GCC Reference Groups Toolkit

Purpose:

To assist Council staff in choosing and appropriate reference group or working group (including steering committee) where community engagement is likely to be required for the formulation or review of Council policy, advocacy and/or strategy.

Application:

This Toolkit applies to all committees, reference groups and working groups where an Alderman is appointed as a member.

Use of this Toolkit is recommended for all other committees, reference groups and working groups.

Background:

Council, in undertaking community engagement has an option of three differing types of "groups". These are:

1. **Core Reference Group:**
   This group is long standing (up to 4 years) and its subject matter is relevant to significant parts of the Glenorchy community. Core reference groups are open for the public to attend and engage but will have a defined core membership who will be responsible for the nature of community engagement, reporting and content management. The likely level of community participation is ***collaboration[1]***. "Collaboration" is a partnering with a broad spectrum of the community in exploring all facets of the Group's objectives. The community adds to Council's existing knowledge and assists Council in achieving innovative solutions to the issues at hand.

2. **Targeted Reference Group:**
   This group has a life of up to one year and is commissioned to achieve a particular purpose with targeted community engagement. Targeted Reference Groups are likely to be relevant to a narrower segment of the Glenorchy community than core reference groups. The nature of the community engagement is also likely to be targeted and relevant to a specific strategy, framework of policy of Council. Specific reference groups will also have a core membership responsible for the nature of community engagement, reporting and content management. The likely level of community participation is ***involvement[2]***. "Involvement" is including the community in a defined process to ensure that community concerns and aspirations are understood and considered.

3. **Working Group:**
   A working group is also a short term vehicle for task or project oriented outcomes. It is operationally focussed and convened by staff as a tool to assist delivery of their agreed objectives. Its community engagement is likely to be limited to a few key

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[1] IAP2 Public Participation Spectrum
[2] IAP2 Public Participation Spectrum

areas and undertaken to ensure public buy-in through relevancy. Membership of the group is likely to be specialised and requiring subject matter expertise. The likely level of community participation is ***consultation and information[3]***. "Consultation and information" are when the community is kept informed about a particular issue and their feedback is considered in the operational delivery of Council's activities.

All Core and Targeted Reference Groups are to be approved by Council. This approval is to include a draft terms of reference as per the attached formats. Working groups are to be approved by the relevant Director where an Alderman is not being appointed to the Group.

Pre-planning:

Prior to drafting a terms of reference or approaching Council /ELT / Director for approval, the Council Officer must undertake a situation assessment. The situation assessment must detail:

1. **Current situation:**
    a. what is the drive for change?
    b. What are the internal components affected by this drive for change (policies, strategies, projects, frameworks, etc)?
    c. How complex or simple is the issue(s) to address?
    d. Can they be segmented and addressed in a logical order?
2. **Core competencies:**
    a. What core competencies are required?
    b. Where will they be sourced?
    c. Is any outcome dependent on external competencies (exclude public participation considerations at this stage)?
3. **Obstacles to be overcome:**
    a. What resources are required?
    b. Are these resources available within the current budget?
    c. How will these resources be engaged (internal and external)?
    d. How will the relevant persons forming the core membership be engaged in the group?
    e. Have the relevant persons endorsed their involvement?
    f. What timeframe is achievable to address this issue?
    g. Consider undertaking a SWOT analysis to assist in assessing the core competencies and Obstacles as described above.
4. **Scenarios:**
    a. What scenarios are applicable to address the above?
    b. How likely are these scenarios?
    c. Have these scenarios been endorsed by the relevant participants (internal and limited external discussions may be relevant here)?
5. **Expectations and Outcomes:**

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[3] IAP2 Public Participation Spectrum

a. What are the detailed outcomes required for success?
b. How will success be measured and reported?
c. Given the above assessment what is the recommended way forward, identifying key issues and risks, resources, engagements and timeframe(s)?
d. Which Group type best fits with this assessment?

If the group is not able to be resourced within current budget, a Point of Entry will need to be completed and submitted to ELT for approval.
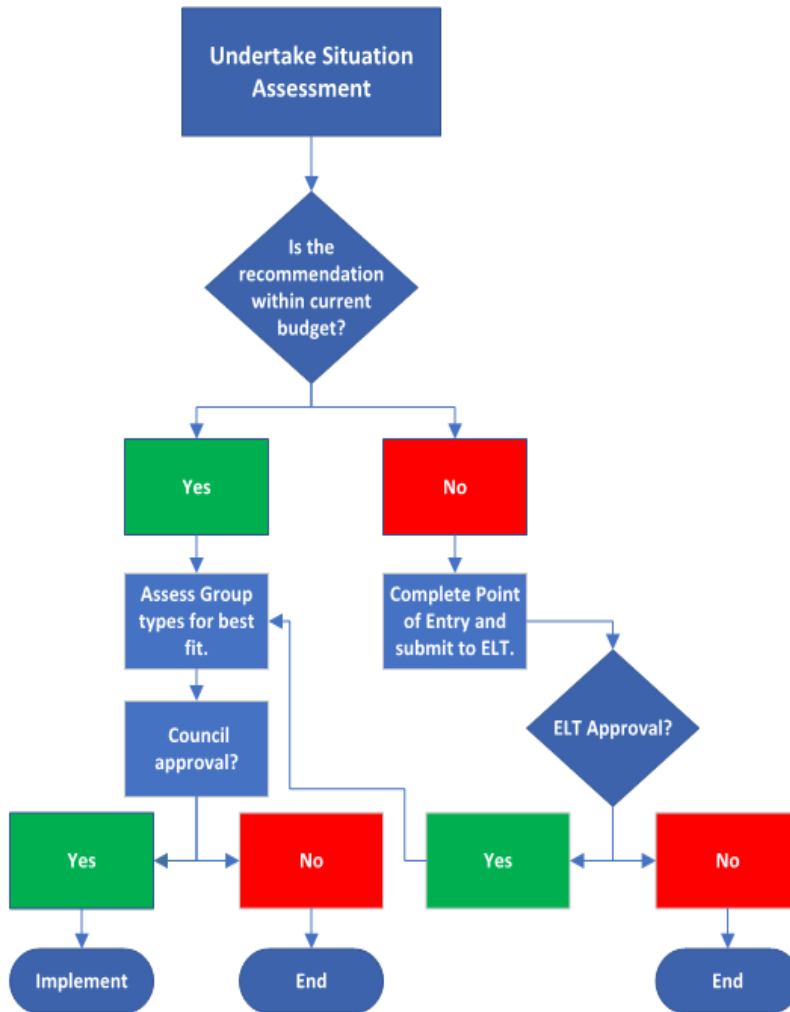
Council /ELT Report:

The report to ELT requesting a group be initiated must include the above situation assessment as an attachment. This will also be included in the subsequent report to Council. A report cannot be put to Council unless the proposal can be achieved within current budget or ELT have approved the Point of Entry for the year in which the Group is intended to commence.

The following flowchart details the above process and aligns each stage with relevant Council reference documents to assist the assessment and initiation of a Group.

Additional Reporting:

- **Core Reference Groups** – Given the extensive nature and longevity of Core Reference Groups it is recommended, but not mandated, that quarterly reports are circulated to Council, outside of Council agendas. The contents of those reports should reflect the meeting minutes and other issues relevant to the Group. It is mandatory that an annual report summarising key issues and outcomes is presented to Council via the formal meeting agenda;

- **Targeted Reference Groups** -

Decision Flowchart:

Undertake Situation Assessment

Is the recommendation within current budget?

Yes

No

Assess Group types for best fit.

Complete Point of Entry and submit to ELT.

Council approval?

ELT Approval?

Yes

No

Yes

No

Implement

End

End

Assisting Documentation & Guides

Change Management Toolkit

Council's budget

Point of Entry Document

Reference Group Terms of Reference Appendices 1 &2)

Community Engagement Resources

Choosing the appropriate type of Reference Group

It is important the form and function of the reference group is suitable to achieve the desired outcomes and an appropriate level of community engagement.

To assist in this decision making the following matrix should be used.

Selecting a Reference Group:

	Is the topic relevant to a large percentage of the community?	Is the subject matter wide ranging and community directed?	Is the subject matter of long term consequence to the community and to Council's ongoing delivery of services?	Is the subject matter complex and comprises of several differing components?	Does the group require wide ranging subject matter expertise?	Does the group require varying subject matter expertise over time as issues arise?	Will the level of community engagement be wide ranging and influential[4]?
Core Reference Group	*The health and welfare of the community over the next 5 years*	*The impact of access issues on the welfare of the community*	*The economic development of Glenorchy communities*	*Community health and welfare*	*Several differing fields of expertise will be required to cover complex aspects of the issues.*	*The economic landscape of Glenorchy will evolve, and it is important to keep informed of these changes*	*We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.*
Targeted Reference Group	*What type of parks would be appropriate in Montrose?*	*Accessibility of Council facilities and priority of actions.*	*An employment assistance program.*	*Homelessness in Glenorchy*	*Subject matter experts will be sourced from the same field of study.*	*The group needs to be aware of what is important now and in the short term future.*	*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.*

Selecting a Working Group

Is the subject matter operational and the purpose of the group is to plan delivery? For example: *We are planning an event or delivering a project and we need to consult the community and inform them about possible outcomes.* If you answered "yes" to this question and many of your selections in the matrix above were a Targeted Reference Group, then a Working Group is likely to be the most suitable option.

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[4] Refer to Council's Community Engagement Procedure

(NAME OF CORE REFERENCE GROUP)

Terms of Reference: Core Reference Group

Name of Core Reference Group	
Date of Formation	
Resolution Details	e.g. Council Meeting on 24 October 2016, Item 15
Strategic Reference	Include Strategic Plan and any relevant strategies / frameworks
Responsible Officer	
Reference Group Review Date (if prior to next LG election)	(Insert date – maximum of 4 years) **NOTE: All core reference groups will be subject to Council review and possible amendment or cessation after the Local Government elections and Council mandated review of its strategic plans (*s. 70E Local Government Act 1993*).**

1.0 Principles

Core Reference Groups are committed to the following principles:

Community: Encouraging the development of a strong and inclusive community that advances access, equity, connections and participation in decision-making and shapes a better community for everyone.

Creativity: Encouraging diversity and creative expression in the community, nurturing innovation and always seeking opportunities for continuous improvement.

Sustainability: Ensuring that all decisions and future planning considers a balance of economic, environmental, cultural and social factors to enhance the quality of life in our local community.

Community engagement: Promoting ideas for actions, initiatives, events and programs that are authentic and fit the future vision and needs of our local Community.

2.0 Purpose

2.1 Purpose of Core Reference Group and Area of Focus[5]

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[5] To be derived from the situation analysis and community assessment (profile of likely community stakeholders, assets and benefit)

2.2   Specific Terms of Reference [6] (objectives) as approved by Council

The specific terms of reference of the reference group go here. Terms of reference differ from the purpose of the reference group in that they will identify specific issues or areas that the reference group examines or actions in the course of its work. These should be numbered in the following format:

(a)   Term of reference 1

(b)   Term of reference 2, and

(c)   Etc.

2.3   Extent of Authority

Unless otherwise explicitly stated in the Council resolution forming the Core Reference Group, the Group does not have the authority to instruct or bind the Council (including Council officers with the relevant delegated duties) in its decision making or activities.

3.0   Membership

3.1   Composition

Membership is by invitation of Glenorchy City Council and expressions of interest are advertised via social media channels and on the Council's website.

Describe the Group's membership (i.e. relevant positions).

- Staff (likely to be Chair, Convenor, minute taker, etc)

- Core members (subject matter experts, representatives of key stakeholders, etc)

- Aldermanic representation (to enable Council to understand the views presented and provide insight into Council's strategic direction).

- Remaining persons

3.2   Current Members

List the names of the current core members and their Capacity.

- Convenor / Chair

- Minute Taker

3.3   Term of Appointment

Identify how long each member is appointed for.

Applications for convenors, minute takers, etc will be invited (annually, 2 yearly, etc.)

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[6] Detailed objectives to be addressed by this reference group

4.0   Meetings

4.1   Frequency

Identify how often meetings are to be held and, if applicable, where and when

4.2   Quorum

Identify the number of reference group members that makes up a quorum, including any specific office bearers. Example: 5 members one of whom must be the Chair

4.3   Meeting Procedures

Identify any specific procedures that apply to the meeting. This might be by reference to Council's Meetings Policy (if formal meeting arrangements are desired) or can simply be in bullet point form. Example:

- Meetings are to be conducted respectfully.

- Meetings agendas and minutes must include apologies, confirm minutes of previous meeting, deal with each item of business separately, and take formal votes about any resolution

- Agendas for the meetings are to be circulated to members at least 24 hours in advance of the meeting.

- Items not on the agenda may be considered with the consent of the Chair.

4.4   Conflict Resolution

- The Reference Group is not a decision making group, however if a vote is required to seek the opinion of the group on a particular issue then the majority vote will be taken as the group's position. This may be done informally (show of hands) or formally (ballot box voting) depending upon the issue.

- While a collaborative approach to resolving issues and identifying opportunities of interest will always be preferred, overall responsibility for all decisions for Glenorchy City Council's adopted strategy and action plans strategy remains with the Council.

- It is acknowledged that parties will at times differ in their views and may agree to disagree. While every attempt will be made to reach common ground, this may not always be possible. In such cases, individual member views will be documented in the meeting notes subject to the approval of the relevant member(s).

4.5   Minutes

Identify how and by whom minutes are to be recorded, and the degree of formality.

- Minutes are to be recorded.

- Minutes are required to be in a particular format as contained in Appendix 3.

- Draft Minutes are to be circulated to members within 10 working days of a meeting.

5.0   Reporting Requirements

5.1   Frequency of Reports

Quarterly Reports are to be provided to the sponsoring Manager / Director, and an Annual Report is to be presented to Council. The reports are to be prepared by the Chair of the Reference Group.

5.2   Content of Reports

The report, at a minimum, is to provide:

- A one page report from the Chairperson of the Reference group summarising:
    - attendance;
    - the key outcomes of the year;
    - any recommendations for the following year;
    - an outline of how the outcomes have been communicated to internal stakeholders in the formulation of related strategies, frameworks and plans; and
    - details of any budgetary requirements for the following financial year and reasons for each request.

6.0   Other Information

7.0   Version History

Version	Date	Adoption	Amendments Made
1.0	3 November 2016	Council Meeting (Item 15)	Council approval of Refence Group creation and TOR
2.0	5 January 2017	Reference group resolution	Change to reporting requirements
3.0	23 December 2018	Council resolution (item 12)	Dissolution of Reference Group

(NAME OF REFERENCE GROUP)

Terms of Reference: Targeted Reference Group

Name of Reference Group	
Briefly state the Group's Specific Purpose	
Date of Formation	
Resolution Details	e.g. Council Meeting on 24 October 2016, Item 15
Strategic Reference	Include Strategic Plan and any relevant strategies / frameworks
Responsible Officer	
Reference Group Review Date (if prior to next LG election)	(Insert date) **NOTE: All Targeted Reference Groups will be subject to:** 1. **A maximum term of 1 year; or** 2. **Council review and possible amendment or cessation after the Local Government elections and Council mandated review of its strategic plans (*s. 70E Local Government Act 1993*).** **(Whichever date is the soonest)**

1.0 Principles

Targeted Reference Groups are committed to the following principles:

Community: Encouraging the development of a strong and inclusive community that advances access, equity, connections and participation in decision-making and shapes a better community for everyone.

Creativity: Encouraging diversity and creative expression in the community, nurturing innovation and always seeking opportunities for continuous improvement.

Sustainability: Ensuring that all decisions and future planning considers a balance of economic, environmental, cultural and social factors to enhance the quality of life in our local community.

Community engagement: Promoting ideas for actions, initiatives, events and programs that are authentic and fit the future vision and needs of our local Community.

2.0 Purpose

2.1 Purpose of Targeted Reference Group and Area of Focus[7]

Describe:

What will a "successful" outcome look like?

What were the understandings gathered from your situation assessment?

Who are the stakeholders?

What specific resources will be allocated?

To what extent are "subject matter experts" required and where will they be sourced?

What internal alignments / interests are there (strategies, frameworks, policies, etc.)?

Who does the Group report their outcomes to?

2.2 Detailed Terms of Reference [8] (objectives) as approved by Council

Describe:

Specific stakeholder engagement methodology.

What level of public participation will be used?

How often are progress reports required?

What are the key steps and timing?

How will decision criteria be established and addressed by the Group?

2.3 Extent of Authority

Unless otherwise explicitly stated in the Council resolution forming the Targeted Reference Group, the Group does not have the authority to instruct or bind the Council (including Council officers with the relevant delegated duties) in its decision making or activities.

3.0 Membership

3.1 Composition

Membership is by invitation of Glenorchy City Council and expressions of interest are advertised via social media channels and on the Council's website.

- Which Council staff will be involved in this group and what are their roles?
- Who has overall control of the Group to direct its outcomes?
- Who has day to day management of the Group?

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[7] Describe the outcomes derived from the situation assessment
[8] Include the detailed objectives designed as a result of the situation assessment

- Are communications a key role of this group?

- Staff

- Core members

- Aldermanic representation (to enable Council to understand the views presented and provide insight into Council's strategic direction).

- Other persons (stakeholders, community, subject matter specialists)

4.0 Meetings

4.1 Frequency

Identify how often meetings are to be held and, if applicable, where and when.

4.2 Quorum

Identify the number of reference group members (Core, Chair, minute taker) that makes up a quorum, including any specific office bearers. Example: 5 members one of whom must be the Chair.

4.3 Meeting Procedures

Identify any specific procedures that apply to the meeting. This might be by reference to Council's Meetings Policy (if formal meeting procedures are required) or can simply be in bullet point form.

- Meetings are to be conducted formally.

- Meetings agendas and minutes must include apologies, confirm minutes of previous meeting, deal with each item of business separately, and take formal votes about any resolution

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4.4 Conflict Resolution

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- While a collaborative approach to resolving issues and identifying opportunities of interest will always be preferred, overall responsibility for all decisions for Glenorchy City Council's adopted strategy and action plans strategy remains with the Council.

- It is acknowledged that parties will at times differ in their views and may agree to disagree. While every attempt will be made to reach common ground, this may not always be possible. In such cases, individual member views will be documented in the meeting notes subject to the approval of the relevant member(s).

4.5 Minutes

- Minutes are to be recorded using the template contained in Appendix 3.
- Draft Minutes are to be circulated to members within 10 working days of a meeting.

5.0 Reporting Requirements

5.1 Frequency of Reports

Monthly reports are to be provided to the sponsoring Manager /Director and drafted by the Chair of the Reference Group.

A report is to be presented to Council at the conclusion of the Targeted Working Group, but not less than annually by the Chair of the Reference Group.

5.2 Content of Reports

The report is to provide:

- A one page report from the Chair of the Reference Group summarising:
  - attendance;
  - the key outcomes and achievements of the Group matched to the objectives contained in the terms of reference;
  - an outline of how the outcomes have been communicated to internal stakeholders in the formulation of related strategies, frameworks and plans; and
  - any recommendations for future consideration.

6.0 Other Information

7.0   Version History

Version	Date	Adoption	Amendments Made
1.0	3 November 2016	Council Meeting (Item 15)	Council approval of Refence Group creation and TOR

Appendix 3 Reference Group Minutes Template

(Name of group) MINUTES OF MEETING (DD Month YYYY)	
Venue:	**Time:**

In attendance:		Present	Apology	Absent
Chairperson		✓		
Members				
Staff				

Item		**Action**
1	**Acknowledgement of Country**	-
2	**Minutes** (approve / changes) **and actions from previous meeting:**	
3	**Correspondence:** 3.1 3.2 etc	
4	**Business arising:**	
5	**Update on projects:**	
6	**Other Business:**	
7	**Agenda items for next meeting:**	
Next Meeting:		