

NORTHERN BEACHES COUNCIL - COMMUNITY ENGAGEMENT STRATEGY

Our approach to engaging our community and stakeholders

(EXHIBITION DRAFT – October 2021)

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Acknowledgement of Country

We acknowledge the traditional custodians of the land and pay our respect to Elders past, present and emerging.

Purpose of this strategy

This strategy has been prepared to provide our community with a clear understanding of the ways you can expect us to talk with and listen to you, prior to making important decisions that affect you or the services and spaces you use.

It details our principles and approach to delivering effective and robust community and stakeholder engagement on Council-led projects and highlights why it is important to reach, and engage with, our whole community.

1 Introduction

Northern Beaches Council recognises our community's right to have input into the decisions that are important or of interest to them.

Engaging with our stakeholders and community allows us to gather feedback which may include views, needs, issues and aspirations and use this information to make effective, robust and sustainable decisions.

While engagement does not replace the final decision making of the elected Council, community engagement plays an important role, ensuring the final recommendations made by staff are equitable and well-informed.

Community engagement also provides opportunities for our community to hear each other's views and learn from their experiences.

2 Community Engagement Principles

Outlined below are the seven community engagement principles that underpin our engagement practices. The principles are of equal importance.

Principle 1: Prioritise and champion best practice engagement

We build and maintain a culture of best practice engagement providing our community with genuine opportunities to participate in, and contribute to, Council outcomes.

Principle 2: Plan thoroughly

We take time to plan thoroughly. We think about the time and resources needed and recommend a diverse and robust engagement approach. A bespoke Community and Stakeholder Engagement Plan is developed based on the nature, complexity, stakeholders and anticipated impacts of the project.

Principle 3: Create open, accessible and diverse engagement opportunities

We provide a diverse range of engagement activities to encourage participation from the whole community ensuring that we reach those that will be impacted or interested, including priority and other under-represented communities.

Principle 4: Communicate well

We promote and deliver open, honest, inclusive and engaging content. Information provided to the community is comprehensive, fit for purpose, objective, timely, in plain English and balanced to support the decisions we need to make.

Principle 5: Build and maintain relationships

We are committed to building effective relationships. We work to break down barriers to reach the diverse communities within our community.

Principle 6: Listen and respond

We actively encourage everyone to express their views in an open and respectful manner.

We are genuinely committed to listening to our community and considering their views, issues and aspirations when making, or recommending decisions.

We respond to participants to demonstrate how community input was considered in the decision-making process.

Principle 7: Learn and improve

We are always learning and continually look for ways to improve our engagement processes, systems, approaches and procedures.

3 Ways we engage our community and stakeholders

Successful engagement programs are underpinned by careful preparation and thorough planning.

Each project is unique, and how much engagement and activities are needed to support this will vary depending on the nature, potential impacts and complexity of the project.

We realise the different groups of people that make up our community and have established engagement processes to reflect the diversity of these, including priority populations.

When determining the best engagement approach for a project, consideration will be given to the level of community interest, potential impacts to our community and other stakeholders, political or social sensitivities, legislative requirements, environmental challenges, as well as any time and financial constraints.

We acknowledge the growing needs of our community to collaborate and partner on some of the more challenging issues we face. Government and industry groups are increasingly seeing the benefits of defining and delivering initiatives in collaboration and partnership with the community.

To ensure the best outcomes possible, we will identify who needs to be involved and undertake engagement in a variety of ways to ensure everyone who may be affected by, or interested in, a decision has the opportunity to:

- find out about the project including what we are asking and why
- indicate their sentiment including different levels of support
- suggest changes
- raise any issues, concerns, ideas and considerations relevant to them
- hear back on how we considered their feedback and information.

The following sections describe the methods and tools we use to engage our community.

3.1 How we prioritise and champion best practice engagement

We are committed to engagement practices that support effective, robust and sustainable decision making.

We prioritise engagement by:

- developing fit for purpose processes, procedures and systems
- taking a 'community-centric' approach to project planning
- adhering to the community engagement principles in all interactions with community members
- allocating sufficient time and effective resourcing to thoroughly plan, implement and report on engagement
- training and capacity building for staff
- ensuring consultants are following our processes and meeting our standards.

It is important that we prepare ourselves effectively to deliver best practice community engagement. As part of our preparation, we firstly assess the level of engagement needed. This is critical to choosing the most appropriate approach, activities and tools for both the project and the community.

We use the International Association of Public Participation (IAP2) spectrum as a general guide to assessing the anticipated level of engagement required.

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

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 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.

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Figure 1: IAP2 Spectrum of Public Participation

The level categorisation is intended to guide the development of the most appropriate approach for that project. It is important to note that defining the level of engagement does not indicate that a particular project is of less significance to Council or the community than another.

It will be necessary to determine the community group/s and stakeholders that are affected by the project, issue, service or action as part of the engagement planning process (as described later in this document) to accurately understand the specific impacts and risks that will affect individual projects.

Note that the 'empower' level on the spectrum has limited application in local government as the elected Council is the decision making body. There may be occasions where non-financial empowerment may occur such as supporting community-led recovery in resilience.

Level of engagement needed	Nature and complexity indicators	Project types	What you can commonly expect from us
Level 1 – Inform and involve	<ul style="list-style-type: none"> • Direct impacts identified to residents or stakeholders. • Risk to the whole or large part of the Northern Beaches community if solutions or outcomes are not fit for purpose • Potential impact to priority populations. • Potential impact to natural environment or heritage (Aboriginal or European) • Potential impact on the health and safety of the local or wider community • High level of complexity including one or more technical documents • Document size greater than 30 pages • A wide range of divergent views is expected • The potential or proposed loss of, or significant change to, any facility or service to the community • The proposed loss of, or significant change to car parking • Relationship with state or regional strategies or directions. 	<ul style="list-style-type: none"> • Community Strategic Plan • Policies • Frameworks • Strategies • Plans (Action Plans) • Plans of Management • Major (LGA-wide) studies • Masterplans • Discussion/issue papers • Major infrastructure project • Land categorisation (e.g. change from community to operational land) • Removal or major change of a facility or service • Provision of a district or regional facility (e.g. skate park, indoor sports centre) • Environmental Assessments (Review of Environmental Factors, Environmental Impact Statements or other changes that impact on natural bushland or waterways) • Improvements LGA wide service (e.g. Emergency Services) • Change to a district or regional facility (e.g. Aquatic Centres and Theatres) • Removal or relocation of open space or a regional playground • Changes to a major road or transport corridor. 	<p>We will:</p> <ul style="list-style-type: none"> • start as early as practical in the project lifecycle • allow for as much time as possible to plan, implement and report • allocate sufficient resources to plan and conduct engagement • review previous or similar engagement history • implement a minimum two-staged approach: <ul style="list-style-type: none"> ○ Stage 1 – ideation, explore opportunities, highlight issues, identify gaps ○ Stage 2 – public exhibition of the draft plan - have we got it right? • establish an online project page • exhibit for 28 days at a minimum – consider six to eight weeks • erect signage at physical sites • use at least three data capture methods: <ul style="list-style-type: none"> ○ online comment/submission form ○ email ○ postal. • consider other tools such as idea boards, online forums, social/hotspot mapping. • conduct at least one information session (physical or virtual) • post on social media • send email updates • provide summarised information or a standalone summary document utilising info graphics, where possible • consider developing video content: <ul style="list-style-type: none"> ○ promotional ○ descriptive/educational (pre-recorded or live webinar or slide presentations).

<p>Level 2 – Inform and consult</p>	<ul style="list-style-type: none"> • Expected impact to a local community (e.g. whole or most of a suburb or Strategic/Town/Village Centre) • Some impact to the broader Northern Beaches community likely. • Broader community interest in project • The change to any facility or service to a local community • Moderate degree of divergent views • Potential for some controversy or conflict between community members • Removal of street trees • Changes to local infrastructure • Moderate to minor level of environmental impact/risk • Potential for some, although not significant impact on state or regional strategies or directions. 	<ul style="list-style-type: none"> • General changes to a Council service • Concept and landscape plans (open space and reserves) • Removal or relocation of a local playground • Significant upgrade regional or local playground • Change to or loss of valued activity or program (e.g. local youth activity) • Redevelopment of a sportsground including proposed lighting • Local study • Local trial • Proposed removal or development of a local park • New cycleway • Local street road change or closure • LGA-wide art project • Change to a local event. 	<p>We will:</p> <ul style="list-style-type: none"> • start as early as practical in the project lifecycle • allow for as much time as possible to plan, implement and report • allocate sufficient resources • review previous or similar engagement history • implement a minimum one-stage engagement approach (a two staged approach may be recommended depending on the information required) • establish an online project page • erect signs at physical sites • letterbox drop notifications to neighbouring resident • ensure concepts, design or maps are clear with technical language minimised • uses at least two data capture methods (e.g. online comment form, ideas board, email, written survey etc) • send email updates.
<p>Level 3 - Inform and consult</p>	<ul style="list-style-type: none"> • Potential impacts to a localised section of community (part of a suburb, local neighbourhood or street) • Moderate impact to a small community or user group/s of a specific facility or service (mostly mitigatable) • General community support for proposal likely. 	<ul style="list-style-type: none"> • Changes to fees and charges (unless deemed contentious) • Minor upgrades to a local playground • Development or renewal of a shared path • Pedestrian crossing upgrades • Local street or streetscape upgrade – no ongoing traffic changes or parking impacts • Local art project • Naming and nominations • Leases and licences • Changes to a local activity program 	<p>We will:</p> <ul style="list-style-type: none"> • start as early as practical in the project lifecycle • allow for as much time as possible to plan, implement and report • allocate sufficient resources • implement a one-stage engagement approach • establish an online project page • letterbox drop notifications to neighbouring residents • ensure concepts, design or maps are clear with technical language minimised • use at least one data capture method • send email updates • erect signs at physical sites.

<p>Level 4 - Inform and provide enquiry channel</p>	<ul style="list-style-type: none"> • Low or no risk of controversy or conflict at the local level (small neighbourhood or street) • Local area, small community or user group/s of a specific facility or service • Only a small change or improvement to a facility or service at the local level • Likely agreement by majority of community. 	<ul style="list-style-type: none"> • Footpath – new or renewal • Easement notice • Road Reserves • Playground repairs • Basic concept designs • Maintenance work. 	<p>An online project page is recommended, but not compulsory. We will:</p> <ul style="list-style-type: none"> • ensure concepts, design or maps are clear with technical language minimised • provide an email address and contact phone number for enquiries • erect signs at physical sites • notify close by residents by mail prior to construction. <p>Comment/enquiry forms are optional but may assist in collating enquiries.</p>
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Table 1: Levels of engagement

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3.2 How we plan

Thorough and robust engagement planning is critical in delivering successful project outcomes and making effective and sustainable decisions.

Community and Stakeholder Engagement Plans are prepared for all projects, however, each will vary in detail depending on the nature and complexity of the project as identified in Table 1.

Tailored and innovative approaches will be identified where possible to encourage and enhance participation from the wider community including priority populations. At any time during a project, it may be necessary to reassess the level of engagement and vary the engagement approach accordingly, due to a change in the situation or recognition of further implications.

Engagement is aligned with Council's project planning methodologies to ensure engagement stages match project objectives, timeframes and milestones, and to identify engagement appropriate to the key decisions needed.

3.2.1 Developing a Community and Stakeholder Engagement Plan

The overall approach to engagement will be open, flexible and responsive. This engagement plan is a 'living' document and will be updated throughout the project as needed. The plan will:

- define the project scope, background, broad timelines, purpose and engagement objectives, and desired and/or expected outcomes
- identify any legal and/or policy requirements
- consider previous projects of a similar nature and any other historical context or relevance
- identify the resources, budget systems and time required to deliver the required level of engagement
- build an understanding of the community demographics, history, trends and local issues
- consider potential risks and mitigation tactics
- build a deeper understanding of the community by identifying all stakeholders, interested community members, and their anticipated level of interests and any potential impacts
- identify tactics, content and key messages guided by behavioural science principles
- select engagement methods and tools that provide people with a range of options for participation, taking into consideration the collection of both quantitative and qualitative information
- incorporate the communication approach to inform, update and close the loop with participants
- devise an action plan that highlights key milestones and deliverables
- identify reporting and evaluation measures.

3.3 How we communicate with you

It is important to us to share information with our community in a clear, transparent and consistent way.

In the context of this strategy, we are mainly referring to the sharing of information to support the engagement process.

We use a combination of online, print and physical (face to face) communication channels to provide the community with every reasonable opportunity to hear about a project and decide whether it is something that is important, or of interest, to them.

We aim to provide the community with balanced and objective information to assist in understanding the project context, challenges faced, alternatives, opportunities for improvement and/or solutions in a meaningful way.

We will describe the purpose and the steps of the engagement process and continue communicating and sharing information across the whole lifecycle of a project including prior to, during and following the engagement.

We prepare content and materials that are in plain-English and easy to read. We strive to use relatable narratives (stories) to describe what we are doing, how and when we are doing it, and why. We provide a clear call to action and layer information to allow you to read as little, or as much as the reader likes. Table 2 describes the common ways we share information with our community.

What we do	How we do it	Example/common tools
Share information with you	<p>We:</p> <ul style="list-style-type: none"> create cognitive ease through the use of clear, accessible and appropriate language, graphics and imagery. use simple and prominent calls to action (e.g. what we think you should focus on and do) provide summaries of complex documents or breakdown information into chunks, steering readers to relevant sections of a document or webpage define a simple and clear call to action to ensure community members understand what we need them to focus on and complete build layers of information that allows the reader to make an informed decision regardless of the amount of time or their abilities update the project page and send emails regularly provide open and close dates provide up to date comment and submission counts look for opportunities to provide information in alternative formats and in languages other than English when relevant. 	<ul style="list-style-type: none"> Emails Web (project) pages FAQs Factsheets Social media Print media Direct (mail) notification – letter, brochure, flyer, post card Information sessions Onsite signs and displays (including QR codes) Banners, posters and other static display material Video – information/educational based or promotional Artist impressions Social/hotspot mapping Images and info graphics Video content (You Tube or embedded etc.) Easy to read online flipbooks Pre-recorded webinars Telephone calls Physical/paper documents.

Table 2: Communication matrix

3.4 How we create open, accessible and diverse engagement opportunities

Once we have the community's attention through the communication methods above, we need to make engaging with us as easy, accessible, interesting and diverse as possible. This is sometimes challenging, as our projects can often be complex and technical.

We will primarily use online methods to engage, however, will aim to hold physical (face to face sessions), where practical, dependent on audiences we are trying to engage and the information we are collecting. Acknowledgement of Traditional Owners or Welcome to Country will be provided for both online and physical events.

An online 'have your say' project page will be established for all projects identified as level three or higher allowing for opportunities for meaningful dialogue and input from the community and key stakeholders

We aim to:

- provide consistent and reliable engagement opportunities while looking for varying and innovative ways to make it interesting, without compromising ease of use
- gather feedback on analysis, alternatives and/or decisions
- listen to and acknowledge issues, concerns and opportunities for improvement
- understand community sentiment including varying levels of support.
- look for opportunities to partner with the community in each aspect of the decision including the development of alternatives and/or the identification of the preferred solution.

Table 3 below shows some of the common ways we engage and interact with our community and stakeholders.

What we do	How we do it	Example/common tools
Engage with you and listen to you	<p>We:</p> <ul style="list-style-type: none"> • commence engagement with the community and stakeholders early and continue to keep them informed and involved throughout the process • offer diverse, tailored and innovative online and physical activities to encourage wide participation • provide multiple ways for the community to have their say on each project • endeavour to go where our communities are already interacting – both in online and physical environments • ensure both the online environment and physical venues and locations are accessible • deliver engagement activities at days, times and locations that are convenient to the community, taking care to avoid holiday periods and cultural or religious celebrations, where possible • provide materials in a culturally appropriate format and consider experienced and culturally sensitive facilitator and Auslan interpreters where there is significant cultural interest/participation. 	<ul style="list-style-type: none"> • Online submission/comment forms • Open (self-selected) online surveys • Phone surveys • Closed (pre-selected) online surveys • Intercept surveys • Interviews • Q&A sessions • Focus groups • Meetings • Workshops • Live webinars • Pop ups and drop ins • Site tours • Social pinpoint/hotspot mapping • Ideas boards • Interactive PDFs • Story (narrative) collection • Online discussion forums • Public meetings • Public hearings (plans of management) • Hotline/phone • Events - local and LGA-wide.

Table 3: Engagement matrix

3.5 How we build and maintain relationships

Actively working with our community and looking to partner with key stakeholders, helps establish relationships, builds trust, and leads to better outcomes for our community.

What we do	How we do it	Example/common tools
Work with you	<p>We:</p> <ul style="list-style-type: none"> Collaborate with the community on projects of high importance, complexity and value look for opportunities to partner with key stakeholders. 	<ul style="list-style-type: none"> Discussion forums and debates Project working groups Committees Deliberative polling Participatory budgeting Community summit Panels Citizen's Jury (modified)

Table 4: Collaboration matrix

Every community and stakeholder engagement plan will identify relevant stakeholders, along with their needs or potential interests and our proposed engagement activity for each. This 'stakeholder map' may be refined as a project progresses and any new information emerges. The following is a list of some of our more regularly engaged community and stakeholders.

Key stakeholders	
Advocacy groups	State and Federal Members of Parliament
Arts and culture groups	Mayor and Councillors
Carers	Media
Chambers of commerce/business associations	Neighbouring councils
Children (under 18)	Not-for-profit organisations and groups
Clubs and hotels	People with a disability
Community service providers	Ratepayers
Community groups	Residents
Commuters	Resident associations
Culturally and linguistically diverse backgrounds	Schools and educational facilities
Emergency services	Seniors/senior groups
Environmental groups	Service groups
Families	Sporting, leisure and recreational clubs and groups
First Nations People	Students
Government departments and agencies	Visitors/tourists
Homeless/unhoused/rough sleepers	Volunteers/volunteer organisations
LGBTQIA+ communities	Workers
Local business and industry	Young people (under 18-30)

Table 5: Indicative list of community and stakeholders

3.6 How we listen and respond

We want to ensure that the feedback of those engaged are taken into account when decisions are made. Effective engagement is only as good as the information we receive and how it impacts the final outcomes and decisions.

We prepare a Community and Stakeholder Engagement Report for every project categorised level one to three (as identified in Table 1).

As part of the reporting process we will:

- read every response
- use robust and reliable information management systems to collect and store data
- analyse the data and information to identify sentiment, themes, issues and priorities
- use consistent data analysis methods, considering the appropriate balance of qualitative and quantitative information
- identify gaps in participation and information needs that are still to be addressed and identify further engagement opportunities, where needed
- identify feedback that is out of scope of the project and respond where possible. A response may include forwarding to relevant departments/teams for consideration
- identify any confirmation or political bias that may have influenced responses. If any are found, we will consider remedying actions.
- prioritise and action health and safety concerns raised as soon as possible
- note form letters and petitions responses
- work with our community to ensure that feedback is, where applicable, directly reflected in the solutions developed
- prepare the internal report in a clear and succinct format for decision-makers.

Once we have considered the feedback received, Council staff will make, or recommend, decisions.

We will then prepare a response (or a series of responses) to our community and stakeholders. As part of this response process we will:

- share the outcome with our community confirming how the engagement contributed to the decision
- update our project page with outcomes of the engagement including the Community Engagement Report and, where possible, provide next steps
- email everyone who provided feedback (and did not opt out from regular updates) or expressed an interest in the projects (+ Followed) and other key stakeholders showing findings and outcomes with links back to the project page for more information
- where relevant, continue to work with local community members to support delivery of project outcomes
- update the project page with links to final endorsed documents

- update the project page when project construction has started and completed (where relevant).

When the final decisions are being made by the elected Council, we will also email everyone who has provided feedback (and not opted out of receiving updates) or chooses to receive regular project updates by email (subscribers), that the item/report has been placed on the Council meeting agenda.

The email will contain links to the Council Agenda, Attachment Booklets, and information on how to attend and address the Council.

Once endorsed, we will send an additional email to this subscriber group to inform them of the outcomes and any next steps. In some cases, we may also promote the outcomes through traditional media and social media channels.

The project page will be updated in line with email updates.

3.7 How we learn and improve

To ensure we continually learn and improve, it is critical that the engagement process is evaluated. Our evaluation approach focuses on both the outcomes and process of community engagement.

We will review engagement processes at the end of each stage to identify outcomes and opportunities to improve practices for future stages. Following this, a reflective 'lessons learnt' report will be created and shared with relevant staff. We will look for ways to include the community in this discussion where appropriate.

The following techniques will assist in providing an indication as to the overarching effectiveness of the process and may highlight issues of equality or ineffectiveness of the communications channels and content delivery.

Not all evaluation techniques will be used for every engagement. The relevant tools will be identified in individual Community and Stakeholder Engagement Plan's dependent on the nature of the project and complexity of the project.

3.7.1 Qualitative assessments:

Timing

- Action plan delivered on time and/or adjusted accordingly based on project timing shifts.

Risk and issues management

- The use of and effectiveness of the risk mitigation and issues management tactics.

Outcomes/ depth of response

- A wide range of views collected across all/most stakeholder groups or identified impacted audiences.
- Feedback review – looking for indications that the participant/respondent read the material provided, raised valid concerns and made reasonably informed suggestions for improvement.

Ongoing impact

- Substantial improvement to community experiences, wellbeing, or to local environments.
- Increase or decrease in the use of a space or facility following construction (if applicable).
- Ongoing feedback including compliments and complaints received.

3.7.2 Quantitative assessments:

Visibility / Reach

- Review of email updates/electronic direct mail (eDM) reach, numbers of opens and clicks.
- Social media reach and number of clicks.
- Total visits to project page(s).
- Traditional media reach.

Number of participants

- Total submissions/comments received.
- Number of participants in other engagement activities, e.g. ideas generated, surveys completed (including number of dropouts) and pins dropped (on social map).
- Attendance numbers at online and physical sessions/events/webinars.

Conversions

- Assessment of the direct correlation between the number of visits to a page and activity/activities completed, e.g. submission/comment form, ideas board or forum comment.

Time on page

- Calculation of the average time participants spent actively reading or participating on the project page.

Demographics (usually collected by request, only used to gauge a broad understanding of whether the tools and techniques were effective in reaching certain segments of the community).

- Review of the spread of demographics across whole community (representative-based sample).
- Number and effectiveness of information distribution of identified priority population or other directly impacted groups were satisfactorily represented.

3.7.3 Combination assessments:

Evaluation forms

- Evaluation forms are commonly used for face to face activities (e.g. community meetings and workshops). These will commonly ask the participant to rate their overall experience and/or satisfaction levels and offer an opportunity to identify any improvements.

Satisfaction surveys/interviews

- A sample of respondents surveyed or interviewed to understand levels of satisfaction in the engagement process and to identify opportunities for improvements.
- Ongoing monitoring through an annual satisfaction survey and other research methods.

Glossary of common terms

Name/term	Description
Comment	A response from a community member or stakeholder that is not part of a formal public exhibition endorsed by Council.
Communications	The exchange of information from Council to the community.
Community	A group of people including people who live, work, study, own property, conduct private or government business, visit or use Council services, facilities and public spaces and places.
Community Engagement	A broad term that essentially means how we interact with our community. It is commonly considered as a two-way (or more) conversation where Council provides the community with information and asks the community to provide their feedback.
Community Participation Plan (CPP)	<p>The CPP is a requirement of the EP&A Act (division 2.6 and Schedule 1) designed to make participation in planning clearer for the community of the Northern Beaches.</p> <p>It also establishes our community participation objectives, which we use to guide our approach to community engagement in relation to Plan Making and Development Assessment functions.</p>
Consultation	Consultation is used by practitioners and in literature to broadly mean the same as community engagement. However, in this model of community engagement, consultation is one of the levels of engagement (as per the IAP2 spectrum).
Deliberation	An engagement process with a select group of community members that focusses on a defined issue, weighs up options and provides recommendations to decision-makers.
Deliberative engagement	A series of engagement practices that demonstrate influence, inclusion, participation and deliberation to open community dialogue and discussion as part of a movement towards a solution or in some cases consensus (e.g. Citizen Jury)
IAP2	International Association of Public Participation (www.iap2.org.au)
Level of Public Participation/Engagement	The degree to which a community is involved in decision making.
Priority populations	<p>Council's Better Together Social Sustainability Strategy 2040 identified emerging priority populations within the community who have a unique set of circumstances that need to be considered in planning for future social wellbeing and resilience on the Northern Beaches.</p> <ul style="list-style-type: none"> • Young people • Older people • People living with disability • Families • Culturally and linguistically diverse people • Essential workers.

The term also commonly refers to LGBTQIA+ people, those experiencing homelessness, Aboriginal and Torres Strait Islander peoples, refugees and asylum seekers, and other low socio-economic and potentially vulnerable youth and adults.

Public Participation	An alternative term for community engagement more commonly used by industry professionals.
Quantitative assessment	A review that involves looking at or measuring the tangible outcomes (hard data) including actual numbers. In a community engagement setting this would include voting or response numbers, participant attendance at information sessions.
Qualitative assessment	A review of subjective characteristics and opinions – things that cannot be expressed as a number such as text, video, photographs or audio recordings.
Representative engagement	Describes actively seeking out and involving individuals or groups impacted by Council’s activities, projects or decision making to ensure diversity of viewpoints and values are considered.
Stakeholder	Individuals, groups of individuals, organisations or political entities who are interested in or impacted by a Council outcome or decision.
Submission	A formal response to a public document (more commonly a policy, plan, strategy) generally made during the public exhibition period.

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