology will make it easier for the community to engage with the Council and elected representatives, but it cannot replace completely the 'face to face' meetings and support for this form of engagement will need to continue.[1]

8.   Other considerations

8.1   Consultation and Engagement

Officers consider that additional engagement around the framework is not required given the inputs to the process and the focus of the *framework being*

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[1] Media inquiries and comment will be managed through Communications and Councillors involved in accordance with defined media protocols.

around how the Council works rather than new initiatives to deliver
Wellington Towards 2040: Smart Capital.

8.2   Financial considerations

All funding for technology improvements are included as part of the ICT Asset
Management Plan, including the revamp of the website.

Specific funding for large-scale engagement processes around specific topics
will be identified as part of the work programme and considered by Councillors
on a case by case basis.

8.3   Climate change impacts and considerations

There are no specific climate change impacts as a result of this framework.
Climate change and the impacts of future sea level rises will be one of the
significant issues the Council will be engaging on in the next six months.

8.4   Long-term plan considerations

The framework aligns Council's engagement practice with the priorities in the
long-term plan of:
- We will value Wellingtonian's knowledge and make more use of this
  knowledge to inform policy and decision making.
- We will use technology and tools to better communicate and engage with
  residents.
- We will place more services online to make it easier and more convenient
  for citizens to do engage, transact, converse and do business with us.

9.   Conclusion

The proposed engagement framework is an opportunity for the Council to 'do
what we do smarter'. It brings together all the elements on information
gathering needed to ensure the Council is able to deliver on Wellington Towards
2040: Smart Capital.

Contact Officer: *Fiona Johnson and Andrew Stitt – Manager Policy and
Planning*

SUPPORTING INFORMATION

1) Strategic fit / Strategic outcome

The draft Framework aligns with Wellington 2040 and the Council's Engagement Policy

2) LTP/Annual Plan reference and long term financial impact

Implementation of the Framework will be managed through Business as Usual budgets.
Specific costs for technology improvements are included in the ICT Asset Management Plan

3) Treaty of Waitangi considerations

Mana Whenua are a strategic partner. The draft Framework highlights the importance of working with our partners in achieving the city's vision

4) Decision-making

This is not a significant decision.

5) Consultation
a) General consultation
This draft Framework has been discussed with officers across the organisation

b) Consultation with Maori

There has been no specific consultation with Maori on the draft Framework.

6) Legal implications

There are no direct legal implications from the draft Framework.

7) Consistency with existing policy

The draft Framework aligns with Wellington Towards 2040: Smart Capital and the Council's Engagement Policy.

Appendix 1: Proposed Engagement Framework

ENGAGEMENT FRAMEWORK – THE CONTEXT
DELIVERING WELLINGTON 2040

OUTCOMES	**VISIBLE SUCCESSES**	**BETTER UNDERSTANDING OF COUNCIL'S DECISIONS**	**BETTER OUTCOMES**		**CITY'S POTENTIAL CAPITALISED**	**CUSTOMER / CITIZEN CENTRIC**	**SMARTER**
AIM	*Increasing awareness of what we do, our brand, our values*	*Focusing on what's important* *Increasing transparency* *E participation*	*Engaging early* *Working with the community to define the issues* *Enabling dialogue and debate*		*Building partnerships*	*Reflecting the city's priorities* *Smart transactions*	*Taking the city's pulse*

HOW

Communicating	Connecting					Scanning	
	Decision making				*Partnering*	*Customer focus*	*Surveying*	*Monitoring*

TOOLS

Communicating	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER	Partnering	Customer focus	Surveying	Monitoring
We communicate through: • Website • Paid newspaper advertising • Discussion papers and other printed material • Public notices • Facebook page • Social media • Media releases • Councillors • Staff	*We inform through:* • Website • Advertising • Discussion papers / printed material • Public notices • Community forums • Social media • Quarterly and annual reports	*We consult through:* • Website • Surveys and feedback forms • Focus groups • Resident E-panel • Public /open meetings • Social media	*We involve through:* • Advisory groups • Sector forums • Participatory design sessions • Workshops • Focused discussions • E-panel	*We collaborate through:* • Working parties • Participatory processes • Town centre planning	*We empower through:* • Brokerage – bringing individuals, groups and businesses together	*We build relationships through:* • Advisory Groups • Community forums • Business panels • Strategic partnerships	*We interact with our customers at:* • Contact Centre • Facilities • Services • Website • Service Centres	*We research by:* • Quality of Life • Residents Satisfaction Surveys • Customer surveys • Topic specific surveys • Census data • Statistics NZ reports and data sets • Surveys carried out by others	*We monitor by:* • Customer feedback • Contact centre

Increasing level of participant's involvement/influence →

ENGAGEMENT FRAMEWORK – ACTION PLAN

PUTTING THE COMMUNITY, BUSINESS AND RESIDENTS AT THE CENTRE OF WHAT WE DO

OUR OBJECTIVES	OUR KEY ACTIONS	OUTCOMES
Make it easier to engage with and improve the transparency of the Council	- include more opportunities for e-participation, including residents e-panel as part of the revamp of the Council website - increase the use of social media where this delivers additional benefits to the Council - ensure all publications and engagement processes are accessible and in line with consultation and marketing plans - utilise 'Get Smart' technology to allow real-time community feedback to inform service delivery improvements - explore with existing organisations the issues they have when engaging with the Council - undertake a systematic review of the Council services and interactions from a user perspective - develop a strategy that considers an integrated web-based platform with a single point of access for all interaction with the Council to support a personalised approach to Council services	*BETTER UNDERSTANDING OF COUNCIL DECISIONS* *BETTER OUTCOMES* *CUSTOMER / CITIZEN CENTRIC*
Strengthen and build on our partnerships within the city	- develop and implement partnerships options where these add value to the city - seek regular feedback from Advisory Groups and strategic partners on engagement with the Council - go to where the people are – link with existing local networks - facilitate the connection of individuals, organisations and businesses to deliver on the city's outcomes - develop strategies to ensure hard to reach communities can find it easier to participate in the engagement and decision-making processes.	*CITY'S POTENTIAL CAPITALISED*
Maximise the value from engagement, existing data and customer feedback	- ensure all engagement has clear purpose and scope, and is tailored to the issue and audience - for the big issues, stimulate and embrace community dialogue and debate around the scope, issues, possible solutions and final options - implement evaluation and continuous learning practices around engagement processes - develop organisational processes to capture and collate feedback on Council issues on media sites / mine social media for community feedback that relates to Council services - introduce city scanning / utilise information from networks that we hold.	*BETTER OUTCOMES* *SMARTER*

This report is officer advice only. Refer to minutes of the meeting for decision.

Appendix 2: Current engagement tools used by Council

TOOL	CURRENT COUNCIL USE	USES/STRENGTHS	SPECIAL CONSIDERATIONS / WEAKNESSES	COST AND EFFECTIVENESS
INFORM				
Contact centre	Residents may phone the main Council line to be provided with information on a range of topics	• Provides a good service to the public • Serves as a link between the residents and Council • Easy to update information on project activities and inform residents of how they can become involved • Makes the organisation accessible to the community	• Phone number must be well known • Relies of good information from staff in other parts of the organisation being provided to the Contact Centre	• Highly effective • Medium cost
Discussion papers	Generally used in urban planning projects when seeking input to town planning processes	• Provides a large number of people and organisations with information on an issue. • Provides for a detailed explanation of issues etc. • Provides opportunity for feedback based on understanding of the issues	• Need to balance detail/density with accessibility • May deter those with literacy issues or English as second language • Time consuming to produce a quality report	• Time and resource hungry to produce • Cost depends on scale, 'glossiness' of production and distribution
Media promotion and paid advertising	Our Wellington page, radio advertising etc.	• Achieves high-level publicity. • Provides information	• Content provides basic information and should point to where to go for more information if interested in more detail around the content	• OWP read by 140k people (41% of circulation of DomPost, rated as good or very good by 91% of readers
Media releases	Used for a wide range of issues	• Can disseminate information quickly to a large number of people. • Can raise publicity and awareness. • Can alert media organisations to an issue/event	• May not be used if more exciting news events take priority. • May be re-written and key facts/emphasis changed • The size of media releases limit the amount of real content included	• Low cost • Effectiveness dependent on level of interest in issue by media and community • Majority of Council releases are picked up by media
Printed material and paid publications (fact sheets, flyers, posters, newsletters, brochures, issues papers, reports etc.)	Most widespread and familiar method of disseminating information and gathering written feedback	• They can reach a large amount of people through mailing or via the availability of the information to the public. • If comment sheets or questionnaires are included the material can allow for limited public input to a project. • Can facilitate the documentation of the public participation process	• There is no guarantee that the materials will be read • Can be lost if included with many other flyers • Doesn't reach those with 'no junk mail' signs unless specifically addressed to resident	• Most effective if letters / flyers are personally addressed to recipient • Adshel posters provide high visibility when located in locations with high pedestrian counts and on main routes
Public notices	Used for all statutory consultations	• Meets statutory obligations • Provides summary of issue • Known location of notices for professionals who respond to statutory consultations on behalf of clients	• Perceived as 'hidden' in back of paper • Perceived as a notice rather than an invitation to participate	• Statutory requirement

TOOL	CURRENT COUNCIL USE	USES/STRENGTHS	SPECIAL CONSIDERATIONS / WEAKNESSES	COST AND EFFECTIVENESS
Website	Council's website is main repository of information on Council activities and services	• Provides publicity, information and some public input. • Capable of reaching very large numbers with large amounts of information. • Offers a low cost way of distributing larger documents. • Enables a highly accessible format for continual updates and ensuring information provided is current	• Some people still cannot access the web. • Some people are not web-literate. • Information overload and poor design can prevent people from finding what they need	• Website is currently under review
CONSULT				
e-democracy	Through website: • consultation page and projects page providing email, online submission and access to information. • Councillor contact details and profiles • e-petitions • web alerts • fix-it notices	• Creates a virtual public space where people can interact, discuss issues and share ideas. • Allows residents to participate at their own convenience. • Can reach a potentially large audience readily. • Can facilitate interactive communication. • Disseminates large amounts of information effectively	• May exclude participation by those not online • Email lists with many active subscribers may generate so much information that they drive people away	• Growing usage • High level of recognition that website is source of information on the Council • Review of website currently underway
Focus Groups	Used in scoping policy issues and the Council's research activities	• Useful when little is known of community opinions on a particular issue • Can be used to develop a preliminary concept of the issues of concern, from which a wider community survey may be undertaken. • Can be used for limited generalisations based on the information generated by the focus group. • Particularly good for identifying the reasons behind people's likes/dislikes. • Produces ideas that would not emerge from surveys/questionnaires	• Such small groups may not be representative of the community response to an issue. • Requires careful selection of participants to be a representative sample (similar age range, status, etc.) • Skilled facilitators required	• High cost, • Effective for exploring in-depth opinions on issues
Meet the Mayor and Councillors	Used to enhance the accessibility of elected members to the community	• Positive reception by attendees and Councillors • Vehicle for providing information to participants	• Invite list dictated by existing Council networks • Current format limits dialogue and two-way engagement	• Low cost • Effectiveness and methodology being reviewed
Oral submissions and public participation in meetings	Available for all issues being considered by Council. Statutory requirement under LGA and other legislation (e.g. RMA)	• Provides submitters with sense of 'being heard' • Enables submitters to highlight key points in their submissions	• Process may intimidate those unused to public speaking or first-time submitters • Limited timeslots mean some submitters are unable to attend meetings to deliver oral submission • Limited ability for discussion of points raised	• Statutory requirement

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TOOL	CURRENT COUNCIL USE	USES/STRENGTHS	SPECIAL CONSIDERATIONS / WEAKNESSES	COST AND EFFECTIVENESS
Public and community meetings	Generally topic driven for a particular project.	• Allows the involvement and input of a wide range of people. • Disseminates information and decisions throughout the community. • Provides opportunities for exploring dialogue between the Council and residents	• Participants may not come from a broad enough range to represent the entire community • Low turnout when no high profile controversial issues	• Low cost • Ineffective when low turnout
Social media	The Council's Facebook page recently launched Twitter account	• Perceived as informal channel • Potential for wide reach beyond the Council's traditional media channels • Needs information and posts to be current	• Some people still cannot access the web. • Some people are not web-literate.	• Low cost • Potentially high resource required if uptake significant • Effectiveness not yet established
Surveys	Qualitative and quantitative research on targeted issues	• Can gather information from general public - avoiding potential 'capture' by interest groups in other engagement methods • Can reach a broad, representative public or targeted group. • Can derive varied robust information from the results. • Can help in future planning • There are a number of different survey methods that can be most appropriately used in different situations	• Wording of questions must be clear, fit for purpose and unambiguous to provide useful results. • Some communities of interest may be difficult to sample and survey • Surveys with tick boxes are the fastest and easiest to process, however this limits the detail in the information collected.	• Can be costly if sampling large numbers of residents or commissioning the research
Ward meetings	Currently not used as low attendance	• Enables wide range of issues to be canvassed • Agenda can be tailored to key current issues and allow time for other issues to be raised • Provides vehicle for elected members to 'front' to public	• Requires high awareness and motivation by residents to attend	• Low cost • Ineffective when low turnout, particularly when no controversial issues in the ward
Written submissions	Used in majority of engagement processes. Statutory consultation requirements	• Allows a group to provide details of their position on an issue. • Can satisfy statutory or legal requirements. • Allows people to have a say. • Review of written response submissions helps get a sense of the range of concerns of interested parties, • Allows the respondent to fill out at a convenient time.	• Passive in nature with communication one way • No chance for discussion. • Mainly used by persons with a significant stake in a project/issue • Requires time and energy, often with short timelines, which may discourage under-resourced community groups. • Communication is limited to the written form. • Depends on a high degree of literacy. • Wording of questions needs to be unambiguous	• Statutory requirement

TOOL	CURRENT COUNCIL USE	USES/STRENGTHS	SPECIAL CONSIDERATIONS / WEAKNESSES	COST AND EFFECTIVENESS
INVOLVE				
Advisory Groups	The Council currently runs a number of advisory groups.	• Allows the involvement and input from stakeholders • Effectively disseminates information and decisions to members of the organisations or community sectors represented on the group and they provide advice on draft plans and policies	• Participant selection is a major consideration • The terms of reference need to be agreed upfront and recorded • The general public may not agree with the group's recommendations • Needs a formal process for including outputs and views in Council decision making processes	• Advisory groups are well supported by the community • Medium cost
Sector Forums	The Council currently runs a number of forums	• Allows the involvement and input of a range of people • Effectively disseminates information and decisions to members of the organisations or community sectors represented on the group.	• The terms of reference need to be agreed upfront and recorded • Attendees need to be representative of their communities • Needs a formal process for including outputs and views in Council decision making processes	• Sector forums are well supported by those that attend • Medium cost
Design charettes	Used in the urban design or town planning process and has three stages • Information gathering, in which the design team listens to the views of the stakeholders and residents. • Design and review - collaborative process with design team and sometimes stakeholders and residents. • Presentation - final presentation of designs and findings	• Attempts to bring together project stakeholders to facilitate fast and interactive decision-making. • Provides joint problem solving and creative thinking. • Effective for creating partnerships and positive working relationships with the public • Can stimulate community momentum through the intensity of the process. • Encourages people to become actively involved because the process promises immediate feedback	• Specialised tool is only applicable to certain scenarios • The process is intensive, and usually lasts 5 - 14 days. • Specialists are required • Raises expectations of continued fast paced resolution or delivery of actions • Process may limit the input of children • Participants may not be seen as representative of the larger public	• The process is not appropriate for all issues • Highly effective at engaging the community in an issue • High cost
Key stakeholder interviews	Typically used in the policy development and project scoping processes	• Useful for targeting key stakeholders who have specific knowledge about an issue. • Provides opportunity to get understanding of concerns and issues of key stakeholders	• Can be time consuming. • Requires skilled interviewers	• Low cost • Effective for exploring in-depth opinions on issues • Can be resource hungry is numerous key stakeholders

TOOL	CURRENT COUNCIL USE	USES/STRENGTHS	SPECIAL CONSIDERATIONS / WEAKNESSES	COST AND EFFECTIVENESS
Workshops		• Enables discussion around key issues • Builds ownership and credibility for the outcomes. • Maximises feedback obtained from participants	• Hostile participants may resist what they may perceive as the 'divide and conquer' strategy of breaking into small groups. • Facilitators need to know how they will use the public input before they begin the workshop. • Several small group facilitators are usually needed	• Can be resource intensive if multiple workshops required • Needs skilled facilitators
COLLABORATE				
Mediation and negotiation	Typically used in later stages of legal processes or once Council decisions have been referred to the Environment Court	• Generally used when normal participation methods fail. • May allow areas of convergence to emerge	• Requires a specialist moderator who is independent. • Needs to get beyond set 'positions' • Can be time consuming; could take months of meetings to find a mutually satisfactory outcome.	• Statutory requirement of RMA consultation process • Can be high cost if legal representation required
Participatory processes	Community planning exercise Engagement in Housing complexes	• Provides a public democracy mechanism • Empowers the community to develop its own solutions to issues	• Participants need to be representative of the community in consideration • Needs careful framing of the scope of any decision prior to establishing the process • Requires a mechanism to prioritise solutions across various groups if multiple exercises are run at same time	• Costly • Can raise expectations beyond where Council is willing to go • Effective in finding solutions to single issues with clear boundaries
Working parties	Sector based policy development	• Allows issues to be considered from the perspective of a range of stakeholders • Supports a more investigative and collaborative approach	• The Terms of Reference and focus of Working Parties need to be clearly defined • Tasks/actions need to be clearly outlined and carried out	• Can be costly and resource intensive to support
EMPOWER				
Binding referendum, polls etc	Not used in recent years	• Allows the community, or community of interest to make the decision. • Effective for single issues with clear boundaries	• Requires a high level of understanding of the issue, the options, the benefits and the risks • Outcome can easily be influenced by well resourced lobby groups who favour a specific outcome	• Can be costly to implement

This report is officer advice only. Refer to minutes of the meeting for decision.