

Community Engagement Framework





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A vision for Hastings District

Hastings District Council's vision is 'Fertile land, Heretaunga whenua houkura, Prosperous people, Heretaunga hapori ora'.

This vision is based on our mission of 'Working for our people and our place, today and tomorrow'. Our Council is elected to represent our ratepayers, and Council staff work to deliver strategies and objectives set on that basis.

To ensure we stay connected with our community we need a community engagement framework that sets out clear standards and effective methods for both how Council (elected members and staff) communicates with our community, and how our community can communicate with Council, particularly in relation to decision-making.

To be successful, community engagement requires fair opportunities for two-way communication. Our partners and community members should have the chance to ask questions, get the information they need, share their aspirations, have their views heard, and provide their constructive feedback. It also relies on Council to genuinely listen to the voice of the community and to let them know how their feedback was considered and what impact it had.



The purpose of community engagement

Community engagement is the process where Council and the community work together to achieve common goals. While the elected members of Council have the final decision-making power, community engagement plays a significant role in informing and improving Council's decision-making.

Effective community engagement:

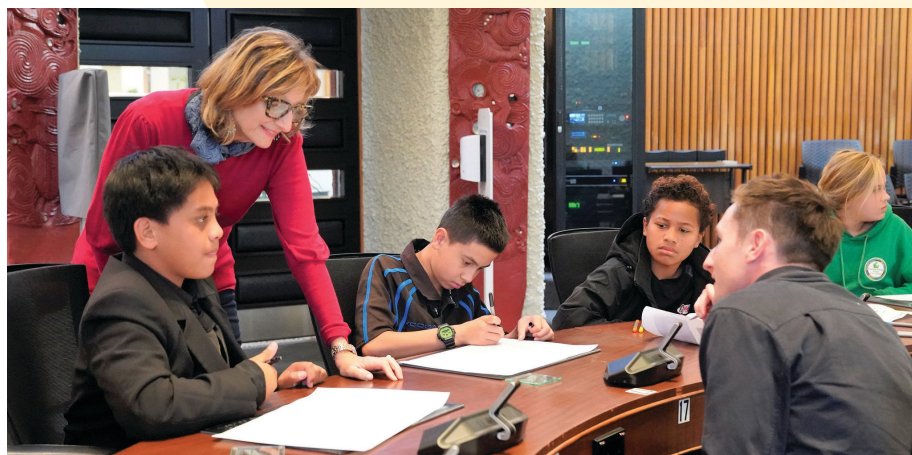
- creates ongoing relationships with communities built on trust and respect;
- leads to sustainable decisions and improved outcomes, informed by a greater understanding of participants' needs, concerns and priorities;
- creates greater legitimacy and involvement in future engagement;
- reduces risk including political, operational and legal risks.¹

Meaningful community engagement helps Council's partners and the community understand the full scope and implications of decisions. It builds trust with community members, partner organisations, and businesses. Regular engagement helps them shape the district they live in. They will take more pride in their community and feel more valued, involved, and connected.

This framework outlines the principles of engagement and the supporting processes that enable Council to practise these principles.

This framework aims to:

- acknowledge and work with Council partners to establish and implement the principles of engagement;
- ensure the community has a voice in the decision-making process;
- enable sustainable decision-making, transparency and decisions that reflect the common good;
- ensure community engagement activities are carried out in a coordinated and consistent manner;
- support Council staff and decision-makers to incorporate the values, interests, needs, and desires of our community in the decision-making processes;
- build engagement opportunities that inspire the community to contribute to the future of Hastings;
- build community stakeholder trust in the decision-making of Hastings District Council.

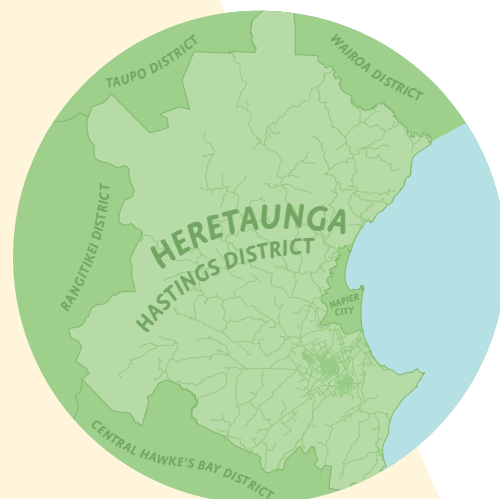


Note: There is a difference between an informal engagement activity (e.g. asking the community for feedback or holding a drop-in information session) and a formal consultation (e.g. a Representation Review) which is a process dictated by a range of legal requirements.


¹ <https://dpmc.govt.nz/our-programmes/policy-project/policy-methods-toolbox/community-engagement>

The community we serve

Hastings District is characterised by rich diversity across ethnicity, language, migration status, demographic profiles, and different use of media.




81,540
POPULATION




39.1 years
MEDIAN AGE



SIZE
5,227 km²



40,029
MALES




22,268 IDENTIFY AS MĀORI
(27.3% OF THE POPULATION)
THE MEDIAN AGE FOR MĀORI POPULATION IS 25.2 YEARS

41,511
FEMALES



82.6% BORN IN NZ
17.4% BORN OVERSEAS



WORK
50.3%
EMPLOYED FULL-TIME
14.9%
EMPLOYED PART-TIME
3.4%
UNEMPLOYED

ETHNICITY

71.8%
EUROPEAN

27.3%
MĀORI


8%
PACIFIC PEOPLES

5.6%
ASIAN

0.5%
MIDDLE EASTERN/
LATIN AMERICAN/
AFRICAN

1.1%
OTHER ETHNICITY

LANGUAGES SPOKEN




96.3%
ENGLISH

7%
TE REO MĀORI

2.2%
SAMOAN


0.5%
NZ SIGN LANGUAGE

\$28,400
MEDIAN INCOME
12.9% OVER \$70,000



83.4%
ACCESS TO
INTERNET



91%
ACCESS TO
MOBILE PHONE

Source: Stats NZ (2018 Census)

Strategic context

Community engagement may be required as part of a range of active strategies within Hastings District Council. The overarching strategy for Council is the **Long Term Plan 2021-2031 (LTP)** and subsequent Annual Plans. The Council's **Significance and Engagement Policy** is outlined in the LTP.

This Community Engagement Framework is designed to provide additional advice, support and guidelines to meet the requirements set out in the Significance and Engagement Policy.

The level of community engagement needs to be appropriate to the significance of the decision (i.e. the higher the significance of

the decision, the greater the requirement for community engagement).

At the time of writing, the Council had developed a range of strategies to support the delivery of key outcomes set out in the Long Term Plan including:

- District Development Strategic Overview
- Eco District Strategic Overview
- Great Communities Strategic Overview (which includes the Multicultural Strategy, Youth Strategy and Positive Ageing Strategy)
- Waste Education and Engagement Strategy (in the drafting stage).

Other relevant documents that inform how Council can engage with the community include:

- Heretaunga Ararau – Te Reo Māori Action Plan
- Heretaunga Ringahora Framework – Māori Community Engagement Framework
- Community Plan Kete – A Guide to Developing Community Plans.



Legal context



The role of Council is to lead and represent our community. Council must engage with the community, encourage community participation in decision-making and enable people to 'have a say'.

This Community Engagement Framework acknowledges that certain projects are subject to legal regulations that dictate a minimum level of consultation. In these circumstances Council must fully comply with the relevant provision of the legislation.

Public participation is required in a number of Acts, for example the Local Government Act 2002, Land Transport Act 1993, Resource Management Act 1991, and New Zealand Public Health and Disabilities Act 2000. It also stems from other obligations such as those set out in Te Tiriti of Waitangi/the Treaty of Waitangi.

The management and release of information gathered during a consultation is subject to the Privacy Act 2020 and the Local Government Official Information and Meetings Act 1987.

LOCAL GOVERNMENT ACT (LGA) 2002

Section 10(1) provides that the **purpose of local government** is to:

- enable democratic local decision-making and action by, and on behalf of, communities;
- promote the social, economic, environmental, and cultural wellbeing of communities in the present and for the future.

Section 14 details the **principles of local government**:

- openness and transparency
- democratic accountability
- implementing desired outcomes effectively and efficiently
- being aware of community views
- taking the long-term view
- recognising diversity
- providing Māori with opportunities to contribute to decision-making
- working collaboratively with other authorities
- using sound business practice in commercial undertakings
- being a prudent steward of assets
- taking a sustainable approach.

Section 76AA requires Councils to adopt a **Significance and Engagement Policy** with the purpose of:

- determining the degree of significance of matters on which it makes decisions (and the threshold for community engagement);
- broadly guide the engagement approach and decision-making to be undertaken, relative to the significance of the issue.

Section 82 details the **principles** of consultation, e.g.

- providing people with reasonable access to relevant information (about the purpose of the consultation, explanatory material relating to the decisions, scope of decisions to be taken) in an appropriate manner and format;
- encouraging people to present their views to Council and providing them with a reasonable opportunity to do so.

Section 83 details the **special consultative procedure** that Council may have to use or adopt as a requirement under the LGA or other enactments.



Core values for community engagement

Council abides by the **International Association for Public Participation (IAP2)** Core Values as the underlying principles for community engagement.

See: www.iap2.org

Community engagement:

- is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process;
- includes the promise that the public's contribution will influence the decision;
- promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision-makers;
- seeks out and facilitates the involvement of those potentially affected by or interested in a decision;
- seeks input from participants in designing how they participate;
- provides participants with the information they need to participate in a meaningful way;
- communicates to participants how their input affected the decision.



Guiding principles for community engagement

A set of principles underpin all community engagement activities that Council undertakes.

- **Access to decision-making:** Council designs processes that will give participants the opportunity to influence decisions.
- **Transparency and accountability:** Council designs engagement processes so community members understand their role, the level of engagement, and the outcome of the process.
- **Coordinated approach:** Council coordinates community engagement activities to use community and council resources (such as staff time and budget) effectively.
- **Early involvement:** Council involves community members as early as possible in the decision-making process so they have time to learn about the issue and actively participate. If possible, planning the engagement approach alongside the planning of the policy, project or activity.
- **Open and timely communication:** Council provides information and data that is timely, accurate, objective, easily understood, accessible, and balanced.
- **Inclusivity:** Council designs engagement processes that give all community members a reasonable opportunity to contribute. Council builds relationships with the community by using a range of activities to engage diverse participants. Council needs to recognise principles associated with Māori (refer to next section for details).
- **Evaluation and continuous improvement:** Council evaluates engagement activities to ensure engagement processes are effective.



Guiding principles for engagement with Māori



Te Tiriti o Waitangi is the basis that forms the overall strategic relationship between Māori² and the Crown. Te Tiriti o Waitangi, and in particular, its principles, play a central role in shaping the engagement between Māori and Council. For example, it's the principles of the Treaty of Waitangi which form the primary basis for Māori involvement with local government. To give effect to Te Tiriti, the courts, government, the Waitangi Tribunal, and many organisations have all developed principles or implicit requirements on both parties.

For Māori, the process of genuine engagement needs to acknowledge:

- their rangatiratanga and status as Tiriti/Treaty partners;
- that mātauranga Māori makes an important contribution to solving policy and practical issues;
- that Māori are themselves bound by a number of constraints and/or commitments and so have limited resources and capacity to contribute at others' request;
- that some issues affect Māori disproportionately and Māori are therefore better placed to lead and develop the solutions.

Although Te Tiriti is between Māori and the Crown, the Crown has made certain requirements of local government in order to meet its Tiriti/Treaty obligations. Consequently, Councils operate under a number of statutory regimes that require them to either 'consult' or 'engage' with Māori

or tangata whenua, and/or to provide opportunities for participation in some capacity. Underpinning all terms is the assumption that dialogue should be occurring to understand and include the values, aspirations and interests of Māori. Several pieces of legislation direct central and local government agencies to "take into account" or "have regard to" the principles of the Treaty of Waitangi, including but not limited to the:

- Local Government Act 2002
- Resource Management Act 1991
- Land Transport Management Act 2003
- Bio-Security Act 1993
- Soil Conservation and Rivers Control Act 1941

Requirements and obligations to engage and consult with specific Māori entities in the Heretaunga region of Ngāti Kahungunu have also been provided for in their respective settlement legislation. The following Treaty settlement legislation relates to Heretaunga and the Hastings District:

- Heretaunga Tamatea Claims Settlement Act 2018
- Maungaharuru Tangitū Claims Settlement Act 2014
- Hineuru Claims Settlement Act 2016
- Ngāti Pāhauwera Claims Settlement Act 2014
- Māori Fisheries Act 2004

² The term Māori is used here and refers to tangata whenua and or mana whenua that within the context of Heretaunga means those hapū who 'whakapapa' to the land (within and or across Heretaunga). In terms of mana whenua, there are also a number of groups and entities that include: iwi, hapū, marae, taiwhenua and post-settlement governance entities (PSGEs).

Not all Māori engagement is driven by statute. Māori have a wealth of knowledge about the cultural, natural, physical and social environment and are key players in regional economic development. There will be many occasions where input from Māori will inform and enrich the work of Council. Aside from the Te Tiriti and a legislative context, there are compelling reasons for local government and Māori to work together. If engagement with Māori isn't early, inclusive or broad, there may be reduced opportunities to develop meaningful future relationships and the development and implementation of effective policy options may be compromised.

While Council has recently developed an internal engagement tool for staff and officers of Council titled Heretaunga Ringahora³, Te Arawhiti has also created a framework and guidance for public sector engagement with Māori. It has identified six partnership principles to support meaningful engagement:

- make time for whakawhanaungatanga (build relationships before focusing on the work);
- plan together from the start;
- value and respect each party's contribution, knowledge, and tikanga;
- ensure outcomes are meaningful to all parties;
- be open and flexible and accept risk;
- agree each may lead at different times (tuakana/teina);
- share decision-making.

Hastings District Council has come a long way in delivering on its Tiriti/Treaty obligations and growing its partnership relationships with Māori, but the journey is far from over. This is because the landscape of partnership relationships between local government and Māori across Aotearoa New Zealand and within Heretaunga is continually evolving. This evolution produces some issues and challenges. Nonetheless, it remains paramount to maintain and foster both established and new networks and relationships with Māori across Heretaunga. These partnership relationships will open multiple doors of opportunities for testing and discussing ideas and initiatives as part of the normal work routine as 'business as usual'. See the Heretaunga Ringahora Framework for more information.



³ Heretaunga Ringahora is a phrase that acknowledges the hospitality (manaakitanga) that Heretaunga is renowned for. Heretaunga Ringahora is also the name of the engagement framework that assists Council staff to connect with and engage its Māori partners, and in doing so, frame up the specific approach required in order to develop and then progress the partnership relationship.

The community engagement process

Community engagement must follow a consistent and transparent process that lets community members understand how and why a decision is made. The best way to do this is to integrate community engagement as early as possible into the decision-making process.

Each step in the decision-making process is an opportunity to work with the community to build trust. Council can lose the trust of the community by failing to involve them until alternatives have been developed, or worse, a preferred alternative has been chosen.

KEY STEPS IN THE COMMUNITY ENGAGEMENT PROCESS⁴

1. Define the project/context
2. Define the purpose and identify negotiables and non-negotiables
3. Define level of participation by community
4. Identify and develop relationships
5. Define project requirements
6. Develop engagement plan and get approval⁵
7. Roll out an engagement plan
8. Give feedback to the community
9. Evaluate and review the engagement process
10. Ensure ongoing monitoring
11. Document evidence (record-keeping for requests under the Local Government Official Information and Meetings Act 1987).

COMMUNITY ENGAGEMENT DESIGN FACTORS

Identifying **Context**

Defining the project **Scope**

Identifying the key **People**
to be engaged with

Setting the engagement **Purpose**

SPECIFYING
THE IAP2
SPECTRUM
LEVELS

COMMUNITY
ENGAGEMENT
PLAN

Source: IAP2 Australasia

⁴ For details on these steps see APPENDIX B: Step-by-step Action Plan to Community Engagement

⁵ The approving person varies depending on what 'area' of Council the engagement is for.

Levels of community engagement

HDC's Community Engagement Framework is based on the IAP2's Spectrum of Public Participation. The spectrum is used internationally, and is found in community engagement plans around the world. It defines five reasons why you may want or have to engage: inform, consult, involve, collaborate, and empower.

Each level differs in terms of the level of influence people have - both on shaping the definition of a problem or opportunity, and on making decisions about the best solutions to problems. No one level of the spectrum fits all questions. Informing (and listening), however, are part of all engagement activities.



IAP2 SPECTRUM OF PUBLIC PARTICIPATION

INCREASING IMPACT OF THE DECISION

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

IAP2 Spectrum of Public Participation © IAP2 International Federation 2018



Inclusiveness: Overcoming barriers to engagement

When planning an engagement process, the project team needs to identify potential barriers and design a process that helps to minimise these barriers and reach all members of the community.

Note: Some engagement tools are better suited to overcome barriers than others.

Just because a person is silent, it doesn't mean they agree with you.

PERSONAL RESOURCES	MOTIVATION AND ATTITUDE	CULTURAL FACTORS
<ul style="list-style-type: none"> • Limited education and capacity • Limited money • Physical and mental health issues • Limited mobility • Geographic isolation (e.g. rural isolation) • Disability and sensory impairments • Limited confidence • Limited social networks • Historically hard to engage (elderly people, vulnerable people etc.). • Limited time • Digital deprivation (skills/access) 	<ul style="list-style-type: none"> • Limited knowledge of benefits of engagement • Limited knowledge of engagement activities • Limited interest in the subject • Limited understanding of the subject or gaps in information • Consultation 'fatigue' • Unmet expectations 	<ul style="list-style-type: none"> • Minority groups • Values and beliefs • Community divisions • Language, literacy or numeracy limitations (lack of knowledge and understanding)

Strategies to mitigate these barriers and improve stakeholder response may include:

- tapping into existing community networks (e.g. leaders in the community - solutions to complex issues work better if the community designs them for the community)
- targeted and clear messaging
- using a wide range of engagement tools
- written communications
- outreach activities
- use of translators (consider NZ Sign Language, Samoan, Chinese/ Mandarin, Hindi, Punjabi)
- location and accessibility of the venue and/or use of multiple venues (e.g. going out to the community rather than requiring them to travel to a central location).

Roles and responsibilities in the community engagement process

These are best-practice guidelines designed to ensure that Council maintains high standards of community engagement. Whenever a team identifies a **significant community interest** or a **significant risk** related to a project, this triggers the involvement of the Marketing, Communications and Engagement team. The team will assist with developing a robust engagement plan and communication material as well as the roll-out of engagement activities.

COMMUNICATIONS, ENGAGEMENT AND MARKETING GROUP

The Marketing, Communications & Engagement team supports community engagement processes for teams across Council. Within Council, each group or team will have a Marketing, Communications and Engagement Advisor allocated to their team. The advisor will:

- participate in initial project planning meetings to help determine the level of engagement required;
- work with the project lead and staff to develop an appropriate community engagement plan as part of the complete project marketing and communications plan;
- where relevant, support project leads to ensure that a 'Request for Proposals' includes effective community engagement activities (including appropriate budget);
- work with project leads to ensure that the community engagement activities are effectively monitored, recorded, coordinated, and evaluated;
- ensure councillors are briefed ahead of any high profile/ significant community engagement activities, and
- evaluate and update the Community Engagement Framework based on project evaluations, community feedback, councillor, officer or contractor feedback and emerging practices

COUNCIL STAFF

Staff are responsible for the design and implementation of community engagement processes and will:

- invite their team's Marketing, Communications and Engagement Advisor to the initial project assessment meeting to discuss community engagement needs for that project;
- notify the team's Marketing, Communications and Engagement Advisor of any planned community engagement activities including but not limited to market research, surveys, community meetings, open days;
- work with the team's Marketing, Communications and Engagement Advisor to develop a community engagement plan within the full project marketing and communications plan;
- work with the Pou Ahurea Team to identify potential cultural issues and opportunities and ensure cultural awareness and responsiveness;
- include adequate budget to enable appropriate community engagement, including the associated costs (marketing material, advertising, signage, event



costs, and specialist support as required e.g. photography, market research);

- ensure community engagement plans are included in project plans, business cases, and request for proposals/tenders, to ensure adequate timelines and resources for community engagement;
- ensure that community engagement activities comply with the Community Engagement Framework;
- ensure consultants or external organisations undertaking community engagement activities on behalf of council work with the Marketing, Communications and Engagement team throughout the project to comply with Community Engagement Framework;
- ensure the project report accurately reflects stakeholder feedback;
- support the Marketing, Communications and Engagement team to evaluate community engagement through project evaluation processes and constructive feedback;
- respond to Councillor information requests promptly and with adequate detail to enable a timely response to questions from the community.

OUR COMMUNITY

Community members are asked to:

- focus on the decision to be made or the question to be answered;
- recognise that Council must consider the needs of the whole community;
- request alternative ways of participating if required;
- listen, to understand the views of others;
- provide input and feedback within project timelines;
- encourage others to offer feedback.

ELECTED REPRESENTATIVES

As community leaders, the support of councillors is important for successful community engagement. Councillors will:

- support community engagement processes as appropriate (e.g. attending community meetings);
- review information gathered through community engagement processes to inform Council decisions;
- act as a channel between the community and Council (e.g. using the Councillor 'Information Request' email to direct feedback or questions from the community to Council officers).

From the Council's Code of Conduct 2017:

- interact with members of the public in a fair, respectful, equitable and honest manner;
- ensure that the views presented to Council are received with an open mind and given due consideration.

Glossary of terms

Barriers – A barrier is anything that keeps an individual or group from participating fully in society. A barrier can be visible, invisible, environmental, physical, economic, social or political. Barriers prevent full communication, working together, progress or achievement. Visible barriers include buildings with steps but no ramp, heavy doors that do not open at the touch of a button or bathroom stalls that are too narrow. Invisible barriers may include high level or confusing information, which leaves the participant feeling stupid and intimidated. Sometimes the type of venue is a barrier. Some people may feel very uncomfortable attending a meeting in a church, mosque, synagogue, etc.

Collaborate – A level of engagement that requires working with community members by facilitating discussions between community members/groups and the Council, identifying common ground for action and solutions.

Community – A group of people with shared interests or values or who share an environment. This term may refer to external members of the public or Council staff.

Community engagement – The process of engaging individuals and groups from the community to participate in policy design and development through providing information, asking for feedback and reaction, involving people, collaboration, and empowering decision-making and action.

Consult – A level of engagement that requires gathering information for analysis of alternatives and/or decisions.

Consultation – An alternative term used to describe the action of inviting community input into a formal Council decision-making process (see also Public Participation and Community Engagement).

Corporate communication – The strategic management of relationships between Council and its diverse stakeholders, through ongoing, direct and timely two-way communication, to achieve mutual understanding, realise organisational goals, and serve the public interest.

Customer service – Addressing and resolving service requests, inquiries, problems or transactions with established procedures and pre-identified outcomes. Customer service interactions between Council staff and the community are not ‘engagement’.

Empower – A level of engagement that requires a partnership between Council staff and community members/groups to create a supportive environment where decision-making power belongs to those community members/groups.

Engagement – The overarching process of involving the community in decision-making processes.

Engagement fatigue – Lack of community interest in engagement activities caused by over-engagement due to lack of coordination by Council departments and/or a perceived lack of results from past engagements.

Internal community – Internal community can include Council staff and elected Council representatives. Their involvement is essential because the decision may impact their department, their knowledge or expertise may be critical to the project, or their sphere of influence may help move the process forward.

Legal framework – In performing its role, Council is subject to public law. Council decisions can be subject to judicial review by the High Court and/or inquiry by bodies such as the Ombudsman and the Auditor-General. Councils are required to act in accordance with the law reasonably and fairly.

Outreach – Providing services, information or opportunities to participate in decision-making to communities that may not otherwise be able to access those services, information, or participate in decision-making processes.

Plain language – Clear, concise, and jargon-free communication designed so the audience can understand the message.

Pre-Engagement – Action of inviting community input into the early stages of a project to shape design and/or outcomes of a project.

Promise to the community – The commitment undertaken by Council when engaging the community. This promise varies depending on the level of engagement. Regardless of the level of engagement, Council staff need to follow up with participants to tell them how their input was used to help make the final decision.

Public – Individuals or groups of people. This term may be used interchangeably with ‘community’.

Public participation – alternative term used to describe the action of inviting community input into decision-making (see also Consultation and Community engagement).

Risk tolerance – The level of risk Council is willing to accept in pursuit of its objectives. It can be measured qualitatively with categories such as major, moderate or minor. The level of risk acceptance is directly related to the nature and scope of the project or work.

Spectrum of engagement – The International Association for Public Participation (IAP2) Spectrum of Engagement is designed to assist with determining the level of engagement that is required depending on the community’s or stakeholder’s role.

Note: For more information about the International Association for Public Participation, see www.IAP2.org.

Stakeholders – Identified or self-identified individuals or groups that may be affected by the outcome of a decision.

Transparency – Material used in consultation processes should clearly state the issue, the decision being considered and the stage the decision is at. Decisions should be appropriately documented and information about the reasons for decisions made included in the decision document.

Values – Underlying ethical or moral guidelines that shape people’s choices and opinions and guide their behaviours or actions.

Vulnerable communities – Individuals and groups who face barriers accessing the resources they need, which can negatively affect their health or wellbeing. Vulnerable populations include economically disadvantaged individuals, ethnic minorities, children, seniors, the homeless, those with chronic health conditions or mental illness.



Step-by-step action plan to community engagement

The following ten steps and questions help form a roadmap for community engagement:

STEP 1 DEFINE PROJECT AND CONTEXT

- What is the overall project goal?
- Which department is responsible for this project?
- What are the project timelines?
- Are there legislated requirements to engage the community in this project?
- What point of the decision-making process is this project at?
- What is the purpose of engaging with the community?
- What decision is being made?
- Who are the decision-makers?
- Who are the groups of people affected?
(Step 4 examines this further)
- What are the risks in involving the community? What are the mitigations?
- What are the risks of excluding the community?
- What are the community engagement goals?
- How will the community input be considered?
- What information will the decision-makers need to make the decision?
- What is the overall project budget? How much is allocated to community engagement and communications?

STEP 2 DEFINE PURPOSE AND IDENTIFY NEGOTIABLES AND NON-NEGOTIABLES

- Provide comprehensive background information to clearly position the engagement in the overall project framework.
- Communicate elements that cannot be influenced by stakeholders (non-negotiables).
- Understand everything that may influence the project outcome (both positively and negatively).

STEP 3 DEFINE LEVEL OF PARTICIPATION

Choose the appropriate level of participation (inform, consult, involve, collaborate, and empower) based on the following criteria.

- What is the level of community interest to participate in this decision-making process?
- How complex is this issue?
- How many people will this decision affect?
- How much impact can they have on the decision?

This also helps to be clear about most appropriate engagement methods. An issue that will impact a large number of people, that is highly complex, and relevant to a large number of people, may require a higher level of engagement (moving from consult to involve, or from involve to collaborate). Impact can include change, disruption, cost or other tangible or intangible significant changes.

A project that does not have significant impact on the community, may require a lower level of engagement.

STEP 4 IDENTIFY AND DEVELOP RELATIONSHIPS

- Why is the project important for them?
- How interested will they be in the project?
- What information do they need?
- What's the level of awareness and knowledge?
- What's the impact on their everyday life?
- Are they directly involved and/or affected?
- What are their feelings likely to be regarding the project (in favour, distressed, outraged)?
- What are their interests, values and needs?
- What community issues or historical factors will impact this project?
- Identify leaders in the community who could assist the process.
- Identify current or previous community engagement activities around this issue (or related issues) that may have impacted the identified community groups.
- What factors will influence the engagement process from the community's perspective (barriers, etc.)?

STEP 5 DEFINE PROJECT REQUIREMENTS

- Define requirements that will influence the design of the engagement plan and the delivery of the project outcomes.
- Consider factors such as timeliness, legislation, managing reputational risk, specialist expertise, or resource constraints.

STEP 6 DEVELOP ENGAGEMENT PLAN AND GET APPROVAL

- Plan a schedule of all communications and community engagement activities, allowing adequate time to build relationships and understanding (especially with iwi who may have limited capacity to participate). Note the timeframe from planning consultation through to getting the public to contribute via online or face-to-face methods can take approximately 6 to 12 weeks depending on the complexity, phases, and scale of the consultation.
- What information do the decision-makers need? How will this be reported?
- Plot the points of engagement across the level of engagement and decision-making steps.
- List all stakeholders, the level of engagement and corresponding activities.
- How will hard-to-reach groups be included in this project?
- Develop an estimate budget for the engagement process.
- Define roles and responsibilities (see *Roles and responsibilities in the community engagement process*, page 14).
- Create a data management strategy outlining how information will be stored and shared.
- Evaluate this engagement plan against the *Guiding principles for community engagement*.

STEP 7 ROLL OUT ENGAGEMENT PLAN

- Secure all necessary resources.
- Adhere to proper timeframes and budget.
- Comply with legal and regulatory requirements.
- Adapt to new information and circumstances.
- Continually encourage feedback from community and use it to improve engagement process.
- Record information (feedback, comments, etc.).
- Provide data gathered from community engagement process to the decision-makers.



STEP 8 GIVE FEEDBACK TO THE COMMUNITY

- All participants receive feedback as a part of the engagement process.
- If there is a report to council, include a section that clearly states how the community input was used or why it was not used to make a decision.
- Follow up with process participants who asked to be kept informed and share this information with them.
- Show the community what Council has been doing.
- Share this information on Council website/ Facebook etc.

STEP 9 EVALUATE AND REVIEW THE ENGAGEMENT PROCESS

- Evaluate the community engagement process and its effects continually against the *Guiding principles for community engagement*.
- Evaluate if the community engagement achieved its purposes and how effective it was.
- Evaluate satisfaction levels amongst all stakeholders from power brokers to minority groups.
- Act on the lessons learned.

STEP 10 ENSURE ONGOING MONITORING

Council must ensure ongoing monitoring, measuring, and reporting of the community engagement process. Regular monitoring ensures that community engagement is effective and provides the support needed for a specific project. Council should also provide platforms that the community can use when a 'problem' is top of mind for them.





