



Department of **Planning,  
Lands and Heritage**

# Planning Engagement Toolkit for Western Australia

**Draft R7**



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# 1.0 Introduction

Community engagement and consultation is critical for good planning outcomes and process. It leads to inclusive plan-making, better decisions and confidence in planning.

This Toolkit is a guide to achieve best-practice community engagement and consultation through the planning framework. It includes:

- A summary of engagement and consultation principles
- A menu of different engagement and consultation tools and techniques
- Templates for engagement strategies and outcomes reporting

## 1.1 Toolkit aims

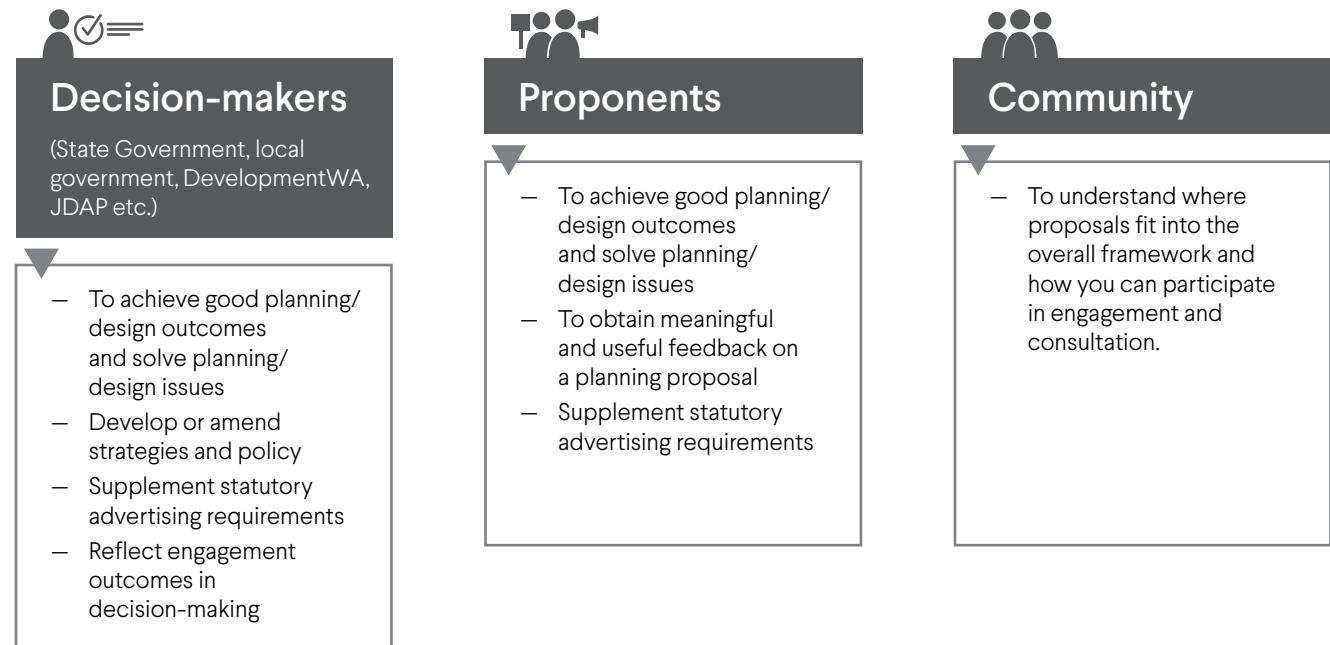
This Toolkit aims to foster good planning by:

- Building resilient relationships between decision-makers, proponents and stakeholders of the community
- Facilitating understanding of community issues and how they can be addressed via planning
- Promoting a diversity of perspectives to inform decision-making

## 1.2 What is the Toolkit and who is it for?

**The Toolkit provides a set of practical tools for community engagement and consultation to facilitate meaningful, appropriate and active consultation and engagement, support statutory requirements and support good planning.**

The flowchart below illustrates who this Toolkit will be useful for and when:





## 1.3 What is engagement and consultation?

This Toolkit utilises the definition of engagement provided by the International Association for Public Participation (IAP2).

IAP2 is a not-for-profit organisation that 'aims to advance the education of the community by teaching and communicating the principles of public participation and how to achieve effective community and stakeholder engagement (or public participation)'. IAP2 defines community engagement as:

*'Any process that involves the community in problem-solving or decision-making and uses community input to make better decisions.'*



IAP2 has developed a Quality Assurance Standard for stakeholder and community engagement (© International Association for Public Participation [www.iap2.org](http://www.iap2.org)), which is recognised as the basis of best practice and has informed the preparation of this Toolkit.

The terms 'consultation', 'engagement' and 'public participation' are interchangeably used when referring to engagement and are commonly applied to have a similar meaning. While the term 'public participation' is primarily used in the context of IAP2 and not regularly used in the WA planning context, this Toolkit delineates between the terms 'consultation' and 'engagement' as follows:

### **Consultation**

*involves obtaining community feedback on proposals. References to consultation within this Toolkit generally mean mandatory obligations under statutory legislation.*

### **Engagement**

*is a broader and ongoing process of sharing information with the community and seeking its feedback, with the purpose of involving the community and stakeholders in the process of decision-making. References to engagement within this Toolkit generally refers to engagement undertaken to support and enhance statutory/mandatory consultation.*



# 2.0 The Toolkit in context

## 2.1 How engagement and consultation relates to planning

Engagement and consultation are fundamental components of the planning process that help to shape, inform and influence decisions on both plan-making and development processes. The appropriate type and level of engagement and consultation will differ for the different types of planning processes and ultimately be informed by the level of influence that stakeholders can have on the overall outcome and decision.






For example, strategic and statutory plan-making processes are more suited to a more collaborative and involved engagement approach, whilst development processes are more suited to an 'involve and inform' consultation approach. In general, the more strategic and higher order the document, the greater the level of influence that stakeholders can have.

There are many non-negotiables in planning which are shaped by the other factors that influence and inform decisions. This means that engagement and consultation are one input into the planning process and the outcomes of these processes need to be balanced with all the other relevant factors that inform and influence planning decisions. These include the evidence base outlining what needs to be planned for, any endorsed strategic context for an area, any relevant State planning strategies and policies, and any relevant parts of the local planning framework. Many planning processes have statutory requirements for consultation. These outline minimum and mandatory timeframes and notification requirements. To get the best outcomes for any planning process and to ensure as many stakeholders have the opportunity to shape and inform the decision in a meaningful way, it is strongly encouraged to go

above and beyond these mandatory requirements. This may include engagement prior to the statutory process commencing or additional engagement and consultation during the statutory process beyond mandatory requirements.

IAP2 has developed a spectrum of public participation to define the way in which the community should be engaged based on impact and influence. The spectrum is shown at **Table 1**.

Table 1. IAP2 Levels of Participation

	Inform 	Consult 	Involve 	Collaborate 	Empower 
Public participation goal	To provide the public with balanced, objective information to assist them in understanding the problems, alternatives 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 issues and concerns 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
Some examples	FAQ's, letters, Have Your Say website and media releases	Focus groups, surveys, public comment on Have Your Say website and information/pop-up stalls	Workshops and deliberative workshops	Advisory committees and participatory decision-making	Citizen juries, ballots and delegated decisions

© International Association for Public Participation [www.iap2.org](http://www.iap2.org). Note: This Toolkit does not provide guidance with respect to the 'empower' engagement goal. The goal of engagement processes that empower is to place decision-making in the hands of the community. In practice, decision making in Western Australia rests with State and local government as outlined in legislation such as the Planning and Development Act 2005<sup>1</sup>.

## 2.2 The benefits of best practice engagement

Engagement and consultation beyond base-line statutory requirements can achieve a range of benefits for the community, proponents and decision makers, including::

- Improved community awareness and understanding about a planning proposal, its process and any matters of interest.
- Improved relationships between communities, proponents and local/State Government.
- Better understanding about community sentiments and the experiences of people that live in communities.
- Community buy-in into planning proposals and higher levels of community ownership of planning proposals and instruments.
- Community awareness and understanding about the impacts of matters such as population growth, climate change, resource protection etc and the need for planning responses.
- Uncovering new ideas and expertise based on local understanding and experiences.
- Reduced conflict within stakeholder groups.
- Smoother and more certain assessment and decision-making processes.

### 2.2.1 Engagement and Performance-based Planning

As WA planning shifts towards a performance-based system, more variation and discretion will occur, and decisions will be made on an on-merits/case-by-case basis.

Performance-based planning aims to deliver better design, but it can bring uncertainty for decision-makers, proponents and the community. Applying consistent engagement principles to the planning process will help to offset this risk and encourage people to participate in the planning of their cities, towns and regions.

Linking performance-based planning with community engagement and consultation is also consistent with State Government planning reforms. The reforms aim to promote and facilitate good design, while ensuring meaningful community participation in plan-making, outcomes and decisions.

Community engagement and consultation can play a critical role to ensure an understanding of discretionary factors and decision-making processes.

This will require transparency, improved communication and a tailored approach to engagement using the guidance of this Toolkit.



## 2.3 Where best practice engagement fits in

Figure 1 illustrates various types of engagement in the context of the planning framework.

Fig 1. Engagement and the Planning Framework





# 3.0 Principles of good engagement and consultation

This Toolkit is underpinned by the following set of principles which define what stakeholders and the community should reasonably expect when they are engaged with. The principles are consistent with IAP2 Core Values.

Table 2. Guiding Principles

Guiding Principle	Engagement and consultation are inclusive and appropriate for the feedback being sought	Engagement and consultation are respectful, open, honest and meaningful	Information is timely and relevant	Information is accurate, easy to understand and accessible to a range of stakeholders	Decision-making is transparent	Engagement and communication continues beyond a planning decision
How this may be applied at the State and local level?	<ul style="list-style-type: none"> <li>Engagement and consultation are appropriate to the scale and complexity of the planning proposal</li> <li>Engagement and consultation encourages the community to be involved and seeks out a diversity of different voices and perspectives</li> <li>Engagement and consultation identifies and addresses potential barriers to community input</li> <li>Engagement and consultation activities and processes make it as easy as possible for community to participate and provide input</li> </ul>	<ul style="list-style-type: none"> <li>Engagement and consultation are undertaken in the best interests of the community</li> <li>Engagement and consultation draws the attention to the purpose of the engagement and input the community can have on a planning proposal</li> <li>Engagement and consultation clearly outlines the negotiables and non-negotiables of a proposal and engagement process</li> </ul>	<ul style="list-style-type: none"> <li>The community is provided with information in a timely manner for input before decisions are made</li> <li>Information presented is commensurate to the scale and complexity of a proposal and the nature of feedback being sought</li> <li>Technical information is communicated in an easy to understand manner</li> </ul>	<ul style="list-style-type: none"> <li>The community is provided with accurate, easy to read and understand information</li> <li>Information is tailored to specific community needs in terms of language and style</li> <li>Information is in a form which appeals to the intended audience and seeks out a diversity of perspectives</li> <li>Information should be clear as to how the community and stakeholders can input</li> </ul>	<ul style="list-style-type: none"> <li>Decisions are communicated in an open and meaningful way</li> <li>The community is provided with the reasons for the decision and how community feedback influenced or fed into the decision-making process</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing communication is held to ensure the community is kept informed through the life of a planning proposal.</li> </ul>







## 4.0 When and how to use this Toolkit

This Toolkit is designed to be flexible and scalable, depending on the nature and complexity of your planning proposal.

### 4.1 When to use this Toolkit

The first step is to consider:



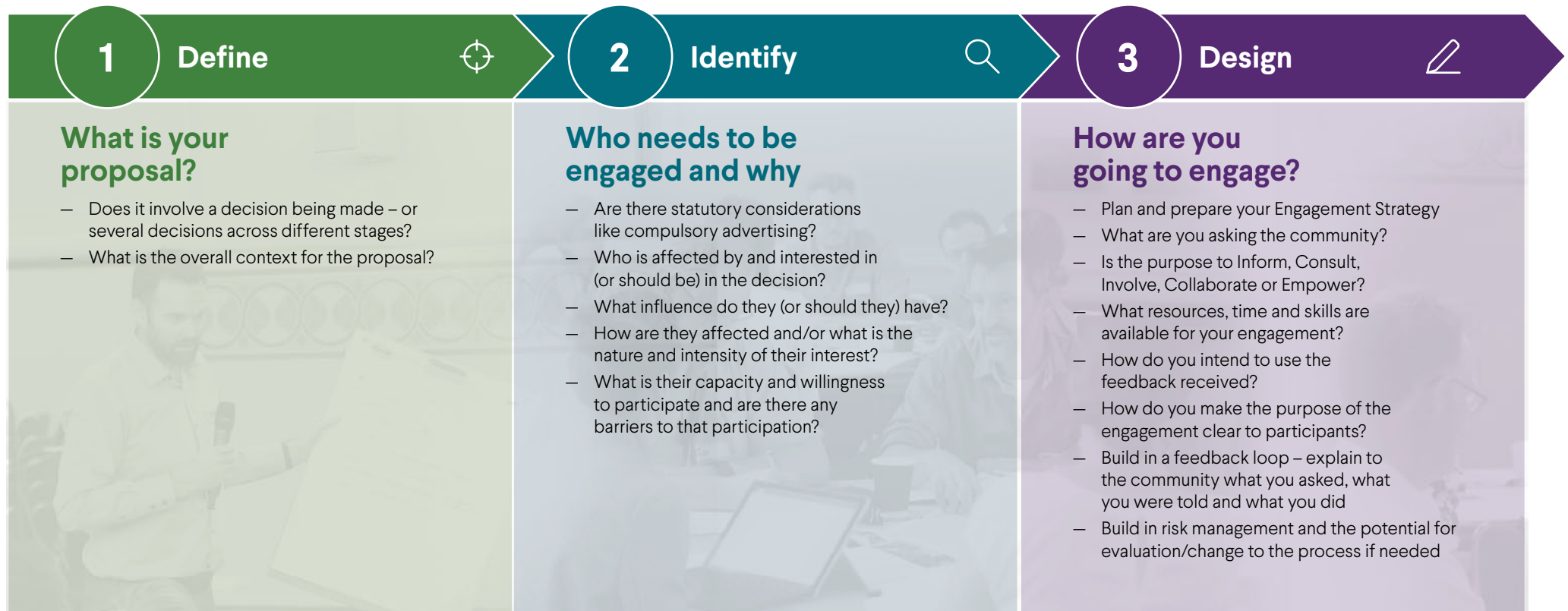
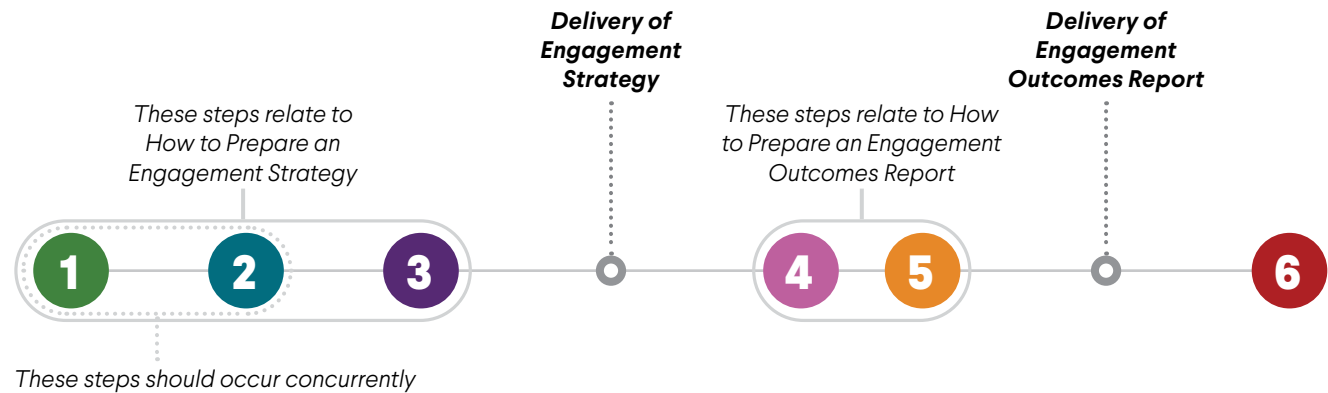
- ☐ Will there be a change in the level of existing environment, space, accessibility, convenience or the provision of a service to the community/stakeholders?
- ☐ Is there opportunity for stakeholders to influence your planning proposal or its outcomes?
- ☐ Is there a broader context of the planning proposal or issue at hand?
- ☐ Is there a history associated with the planning proposal or issue that may impact on the current situation?
- ☐ Does the planning proposal or issue have the potential to become highly politicised?
- ☐ Is there an opportunity to build or maintain a positive relationship through engaging proactively and openly with a section of the community?
- ☐ Is there a chance there will be considerable public outrage if the community is displeased with, or feels no ownership over or involvement in contribution to the outcome?

If the answer is 'yes' to one or more of these questions, then the use of this toolkit is recommended.

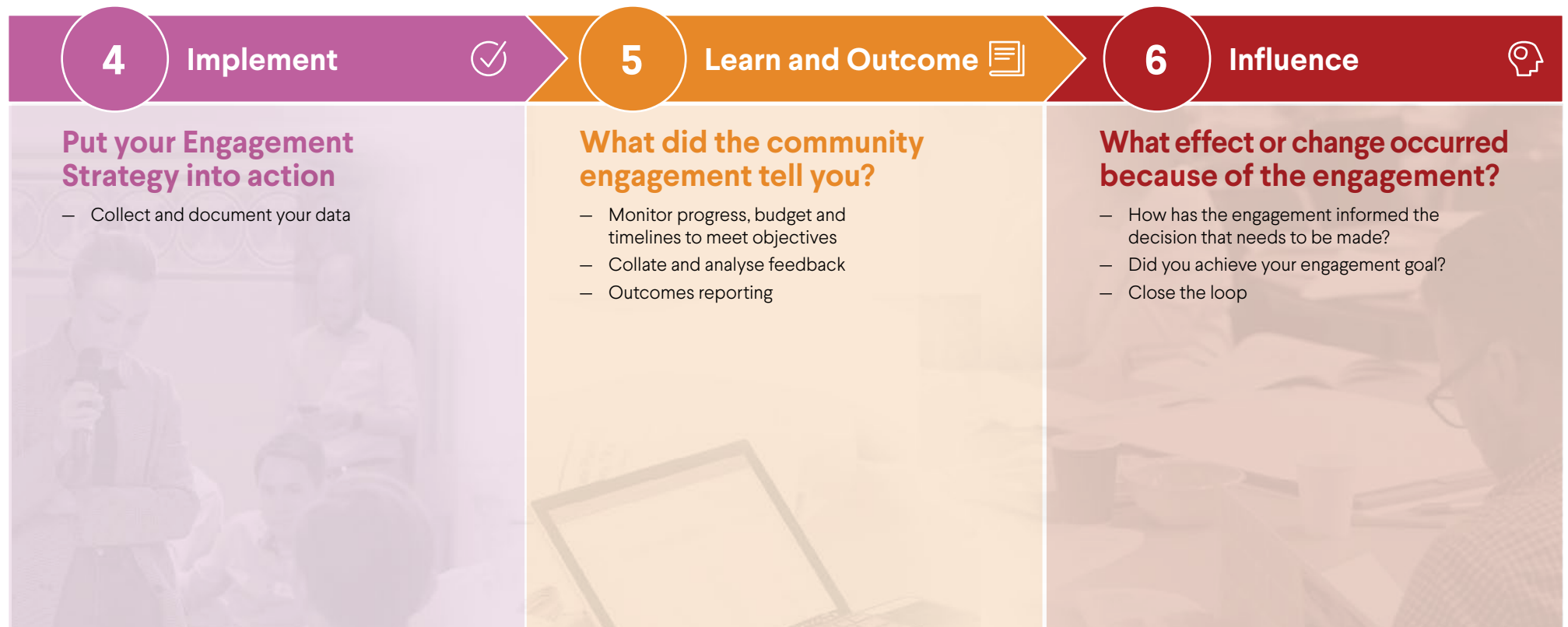
## 4.2 How to use this Toolkit

This Toolkit recommends a 6-Step process for designing, implementing, reporting and monitoring an engagement process<sup>2</sup>. This will assist in shaping your engagement to ensure it is fit-for-purpose, inclusive and meaningful.

The Toolkit can also be used to guide mandatory consultation requirements in a manner which is suitable for the particular planning proposal. In these circumstances, it may be suitable for only certain elements of the Toolkit to be utilised.







# **Developing your Engagement Strategy**





## STEP 1 - DEFINE

The first step to developing your Engagement Strategy is to understand the final outcome you are seeking to reach or the decision/s being made in relation to your planning proposal. It also involves developing a detailed understanding of the local context relating to your planning proposal. A template for the preparation of Engagement Strategy and further tools is provided at Appendix A.

This will assist in setting the scene as to the purpose of the engagement, the stakeholders and the level of feedback being sought. Key questions for consideration as part of this first step include:



- ☐ What is the planning outcome or decision being sought? For many planning proposals, there may be several decisions that need to be made at different stages.
- ☐ Do you need to consider any legislation? Some engagement processes need to satisfy statutory obligations of the State and local government. Identify any legislative requirements relating to the decision and ensure the community engagement is designed in response to this.

Secondly, it is important to develop a detailed understanding of local context through a context analysis process. This will ensure engagement activities are specifically tailored having regard for a range of local and broader issues and characteristics of a particular place, community and issue.

Key matters for consideration as part of context analysis include (but are not limited to):

- a. How to explain a proposal in its broader planning context (higher-level plans and strategies for example).
- b. Any local, regional, State and/or National issues that may affect the engagement process including how, when or who you engage with (this could be political drivers, a global pandemic, natural disasters or other international, national or domestic affairs).
- c. What is open to change, debate and negotiation compared to what is fixed (negotiable and non-negotiable).
- d. Demographic and economic characteristics for the location such as population projections, analysis of community characteristics (eg. age, ethnicity, socio-economic factors).
- e. Whether the local community or stakeholder group will have access to technology.
- f. Does the location or nature of your planning proposal have any cultural significance to Aboriginal and Torres Strait Islander people?
- g. The level of understanding of planning issues which currently exists within the community.
- h. The endorsed strategic context for this location, outlined in either a Local Planning Strategy, Strategic Community Plan or other strategic document relevant to the planning proposal.
- i. Whether there is any other contentious planning proposal in the area which may influence community perceptions of your proposal.
- j. Previous engagement outcomes for similar planning proposals, locations or demographics.

With an understanding of the above, you will be able to identify the key objectives and purpose of the engagement and consultation process within the Engagement Strategy, then commence the identification and analysis of key stakeholders.

### Key Inputs into Engagement Strategy for Step 1 - Define:

- ☐ Description of your planning outcome or decision being sought
- ☐ Description of your planning process
- ☐ Identify your engagement objectives and purpose
- ☐ Summary of your context analysis.

This relates to **Section 1 and 2** of the Engagement Strategy template at **Appendix A**.





## STEP 2 – IDENTIFY

This step involves an analysis of different stakeholder and community groups with an interest in your planning proposal.

Prior to commencing, it is important to understand what constitutes a 'stakeholder' and different 'community' groups in relation to your proposal. This will assist in the methods of engagement you will select as well as frame the engagement outcomes process when you come to analyse feedback.

In general terms, these terms are explained below:

### Stakeholder

Someone who will be affected by a planning proposal or who has the potential to affect the success of a planning proposal.

### Communities of place

Where people identify with a defined geographical area eg. a local government area, a housing area or neighbourhood.

### Communities of interest

Where people share a particular experience, interest or characteristic with a place or area such as a tourist area, activity centre, areas or places that bring together a certain demographic or group such as young people, religious groups, older people, people with a disability, migrant groups, community or sporting groups<sup>3</sup>.

Examples of each group are identified in the **Table 3**.

**Table 3. Summary of Stakeholders and Communities**

Stakeholder	Community of Place	Community of Interest
<ul style="list-style-type: none"><li>– Government Agency</li><li>– State Government</li><li>– Local Government</li><li>– Community of Place</li><li>– Community of Interest</li></ul>	<p>In the case of a broader strategic or statutory planning proposal (State Planning Policy, Local Planning Strategy or Scheme)</p> <ul style="list-style-type: none"><li>– Those located within a local government area</li><li>– Those that live within the scope of an area defined by a State Planning Policy defined by or affected by a State Planning Policy</li></ul> <p>In the case of a structure/precinct structure//local development plan area or a development proposal within an area or site:</p> <ul style="list-style-type: none"><li>– Located within the identified area/site</li><li>– Adjoining or surrounding resident (ie. within a defined catchment)</li><li>– Local business owner</li><li>– Local landowner</li></ul>	<ul style="list-style-type: none"><li>– Someone/a group who frequents the identified area</li><li>– Someone/a group that utilises facilities within an area (eg. a sporting or church group)</li><li>– A local action or interest group (eg. environmental, heritage) who are interested in a particular topic or issue relevant to a planning proposal but may not live or work in proximity</li></ul>



This step will involve the identification of stakeholders relevant to your planning proposal. It will also explore what issues are of interest to them and how they may be affected, their level of influence in terms of the final outcome or decision being made and their level of priority. It will involve early identification of potential engagement methods that could be utilised for each stakeholder, which will be further detailed as part of the next stage of the process (**Step 3 – Design**).

In mapping out a stakeholder analysis process, you should firstly ask yourself the following questions:



- ☐ Have you considered who the key stakeholders and communities of place and interest are in relation to the planning proposal?
- ☐ Will stakeholders and the level of impact upon them evolve over the life of a project?
- ☐ Have you considered the capacity and willingness of each stakeholder to participate? What are the barriers to participation?
- ☐ Have you made considered cultural sensitivities of Aboriginal and Torres Strait Islander People or Special Interest Groups? There may be sensitivities that you are unaware of and it is important to identify these early in the process?
- ☐ Have you considered what areas of interest each stakeholder will have in relation to the planning proposal?
- ☐ How much constructive or negative influence could a stakeholder have on the outcomes of the planning process? How much interest are they likely to have, and what is their ability to influence outcomes (low, moderate or high)?

You should then consider what stakeholder may have an interest in your planning proposal. Hypothetically this may include the following:

- a. Political stakeholders – Local MP's, State and Federal Ministers
- b. Decision-makers
- c. Local community/action interest groups – action groups, environmental/heritage groups, heritage societies
- d. Local business owners
- e. Landowners
- f. General community – adjoining and surrounding landowners (communities of place), visiting communities (communities of interest)
- g. State Government Departments
- h. Local government/s – Elected Members and/or Officers
- i. Industry representatives

In undertaking your stakeholder analysis, consideration should be given to building in accessibility and inclusivity as much as possible.

Special Interest Groups (sometimes referred to as hard-to-reach or seldom-heard groups) are those that experience multiple barriers to participating in engagement. These barriers can include:

- a. Financial situation
- b. Disability
- c. Ethnicity
- d. Language
- e. Age (younger or older people)
- f. Disadvantaged or homeless people
- g. Access to transport
- h. Mental health or other health difficulties
- i. Access to technology
- j. Being time poor
- k. People that have suffered loss or trauma (including natural disasters)

It is important to recognise these groups as part of your stakeholder identification and analysis and start to consider specific tools and methods for engaging with each. Further guidance on the selection of tools for these stakeholders is provided at **Step 3 – Design**.

Once the specific stakeholder list relevant to your planning proposal has been prepared, an analysis of each stakeholder or stakeholder group should be undertaken. This includes an assessment of their specific interests, concerns or likely issues with the planning proposal, their level of interest and their level of influence on the planning decision-making process.

This assessment will enable you to determine the level of priority given to your stakeholder and specifically, determine the level of engagement that is suitable.

It is important to review your stakeholder list and assessment at various stages of your planning proposal to ensure any changes (eg. new stakeholders emerge, the level of interest or influence changes) are addressed, and you can tailor your Engagement Strategy accordingly.

An example template for the preparation of an Engagement Strategy is provided at Tool 1 of **Appendix A**. Tool 2 of **Appendix A** further provides guidance on key factors and questions to consider when determining the level of interest, influence and priority given to each stakeholder identified in your Engagement Strategy.

### Key Inputs into Engagement Strategy for Step 2 – Identify:

- ☐ Stakeholder Identification and Analysis

This relates to **Section 3** of the Engagement Strategy template at **Appendix A**







## STEP 3 - DESIGN

This step involves selecting a tool or a combination of tools for each stakeholder identified in the previous step. A menu of potential tools is included at Appendix B, providing a description of the tools, when they should be used, their strengths and weaknesses and other considerations.

While your engagement should be based on consistent principles, how you apply those principles is not a case of one-size-fits-all. Instead, you should identify a tool or range of tools that best meet your needs by going through Steps 1 and 2 of this Toolkit.

Further there may be different engagement phases depending on the scale and complexity of your planning proposal.

This information will help you decide which tools would work best for you bearing in mind your proposal, the purpose of your engagement and the resources available to you. It is also important to note that one or more tools can be used as part of the one engagement process for a particular phase or at different phases. The menu is by no means exhaustive and you should not feel limited to the range of tools that are listed.

In deciding what tools to use you should ask yourself the following questions:



- ☐ What is the purpose and scope of the engagement and consultation?
- ☐ Have you defined your engagement objectives?
- ☐ What is the planning context of the proposal?
- ☐ What engagement techniques are suitable for each stakeholder?
- ☐ What is the planning proposal budget, resources and skills and availability required to deliver your strategy?
- ☐ Have you considered specific tools for engagement with Special Interest Groups and Aboriginal and Torres Strait Islander People? If so, there may be a need to appoint a specialist engagement consultant in this field.

Key matters for consideration as part of this step include:

- a. What can realistically be delivered within your budget?
- b. Hidden and additional costs such as hire fees, catering etc.
- c. Whether external resources/expertise are needed
- d. Team availability
- e. Whether the engagement tools under consideration will deliver the data that you need and in a useable way
- f. How you will evaluate the data and the time/cost involved
- g. How you will let participants know the objectives and scope of the engagement
- h. Balanced feedback ie. ensuring participants' influence is commensurate with their level of interest and impact
- i. Building in tolerance, respect, and conflict management
- j. Trust, safety and independence
- k. Risk assessment and mitigation
- l. How the planning proposal fits into a whole – how to deal with multiple planning processes, consultation fatigue, cumulative impacts etc.
- m. Ongoing evaluation and updating of your engagement strategy (to address emerging issues etc.)
- n. How to deal with proposal changes and revisions
- o. How to express the negotiables in communications
- p. A balance between accessibility (of language for example) and technical accuracy
- q. Capturing details of participants early in the process for further/future engagement especially in relation to Special Interest Groups
- r. Consideration of your engagement messaging as well as key risks and mitigation strategies to deal with each



It is also important at this stage to give early consideration for how you will document your engagement outcomes. While this does not necessarily need to form part of your Engagement Strategy and will be undertaken primarily at **Step 4 – Implement and Document**, key questions to ask yourself at this stage include:



- ☐ Have you considered how you will follow up with your stakeholders/community after the engagement process is complete?
- ☐ Have you considered how you will document the engagement process?
- ☐ Have you provided for document retention in accordance with statutory requirements?
- ☐ Have you considered how you will provide the engagement outcomes reporting to the community?
- ☐ Have you considered how you will make the information in a community engagement report accessible to the community?

## SPECIAL INTEREST GROUPS

It is important to note that typical engagement techniques you may use for other stakeholders may not be appropriate for Special Interest Groups. Key considerations for engaging Special Interest Groups include:

- a. Identify local representatives/community groups to ensure engagement processes are suitable and provide opportunities for all individuals to participate.

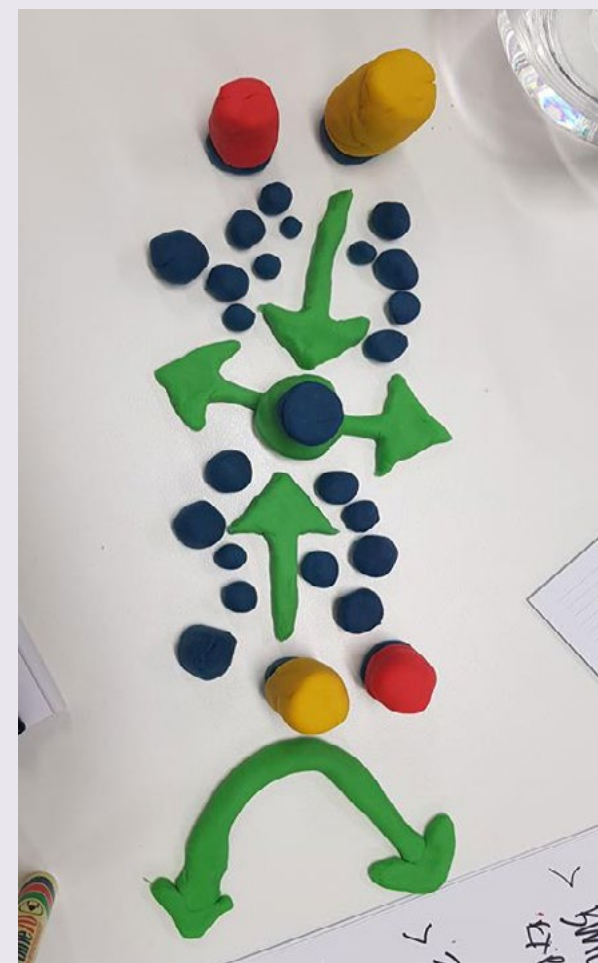
These groups will also be helpful in testing your engagement approach as well as promoting events through their established channels.

- b. Consider the barriers faced by specific special-interest groups and build engagement activities around these. For example, if transport is an issue, consider venues which are highly accessible.
- c. Use inclusive and simple language that reflects the community as well as respectful information.
- d. Avoid jargon and be careful not to use language that alienates individuals.
- e. In some circumstances, consider recognising or rewarding people for participating in engagement.
- f. Host smaller, community-specific events to enable greater participation.
- g. Build on existing relationships and networks and partner with community leaders as part of the engagement.

In addition to the above, specific techniques and suggestions for engaging with these groups are presented overleaf.

Note this summary is a high-level overview only with further resources on how to engage with Special Interest Groups listed in the 'Related Resources' section (**Section 5.0**).

Importantly, where you have identified a Special Interest Group and the degree of complexity in reaching out to them is high, you should consider bringing in a specialist consultant.



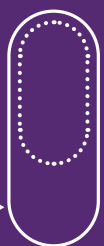


Table 4. High-Level Principles for Engagement with Special Interest Groups

Special Interest Group	Additional Considerations for Engagement Strategy and Implementation
<b>Culturally and Linguistically Diverse Groups</b>	<ul style="list-style-type: none"> <li>– Consider translating engagement material</li> <li>– Undertake cultural awareness training prior to engagement</li> <li>– Where possible, have bilingual staff present to translate material and answer queries</li> <li>– If group work is planned, consider whether it is appropriate for it to be mixed-gender, mixed-age, a mix of cultural groups etc.</li> </ul>
<b>Younger People</b>	<ul style="list-style-type: none"> <li>– Consider scheduling engagement activities during established community or youth events to maximise participation</li> <li>– Consider innovative engagement techniques which would appeal to a younger demographic (e.g. social media apps)</li> </ul>
<b>Older People</b>	<ul style="list-style-type: none"> <li>– Consider utilising more familiar styles of engagement</li> <li>– Be conscious of access and use of technology and online platforms.</li> <li>– Consider if the audience has particular communication needs</li> <li>– Consider appropriate timing and location of events</li> </ul>
<b>People with Disabilities</b>	<ul style="list-style-type: none"> <li>– Consider the timing, location and layout of events – ensure areas are accessible and information is presented in an accessible way</li> </ul>
<b>Disadvantaged and Homeless People</b>	<ul style="list-style-type: none"> <li>– Be aware of literacy and numeracy levels</li> <li>– Provide ways for people to participate for free</li> <li>– Provide opportunities to meet during a meal time and provide a light meal or refreshments</li> </ul>
<b>Trauma Affected People (or Engagement which targets particularly sensitive or distressing subjects)</b>	<ul style="list-style-type: none"> <li>– Engage with local recovery officers regarding the engagement approach</li> <li>– Consider that larger engagement events may not be suitable if people do not feel comfortable sharing stories or feedback regarding matters which have impacted their lives so greatly – one-on-one or small group engagement may be more suitable</li> <li>– Undertake specific training in engaging with communities in distress and disaster recovery. This should include identifying distress in participants (behaviours) and potential responses.</li> <li>– Prepare a Duty of Care Plan prior to engagement.</li> </ul>

## ABORIGINAL AND TORRES STRAIT ISLANDER GROUPS

Key considerations for engaging with Aboriginal and Torres Strait Islander people include:

- Work in partnership with organisations that work with, or represent, Aboriginal and Torres Strait Islander communities to organise and deliver the engagement.
- Understand cultural, social and political context/s – locally and more broadly.
- Test your engagement approach with a local representative who understands the community in terms of appropriateness.
- Communicate effectively and respectfully
- Employ culturally appropriate behaviour (and ideally undertake cultural awareness training).
- Consider the location and timing of engagement (provide multiple opportunities for engagement and be conscious of cultural or family events through local representatives)
- In some circumstances, consider recognising or rewarding people for participating in engagement.

Further information regarding engagement with Aboriginal and Torres Strait Islander people is provided by the Department of Planning, Lands and Heritage. Additional resources are further provided at **Section 5.0**.





## PROPONENT-LED ENGAGEMENT

It is increasingly common and best practice for proponents to undertake their own engagement as part of planning proposals. Proponent-led engagement can make a valuable contribution to planning proposals and deliver benefits in developing trust and credibility between a proponent and community or stakeholder group. It can also provide an opportunity for a proponent to communicate its vision and objectives first-hand, in a consultative forum.

Proponent-led engagement should ideally occur early in the planning process to help inform concept design and it is commonly undertaken during statutory advertising processes in addition to minimum requirements. Where possible and budget and resources permit, it should be independently led and be informed by the resources provided within this Toolkit.

It is also recommended an Engagement Strategy is prepared (having regard for this Toolkit) and is discussed with key decision-makers prior to undertaking the engagement. This will assist in promoting awareness, understanding and a level of support for the process. It will also allow you to explore opportunities for the outcomes of the engagement to form part of the decision-making process.

Where proponent-led engagement is required through a statutory mechanism of a decision-maker, or is agreed to in-principle as part of the preparation of the Engagement Strategy, it should be considered by statutory authorities as part of the assessment and decision-making process. Through this process, consideration should be given as to the level of consideration the proponent-led engagement is given in comparison to the outcomes of statutory advertising.

### Key Inputs into Engagement Strategy for Step 3 – Design:

- ☐ Identification of engagement action plan (identified tools to be used for each stakeholder)
- ☐ Summary of key messages for engagement
- ☐ Identification of potential risks and mitigation strategies to address each

This relates to **Section 4, 5 and 6** of the Engagement Strategy template at **Appendix A**



## PREPARING YOUR ENGAGEMENT STRATEGY



Following completion of Steps 1, 2 and 3, you will be able to prepare and finalise your Engagement Strategy.

This will be an important document to facilitate alignment between engagement goals, actions and outcomes and will give certainty to your process. It will also help you to stay on track with respect to resources, time and budget.

Consideration should be given to having the Strategy endorsed by decision makers. This will be highly dependent on the nature of the planning process but where appropriate can help to ensure it represents a commitment to an engagement process and its contribution to the decision-making framework.

The form and extent of your Engagement Strategy should reflect the scale and complexity of the proposal and decision being made (refer to the IAP2 spectrum at **Table 1**).

As identified in Steps 1-3, an example template for an Engagement Strategy is provided at **Appendix A**, in addition to further tools and guidance to enable you to prepare. In summary, the key components of the Engagement Strategy will include:

- Identification of the planning outcome or decision being sought
- Identification of the planning process
- Context analysis
- Stakeholder Identification and Analysis
- Engagement action plan (identified tools to be used for each stakeholder)
- Key messages for engagement
- Potential Risks and Mitigation Strategies



# **Developing your Engagement Outcomes Report**





## STEP 4 - IMPLEMENT AND DOCUMENT

This step involves the implementation of your Engagement Strategy. It also involves documenting the feedback you receive in a comprehensive, considered and transparent manner.

### IMPLEMENT

This step will involve the organisation of your engagement activities and preparation of your engagement content. For example, this may involve the development and execution of your survey or organisation and facilitation of your focus group or workshop.

Wherever your engagement sits on the IAP2 spectrum, trust will be integral to your success. Depending on whether you are a decision-maker or a proponent, you will need to ask yourself:



- ☐ Is the information you present accurate and easy to understand for the layperson?
- ☐ Are changes to the proposal likely? Is it appropriate to foreshadow these potential changes, and if so – how?
- ☐ What if the feedback you receive is not what you expected/wanted to hear?
- ☐ What is negotiable and what is fixed?
- ☐ How and will feedback genuinely be considered in decision making?

### ENGAGEMENT CONTENT

Whether it is written, visual or online-based needs to be accessible, easy-to-understand and delivered in a range of easy-to-digest forms. The use of planning jargon and acronyms should be avoided where possible, with the plain language and graphics/animations used where possible to ensure stakeholders understand the information.

It is important to recognise that many people are time-poor and therefore presenting engagement material in a concise and accessible way will be critical to maximise participation.

In preparing your engagement content, the following matters should be considered:

- a. Keep your audience and engagement tool in mind. All content should be succinct, authentic and tailored to the specific audience and planning proposal. Text heavy documents, difficult language, acronyms etc. will lose your audience and decrease participation.
- b. Structure content so that information is provided in easily readable sections. Where information is accessed online, provide it in 'pieces' that are clearly referenced and can be easily downloaded or printed.
- c. If a written document is prepared, consider providing multiple formats for it. For example, if you are preparing a more detailed Frequently Asked Questions booklet for a complex planning proposal, consider also providing a 2 to 3-page summary, with the key elements clearly presented.
- d. Ensure material is available across a variety of platforms – laptop, tablet and mobile screens.
- e. Communication through graphics and videos (including animations and 3D) can be an effective medium for communicating complex ideas.
- f. Make it easy for participants to provide feedback and think about complex planning challenges and issues. Ensure questions are focused on the negotiable (and not fixed) elements of a planning proposal. Most people respond better to specific questions than to broad, strategic questions.

A plain language guide is provided at **Appendix D**. This highlights key planning terminology which can be difficult to understand by the general community, with recommendations on how to communicate these terms in a simpler manner.

Once your materials are finalised, key considerations for implementing your engagement activities include:

- a. Explain where the proposal fits in – to an overall process, the planning framework and how decisions are made
- b. Deal with difficult issues – do not defer them or hope participants do not notice
- c. Remain open rather than defensive
- d. Predict likely questions and issues, and ensure responses are available
- e. Ensure consistency of response across your project team
- f. Consider your venue – conducting engagement at or close to the proposal or development site is preferable, as people are able to relate to the proposal more directly and instantly.
- g. Consider neutral facilitators, venues and the like
- h. Establish a protocol for dealing with conflict
- i. Create safe platforms and spaces where bullying and aggression is not tolerated
- j. Build in avenues for further information and contact
- k. Show patience in explaining difficult concepts and ideas
- l. Use language (including body language) that is welcoming and accessible
- m. Ensure that renders and other representations are accurate and representative
- n. Develop and explain your process for how feedback feeds into decision making and how decisions will be conveyed to participants



## DOCUMENT

This step will also involve documenting the engagement outcomes.

Engagement is only valuable when it achieves its goal. If your engagement is intended to Consult, Involve or Collaborate, you need to ensure that your engagement results in useable, representative and valid data. You will need to ensure that feedback is appropriately considered and analysed too. Without this, effective decision making will be compromised.

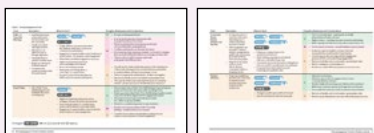
To aid your post-engagement review and analysis you will need to track and record the results of your engagement as it unfolds. This can be reflected in your ultimate outcomes reporting (refer to **Appendix B** of this Toolkit). The manner of tracking/recording will vary according to the engagement tool you use and whether your data is quantitative or qualitative. Generally, as a minimum you should always record:

- Participation: who and how many participants, potentially including a summary of specific stakeholder groups.
- Key issues and topics raised.
- Differences in views and ideas between stakeholder groups and communities.

### Key Inputs into Engagement Outcomes Report for Step 4 – Implement and Document:

- ☐ Raw feedback data from engagement (eg. Survey responses, feedback forms, workshop minutes) to inform collation and analysis

This relates to the appendices of the Engagement Methods template at **Appendix B**.





## STEP 5 – LEARN AND OUTCOME

This step involves the review and analysis of feedback received during your engagement process through the preparation of an Engagement Outcomes Report.

A template for the preparation of Engagement Outcomes Report and further tools is provided at Appendix C.

In considering and analysing feedback received, key factors to consider and report on may be:



- ☐ What is the impact of the planning proposal on the submitter?
- ☐ Whether there is a significant disparity in views between different stakeholder groups. If so, what are the views of each group and what may be the drivers?
- ☐ Whether there were particular views of 'communities of interest' which differ from the 'community of place'.
- ☐ Whether the views of some stakeholders may not be particularly valid or relevant due to the commensurate level of impact.
- ☐ Whether there were key themes to emerge from the engagement – which may involve numerous tools and processes.
- ☐ Whether it would be useful to present the feedback and findings in a more qualitative manner, such as charts or graphs.
- ☐ How to analyse particular feedback according to the stakeholder and phase of the engagement process or planning process.
- ☐ The performance of the engagement measured against your engagement plan objectives.

When designing and analysing engagement, consideration should be given not only to 'communities of place' but also 'communities of interest' as defined in **Section 3.3** of this Toolkit.

For example, proposals impacting areas of regional or tourist significance should not only involve communities living or working nearby but should be mindful of the significant community of interest which frequents these areas on a regular basis because of the regional nature of these areas. Given this high level of interest, it is important to acknowledge that their feedback is valid and should be considered in the decision-making process.

In order to determine how to analyse feedback from each community, consideration should be given to the matters raised by each community with an assessment undertaken as to whether the matter raised is valid in the context of its relative level of impact to the individual or group.

Tool 2 of **Appendix C** provides further guidance on how to consider and analyse feedback received depending on the proposal type and issues raised.

This guidance is provided for both local planning proposals (Local Planning Strategies and Schemes, Structure Plans, Precinct Structure Plans or Local Development Plans) and development applications. It provides guidance on how you could consider certain issues raised according to whether the submitter or participant is a community of place, community of interest or Government stakeholder.

### Key Inputs into Engagement Outcomes Report for Step 4 – Implement and Document:

- ☐ Summary of engagement methodology (noting any changes from the Engagement Strategy)
- ☐ Key Findings and Themes
- ☐ Identification of Next Steps in terms of communicating feedback and applying it to planning decision-making

This relates to Sections 1, 2, 3, 4 and 5 of the Engagement Outcomes Report template at **Appendix C**.





## PREPARING YOUR ENGAGEMENT OUTCOMES REPORT



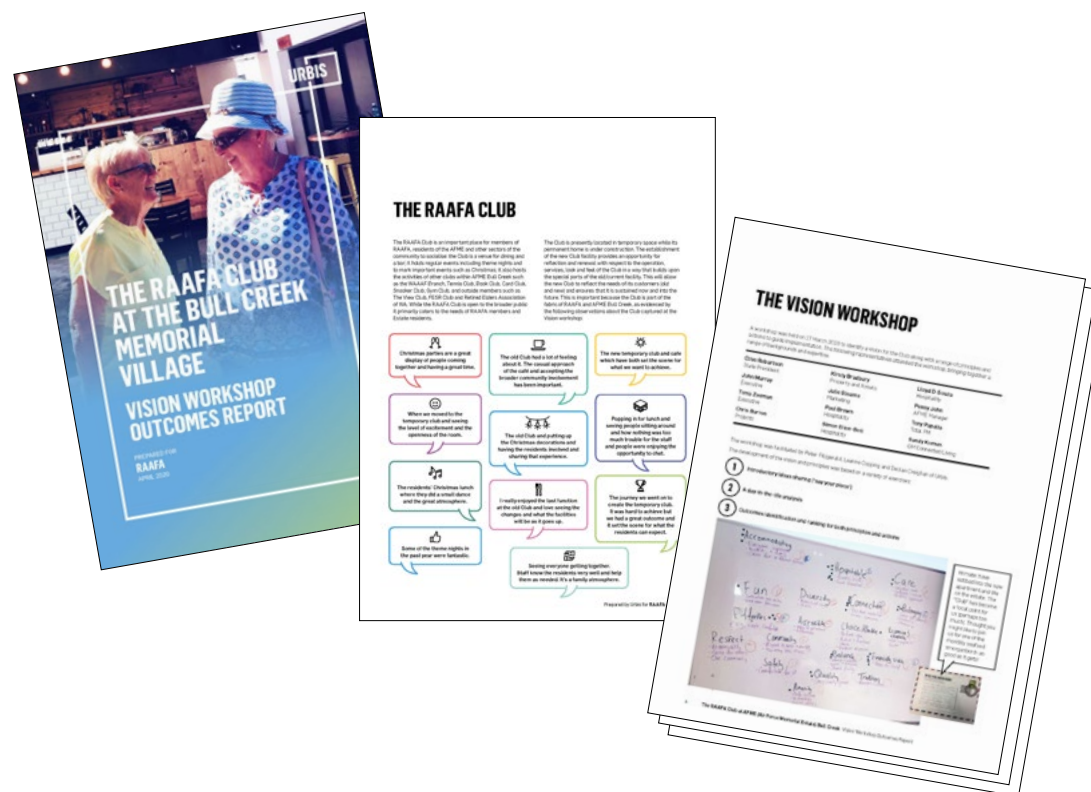
Following Steps 4 and 5, you can prepare and finalise your Engagement Outcomes Report. The detail provided within the report will vary dependent on the scale and complexity of the engagement process and proposal. For example, it may form part of a report to Council, it may form part of a broader 'visioning document' or it could be a standalone Engagement Outcomes Report.

The Engagement Outcomes report will need to clearly outline:

- The broader context of the planning proposal.
- The objectives of the engagement process and feedback being sought.
- The identified stakeholders, their level of interest and influence in the planning proposal.
- The phases of the planning proposal/ engagement process and the specific detail of the activities delivered (format, date, time, location, attendance etc.).
- An analysis of the data collected during the engagement. The level of detail will vary here dependent on the planning proposal – it may be as simple as documenting key themes to emerge, through to providing specific percentages of responses.
- An explanation of how the feedback has (or will be) used to inform the decision-making process.
- An overview of next steps to the engagement process.

**Appendix C** provides a template report to provide guidance on how to document engagement outcomes.

Similar to the Engagement Strategy, this should be commensurate to the proposals level of contention and complexity – for example, a more succinct summary or report may be suitable for a minor planning proposal/ engagement process, and a more detailed report may be suitable for a more complex proposal where multiple stakeholders have an interest and a variety of engagement processes are undertaken.





## STEP 6 – INFLUENCE

This step involves consideration of how the engagement has informed decision-making as well as reflection on the process undertaken. It also involves closing the loop and informing stakeholders and participants of both the engagement outcomes, but also the planning decision.

It is important to provide feedback to participants of an engagement process. If you are asking stakeholder and community members to offer their valuable time and feedback, you must recognise this by keeping them informed through the planning proposal and engagement process, including about the decision made. It is also best practice to continue this through the life of a planning proposal (eg. through the construction phase).

It is vital to communicate the feedback received through engagement processes to participants in a timely manner so they can see how their views were interpreted and what key themes and feedback emerged more broadly.

Key information that should be presented to participants includes:

- What feedback was received through the engagement process.
- How input has been (or will be) used to inform the planning decision-making process.
- The next steps of the planning proposal.
- Timeframes for a planning decision or outcome.
- Details about future opportunities for input.



## 5.0 Related Resources

This section provides links to a range of documents, organisations and exemplars that you may find useful to refer to when preparing your Engagement Strategy.

### 5.1 Where to learn more

International Association for Public Participation.  
<https://www.iap2.org.au/>

Project for Public Spaces.  
<https://www.pps.org/>

Department of Planning, Lands & Heritage.  
*State Planning Policy 7 - Design of the Built Environment.*  
<https://www.dplh.wa.gov.au/>

Single Digital Presence. *Writing Plain English.*  
<https://www.singledigitalpresence.vic.gov.au/writing-plain-english>

Town Team Movement.  
<https://www.townteammovement.com/town-teams/>

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#### 5.1.1 Special-interest Group Resources

##### ABORIGINAL AND TORRES STRAIT ISLANDER

Australian Government.  
*Communicating with Aboriginal and Torres Strait Islander Audiences.*  
<https://www.pmc.gov.au/resource-centre/indigenous-affairs/communicating-aboriginal-and-torres-strait-islander-audiences>

Australian Government.  
*Engagement with Indigenous communities in key sectors.*  
<https://www.aihw.gov.au/getmedia/c3d74d39-0ded-4196-b221-cc4240d8ec90/ctgc-rs23.pdf.aspx?inline=true>

Australian Indigenous HealthInfoNet.  
*Aboriginal and Torres Strait Islander peoples engagement Toolkit 2012.*  
<https://healthinonet.ecu.edu.au/key-resources/resources/23754/>

##### YOUTH AND OLDER PEOPLE

*TBC- Previous links were 'file not found' when tested.*

##### PEOPLE FROM CULTURALLY AND LINGUISTICALLY DIVERSE BACKGROUNDS

Department of Local Government, Sport and Cultural Industries. Office of Multicultural Interests.  
*Engaging Culturally and Linguistically Diverse Communities.*  
<https://omi.wa.gov.au/resources-and-statistics/publications/publication/engaging-culturally-and-linguistically-diverse-communities>

### 5.2 Links to exemplars

City of Armadale.  
*Armadale City Centre Structure Plan and Car Parking Strategy.*  
<https://www.armadale.wa.gov.au/armadale-city-centre-structure-plan-and-car-parking-strategy>

DevelopmentWA.  
*Claremont on the Park.*  
<https://developmentwa.com.au/projects/residential/claremont-on-the-park/overview>

City of Cockburn.  
*Cockburn Coast District Structure Plan.*  
<https://www.cockburn.wa.gov.au/Building-Planning-and-Roads/Town-Planning-and-Development/Current-Development-Projects/Cockburn-Coast>

Department of Planning, Lands & Heritage.  
*Design WA.*  
<https://www.dplh.wa.gov.au/designwa>

City of Fremantle.  
*Freo Alternative.*  
<https://www.fremantle.wa.gov.au/smallhousing>

City of Fremantle.  
*Freo 2029 Transformational Moves.*  
<https://www.fremantle.wa.gov.au/council/key-council-strategies/freo-2029-transformational-moves>

City of Vincent.  
*Help Shape The Future of Vincent.*  
<https://imagine.vincent.wa.gov.au/>



# 6.0 Glossary

**Community of place:** where people identify with a defined geographical area e.g. a local government area, a housing area or neighbourhood.

**Community of interest:** where people share a particular experience, interest or characteristic with a place or area such as a tourist area, activity centre, areas or places that bring together a certain demographic or group such as young people, religious groups, older people, people with a disability, migrant groups, community or sporting groups<sup>4</sup>.

**Consultation:** involves obtaining community feedback on proposals. References to consultation within this Toolkit generally refers to mandatory obligations under statutory legislation.

**Discretion:** The ability for decision-makers to vary or set-aside development standards, clauses and provisions. Sometimes the extent of discretion is capped and sometimes it is open-ended.

**Duty of Care Plan:** A Duty of Care Plan acknowledges that, when undertaking engagement, there is a standard of care you are obliged to deliver to participants. That standard of care is that no harm comes to those who participate in the research we conduct, to a standard that is reasonably practical.

In the case of particularly sensitive or distressing subjects, it includes providing access to support services when needed. However, it is noted that a clear line is drawn between (1) providing counselling or advice relating to the topic, and (2) information about how to access that counselling or advice. It is our role as researchers to provide the latter and not the former. As such, a Duty of Care Plan should incorporate the following elements:

- Obtaining informed consent from the appropriate parties.
- Acknowledging the sensitivity of the subject with participants at the commencement of the research.

- Ensuring at the commencement of the research that it is understood there is no obligation to participate.
- Providing permission to immediately cease engagement if the respondent becomes distressed at any time and that there is no obligation to continue or complete the research task.
- Ensure that all researchers participating and supporting research sessions are familiar with safety protocols and Mental Health First Aid guidelines.
- Providing additional information about the evaluation that can be accessed by the participant, if so desired.

**Engagement:** is a broader and ongoing process of sharing information with the community and seeking its feedback, with the purpose of involving the community in the process of decision-making<sup>5</sup>. References to engagement within this Toolkit generally refers to engagement undertaken outside of statutory/mandatory obligations.

**Engagement Outcomes Report:** A document that contains, summarises and analyses/interprets the results of an engagement process.

**Engagement Strategy:** A document that outlines your process for engagement, addressing the 6 steps outlined in this Toolkit.

**Participant:** A person, people or group that is engaged with as part of your engagement process. The range of participants should reflect identified stakeholders.

**Performance-based planning:** planning that promotes and rewards good design through incentives and flexibility rather than prescriptive controls

**Statutory and Non-Statutory Engagement:** Statutory engagement refers to mandatory advertising required by a statute such as in a Local Planning Scheme and the Planning and Development (Local Planning Schemes) Regulations. In the case of statutory engagement, the minimum timeframe and method is usually defined. Non-statutory engagement refers to engagement over-and-above any statutory requirement. In some cases, non-statutory engagement

expectations may be outlined in a policy (such as a local planning policy).

**Special interest groups** (or commonly referred to as hard-to-reach or seldom heard groups) are those which experience multiple barriers to participating in engagement.

**Stakeholder:** someone who will be affected by a planning proposal or who has the potential to affect the success of a planning proposal.

**Qualitative:** Information and analysis that examines why participants think the way they do, their behaviours and reactions at a subjective level based on observation and the considered exploration of different perspectives.

**Quantitative:** Non-subjective volume-based information and analysis, usually yielding mathematical data - for example, a formula is applied to measure how many participants agree with a particular outcome.

# 7.0 References

This Toolkit has been developed utilising best practice guidance from a range of other approaches from around Australia. The key references, with thanks, are as follows:

City of Canterbury-Bankstown – *Community Engagement Policy, Community Engagement Framework and Our Diverse City*. Available at: <https://haveyoursay.cbcity.nsw.gov.au/community-engagement-policy> and [https://issuu.com/cbcity/docs/our\\_diverse\\_city\\_Toolkit](https://issuu.com/cbcity/docs/our_diverse_city_Toolkit)

City of Greater Bendigo – *Community Engagement Guidelines and Toolkit*. Available at: [https://www.bendigo.vic.gov.au/sites/default/files/2016-11/Community\\_Engagement\\_guidelines\\_and\\_Toolkit\\_2016\\_ECM3377622.pdf](https://www.bendigo.vic.gov.au/sites/default/files/2016-11/Community_Engagement_guidelines_and_Toolkit_2016_ECM3377622.pdf)

Government of Australia: Department of Industry, Innovation and Science – *A Guide to the Right Engagement*. Available at: <https://www.industry.gov.au/sites/default/files/2019-11/guide-to-the-right-engagement.pdf>

Government of Queensland: Department of Infrastructure, Local Government and Planning – *Community Engagement Toolkit for Planning*. Available at: <https://dilgpprd.blob.core.windows.net/general/CommunityengagementToolkit.pdf>

International Association for Public Participation – *Public Participation Spectrum and Core Values*. Available at: <https://www.iap2.org.au/resources/iap2-published-resources/>

Wellington City Council *Significance and Engagement Policy* (June 2018). Available at: [https://wellington.govt.nz/~/\\_media/your-council/plans-policies-and-bylaws/plans-and-policies/a-to-z/significance-engagement/significance-engagement-policy.pdf](https://wellington.govt.nz/~/_media/your-council/plans-policies-and-bylaws/plans-and-policies/a-to-z/significance-engagement/significance-engagement-policy.pdf)

More specific detail and guidance has been referenced within the Toolkit as applicable.

# **APPENDIX A**

## **Engagement Strategy – Further Tools**



## Tool 1 – Engagement Strategy Example Template

The following provides a recommended template for the preparation of an Engagement Strategy consistent with this Toolkit. The template can be tailored towards the specific scale, nature and complexity of planning proposal you are dealing with, such as:

- A more straight-forward, summary Engagement Strategy document may be suitable for a proposal or change to the planning framework which may be minor and not warrant an extensive engagement process. This process may include informing certain stakeholders rather than obtaining a wide range of feedback from multiple stakeholders.
- A more detailed Engagement Strategy report may be suitable to guide a more complex planning proposal or engagement process. This may include a new structure or activity centre plan, a scheme amendment which may result in a change to the local area or a new State Planning Policy. This process will likely include a number of stakeholders and a range of engagement activities at multiple stages of the planning proposal which would warrant a detailed Engagement Strategy.

The following template can be tailored to suit either of the above circumstances, however it is recommended each addresses the following items in some form.

Section	Suggested Detail				
1. Introduction	<ul style="list-style-type: none"><li>• Introduce planning proposal and planning outcome/decision being sought.</li><li>• Engagement Strategy objectives.</li><li>• Engagement Opportunities and Considerations.</li><li>• Detail planning approval or outcome process.</li></ul>				
2. Context Analysis	Provide key outcomes of context analysis including a summary of key components discussed in the Toolkit such as political context, demographic profile, previous engagement undertaken.				
3. Stakeholder Analysis	Include an analysis of key stakeholder and their level of interest and influence and potential engagement method/ activity. An example could include:				
	Stakeholder	Interests/ concerns/ issues	Level of interest (low/mod/high)	Level of influence (low/mod/high)	Potential engagement activity
4. Engagement Strategy or Action Plan	Detail each engagement activity and include details such as stakeholder group, timing, location, details.				
5. Key Messages	<ul style="list-style-type: none"><li>• Detail key messages and themes which will form the basis for the engagement.</li><li>• Specify the negotiables and non-negotiables.</li><li>• Outline key themes or issues that may arise and need to be dealt with through the engagement.</li><li>• Consider Q&amp;A's or a detailed discussion guide to frame the engagement process/es.</li></ul>				
6. Risks and Mitigation Strategies	Outline key planning proposal and engagement risks and mitigation strategies to ensure the planning proposal and engagements stays on track. An example could include:				
	Risk	Stakeholder/s Potentially Impacted		Mitigation Strategies	
Appendices	<ul style="list-style-type: none"><li>• Depending on your planning proposal and engagement strategy, this may include:</li><li>• Discussion guides for various engagement activities.</li><li>• Run sheets to guide internal organisation and communication.</li><li>• Floor plans of engagement locations/venues and set up of material (bump in/bump out schedule).</li><li>• Engagement materials such as FAQ's, posters, website content.</li></ul>				

## Tool 2 – Stakeholder Mapping – factors to consider

Table 5. Stakeholder Mapping: Factors to Consider

Stakeholder Mapping Element	Factors or Questions to Consider	Ranking Tool for Stakeholder Analysis Matrix
▶ <b>Interest/Concern/issue</b>	<p>What is their interest, concern or potential issue with the planning proposal? Think of specific topics – will it be local amenity impacts (traffic, noise), perhaps competitive reasons (eg. retail), or is it an interest group targeting a specific issue?</p> <p>What would likely be their immediate response to the proposal?</p> <p>Are they likely to significantly support or oppose the proposal, or are they likely to be indifferent?</p>	List individual issues/interests
▶ <b>Level of Interest</b>	<p>What is their level of interest in the planning proposal – is it low, moderate or will they have a high level of interest?</p> <p>Is there benefit in targeting those with a low level of interest to provide a more balanced view of the proposal?</p>	<p>Low</p> <p>Moderate</p> <p>High</p>
▶ <b>Level of Influence</b>	<p>What is their level of influence on the planning decision-making process – low moderate or high? This will assist in analysing feedback following consultation and engagement.</p> <p>For example, assessing authorities and decision-makers will have a high level of influence in the decision-making process. Community opposition may be moderate – as although they do not have decision-making powers, they often have the ability to influence decision-makers.</p>	<p>Low</p> <p>Moderate</p> <p>High</p>
▶ <b>Level of Priority and Engagement/ Consultation Method</b>	<p>With the above in mind, what is the level of participation that is suitable for the stakeholder, to guide the selection of your level of engagement (according to the IAP2 Public Participation Spectrum).</p> <p>Consideration should also be given to the level of priority of each stakeholder – should high priority stakeholders be engaged first, and in a particular manner?</p>	<p>Inform</p> <p>Consult</p> <p>Involve</p> <p>Collaborate</p> <p>(Refer <b>Table 1</b>)</p>










The Engagement Strategy template (**Tool 1** of this appendix) provides an example format for the stakeholder analysis section above.

# **APPENDIX B**











## **Engagement Methods**



Table 6. Potential Engagement Tools<sup>a</sup>

Tools	Description	When to Use It	Strengths, Weaknesses and Considerations	
Public or Town Hall Meetings	<ul style="list-style-type: none"> <li>– A gathering between proponents and/or decisionmakers and the community</li> <li>– Usually associated with large numbers</li> <li>– Attendance can either be open or through registration</li> <li>– Generally held in a neutral or trusted venue</li> <li>– Based on a structured, facilitated agenda</li> <li>– Comments and questions usually invited from participants</li> </ul>	<div> <div>Inform </div> <div>Consult </div> </div> <div> <div>\$   </div> </div> <ul style="list-style-type: none"> <li>– A large, defined community that prefers this relatively well-known tool to more contemporary participation</li> <li>– Engagement is required within a short timeframe or at short notice – for example, crisis management</li> <li>– Where there are limited engagement resources</li> <li>– Higher-level planning instruments such as strategies and schemes</li> <li>– Non-controversial proposals</li> <li>– Participants aren't being asked to solve major or complex issues</li> <li>– As part of a suite of tools that allow for further and more inclusive participation</li> </ul>	<b>S</b>	<ul style="list-style-type: none"> <li>– An open and transparent forum</li> </ul>
			<b>W</b>	<ul style="list-style-type: none"> <li>– It can be hard to generate interest especially if people feel they won't be heard</li> <li>– Risk of excluding seldom-heard groups and people who don't like public speaking/forums</li> <li>– Confident participants can dominate discussion</li> <li>– Emotional responses and 'group mentality' can be hard to manage – they can make it difficult to deliver your message and skew data</li> <li>– There is a risk of conflict between passionate participants with different views</li> </ul>
			<b>C</b>	<ul style="list-style-type: none"> <li>– You will need to clearly explain the purpose of the meeting, how it fits into the planning process and next steps (to participants)</li> <li>– A neutral facilitator will help to keep things on track</li> <li>– This tool can generate media interest – positive and negative</li> <li>– Plan how to identify and record useable, representative data</li> <li>– The capacity of the venue must match the level of community interest – people don't want to feel like they have missed out</li> </ul>
Round Tables	<ul style="list-style-type: none"> <li>– Like a Public/Town Hall Meeting but with facilitated discussion in small groups</li> </ul>	<div>Consult </div> <div> <div>\$-\$   </div> </div> <ul style="list-style-type: none"> <li>– Higher-level planning instruments such as strategies, schemes and policy development</li> <li>– If you want participants to consider issues and provide feedback in reasonable detail</li> <li>– Engagement is required within a short timeframe/ at short notice i.e. crisis management</li> </ul>	<b>S</b>	<ul style="list-style-type: none"> <li>– More inclusive (than a Public/Town Hall Meeting) of special-interest groups and those who don't enjoy public speaking/forums</li> <li>– Better opportunity (than Public/Town Hall Meeting) to gather useable, responsive feedback aligned with the engagement purpose</li> <li>– The 'issues focussed' approach limits the potential for conflict or a group mentality</li> <li>– Allows for a considered approach to issue resolution</li> </ul>
			<b>W</b>	<ul style="list-style-type: none"> <li>– Requires more resources than a Public/Town Hall Meeting – multiple facilitators for example</li> </ul>
			<b>C</b>	<ul style="list-style-type: none"> <li>– Consider how to achieve representative participation and ensure non-participants do not feel marginalised</li> </ul>

Tool Legend    \$\$\$ Cost  In-person  Online  Telephone













Tools	Description	When to Use It	Strengths, Weaknesses and Considerations	
Community Events, Display Sessions and Pop Ups	<ul style="list-style-type: none"> <li>– A temporary place or event that uses active, interesting ways to achieve awareness and seek comment</li> <li>– Often imaginative and innovative – outdoor displays, sausage sizzles, graffiti walls, art-planning proposals and shop-fronts are all examples</li> <li>– Staged in local venues such as council offices, libraries, community centres or shopping centres</li> </ul>	<div> <div>Inform </div> <div>Consult </div> </div> <div> <div>Involve </div> <div>Collaborate </div> </div> <div> <div>\$\$-\$\$\$ </div> </div> <ul style="list-style-type: none"> <li>– If there are complex issues to be explained and explored</li> <li>– When building ongoing trust and interest with your community is important</li> <li>– You want to reach a lot of people, including those who you wouldn't normally expect to participate</li> <li>– Proposals that would benefit from local knowledge and qualitative data</li> </ul>	<b>S</b>	<ul style="list-style-type: none"> <li>– One-on-one interaction – participants can readily ask questions and raise concerns</li> <li>– Highly inclusive – including of people unused to participating</li> <li>– Builds ongoing trust/interest in proposals, people and process</li> </ul>
			<b>W</b>	<ul style="list-style-type: none"> <li>– Can be resource intensive – several facilitators may be needed</li> </ul>
			<b>C</b>	<ul style="list-style-type: none"> <li>– Facilitators must be mindful to not have their time monopolised by a small number of participants</li> <li>– Creative approaches must align with the engagement purpose and the community being engaged with</li> <li>– Plan how to identify and record useable, representative data</li> <li>– Plan for contingency – bad weather etc.</li> <li>– Run times to enable different people to access the event</li> </ul>
Tactical Urbanism	<ul style="list-style-type: none"> <li>– Temporary installations that allow the community to experience how proposed outcomes would look, feel and function</li> </ul>	<div> <div>Inform </div> <div>Consult </div> </div> <div> <div>Involve </div> <div>Collaborate </div> </div> <div> <div>\$\$-\$\$\$ </div> </div> <ul style="list-style-type: none"> <li>– Changes to public space and how it is used</li> <li>– Specific development/land use proposals</li> </ul>	<b>S</b>	<ul style="list-style-type: none"> <li>– Interactive and inclusive</li> <li>– Minimises opportunity for engagement processes to monopolised by a minority</li> <li>– Results in highly informed responses influenced by experience</li> <li>– Builds trust, community interest and longer term involvement</li> <li>– If successful, the temporary solutions may become permanent</li> </ul>
			<b>C</b>	<ul style="list-style-type: none"> <li>– Plan how to identify and record useable, representative data</li> <li>– Need to ensure that ultimate outcomes reflect the temporary ones</li> </ul>








Tools	Description	When to Use It	Strengths, Weaknesses and Considerations	
<b>Reference/Steering Groups and Expert/Specialist Panels</b>	<ul style="list-style-type: none"> <li>— A panel of experts guide decision-makers on issues across the life of a proposal</li> <li>— Participants are usually technical experts rather than community representatives</li> </ul>	<div> <div>Inform </div> <div>Consult </div> <div>Involve </div> <div>Collaborate </div> <div> <div>\$\$</div> <div></div> <div></div> </div> </div> <ul style="list-style-type: none"> <li>— Major public proposals</li> <li>— Proposals with a series of complex technical (quantitative) issues that need to be considered from a range of perspectives</li> <li>— Longer-term proposals</li> </ul>	<b>S</b>	<ul style="list-style-type: none"> <li>— Participants are knowledgeable and engaged</li> <li>— Facilitates a balanced and unemotive approach to issue resolution and trade-offs</li> </ul>
			<b>W</b>	<ul style="list-style-type: none"> <li>— Participants are knowledgeable and engaged</li> <li>— Facilitates a balanced and unemotive approach to issue resolution and trade-offs</li> </ul>
			<b>C</b>	<ul style="list-style-type: none"> <li>— There must be a clear process and terms of reference for the group/panel</li> <li>— Watch for misalignment between technical (qualitative) outcomes and community values (particularly quantitative)</li> <li>— Consider how process and outcomes will be conveyed to the community and whether broader participation is needed</li> <li>— Participation may be a paid role</li> </ul>
<b>Citizens' Panel</b>	<ul style="list-style-type: none"> <li>— Similar to Reference/Steering Groups and Expert/Specialist Panels but made up of community members</li> </ul>	<div> <div>Inform </div> <div>Consult </div> <div>Involve </div> <div>Collaborate </div> <div> <div>\$\$</div> <div></div> <div></div> </div> </div> <ul style="list-style-type: none"> <li>— Major public proposals with a series of issues that need consideration from a range of perspectives</li> <li>— Proposals where there is a high degree of public interest and impact</li> <li>— Longer-term proposals</li> <li>— Proposals that would benefit from local knowledge and qualitative data</li> </ul>	<b>S</b>	<ul style="list-style-type: none"> <li>— Facilitates a balanced approach to issue resolution and trade-offs</li> <li>— Creates long term trust and relationships</li> <li>— Creates broader knowledge of planning issues and processes</li> </ul>
			<b>W</b>	
			<b>C</b>	<ul style="list-style-type: none"> <li>— There must be a clear process and terms of reference for the panel</li> <li>— Careful facilitation is needed to ensure specific voices or issues do not dominate</li> <li>— Participants must align to the process and associated confidentiality/sensitives</li> <li>— Ensure that the participant selection will result in a representative panel</li> <li>— Consider how outcomes will be shared with the wider community</li> </ul>













Tool Legend \$\$\$ Cost In-person Online Telephone





















Tools	Description	When to Use It	Strengths, Weaknesses and Considerations	
Focus Groups and Workshops	<ul style="list-style-type: none"> <li>– A small, representative group that undertakes facilitated exercises to resolve issues and guide proposal direction at a high-level</li> <li>– There may be a single focus group or several, held simultaneously or at different times</li> <li>– Different focus groups may be created to address specific issues or represent different stakeholder groups</li> </ul>	<div> <div>Inform </div> <div>Consult </div> <div>Involve </div> <div>Collaborate </div> <div>\$\$ </div> </div> <ul style="list-style-type: none"> <li>– Major public proposals with a series of complex issues that need consideration from a range of perspectives</li> </ul>	<b>S</b>	<ul style="list-style-type: none"> <li>– Allows for in-depth conversation, explanation and view sharing</li> <li>– Can be designed to address quantitative and qualitative issues</li> <li>– An inclusive process where multiple voices are heard and conflict can be managed</li> <li>– Highly inclusive – including of people unused to participating</li> <li>– Focus groups can reconvene to test outcomes and 'close the loop'</li> <li>– Useful at many proposal phases from visioning to scenario testing</li> </ul>
			<b>W</b>	
			<b>C</b>	<ul style="list-style-type: none"> <li>– Requires a formal agenda and facilitation to achieve outcomes within a limited timeframe</li> <li>– Ensure that the participant selection will result in a representative group</li> <li>– High-level feedback delivered in a short timeframe requires interpretation and analysis</li> <li>– Consider how process and outcomes will be conveyed to the community and whether broader participation is needed</li> </ul>
Deliberative Engagement	<ul style="list-style-type: none"> <li>– Community members and subject matter experts come together to review, test and resolve issues through polling and discussion across a number of sessions</li> <li>– A base-line response to issues is obtained before the community and experts consider issues</li> <li>– Polling reoccurs to ascertain changes in view and where priorities/opportunities for trade-off lay</li> </ul>	<div> <div>Inform </div> <div>Involve </div> <div>Collaborate </div> <div>\$\$ </div> </div> <ul style="list-style-type: none"> <li>– Major planning proposals where there is a high degree of public interest and impact</li> <li>– Large design proposals where there are a variety of complex issues that need consideration from a range of perspectives</li> <li>– Proposals relating to public spaces and places</li> <li>– Proposals with quantitative issues that are best resolved through conversation</li> </ul>	<b>S</b>	<ul style="list-style-type: none"> <li>– Facilitates a balanced approach to issue resolution and trade-offs</li> <li>– Bringing experts and the community together results in a high level of trust in the process</li> <li>– Can be designed to address quantitative and qualitative issues</li> <li>– Complex issues can be fully explained and trade-offs explored, which results in better decisions</li> <li>– Highly inclusive – including of people unused to participating</li> <li>– Builds networks, relationships and ongoing involvement</li> <li>– Generates community buy-in – a direct link between participation and outcomes</li> </ul>
			<b>W</b>	<ul style="list-style-type: none"> <li>– Can be expensive and resource intensive</li> </ul>
			<b>C</b>	<ul style="list-style-type: none"> <li>– Ensure that the participant selection will result in a representative group</li> <li>– Consider how process and outcomes will be conveyed to the community</li> </ul>

Tools	Description	When to Use It	Strengths, Weaknesses and Considerations	
<b>World Cafe</b>	<ul style="list-style-type: none"> <li>– Similar to Deliberative Engagement but via single session</li> <li>– A facilitator generates discussion on a range of topics across a series of 'rounds'</li> <li>– At the end of each round, the groups are shuffled and the process recommences</li> </ul>	<div> <div>Inform </div> <div>Consult </div> </div> <div> <div>\$-\$\$   </div> </div> <ul style="list-style-type: none"> <li>– Where there are a series of issues with a variety of potential solutions that require discussion and trade-offs to resolve</li> </ul>	<b>S</b>	<ul style="list-style-type: none"> <li>– Facilitates a balanced approach to issue resolution and trade-offs through discussion and testing from a variety of perspectives</li> <li>– Promotes idea-sharing in a positive, fun and inclusive environment</li> <li>– Creates long term trust and relationships</li> <li>– Can be designed to address quantitative and qualitative issues</li> </ul>
			<b>W</b>	<ul style="list-style-type: none"> <li>– Can be resource intensive - several facilitators may be needed</li> </ul>
			<b>C</b>	<ul style="list-style-type: none"> <li>– Ensure that the participant selection will result in a representative group</li> <li>– Plan how to identify and record useable, representative data</li> <li>– Consider how process and outcomes will be conveyed to the community and whether its participation should also be sought</li> </ul>
<b>Charrette</b>	<ul style="list-style-type: none"> <li>– A design workshop</li> <li>– Brings together a multi-disciplinary team of technical experts to test and resolve design issues</li> <li>– Usually held over several sessions</li> </ul>	<div> <div>Inform </div> <div>Consult </div> </div> <div> <div>Involve </div> <div>Collaborate </div> </div> <div> <div>\$\$\$   </div> </div> <ul style="list-style-type: none"> <li>– Large design planning proposals with a series of issues and a variety of potential solutions that require discussion and trade-offs to resolve</li> </ul>	<b>S</b>	<ul style="list-style-type: none"> <li>– Facilitates a balanced approach to issue resolution and trade-offs through discussion and testing from a variety of design and technical perspectives</li> <li>– Participants are knowledgeable and engaged</li> <li>– Facilitates a balanced and unemotive approach to issue resolution and trade-offs</li> <li>– Achieves high-level issues resolution and a degree of testing within a relatively short period</li> <li>– Builds knowledge and understanding within a design team</li> </ul>
			<b>W</b>	<ul style="list-style-type: none"> <li>– Can be expensive depending on the number of participants</li> <li>– May be difficult for people to commit to the full duration</li> </ul>
			<b>C</b>	<ul style="list-style-type: none"> <li>– Ensure participants can address both qualitative and quantitative issues</li> <li>– Consider how process and outcomes will be conveyed to the community and whether wider participation is needed</li> </ul>












**Tool Legend**         \$\$\$ Cost    In-person    Online    Telephone















Tools	Description	When to Use It	Strengths, Weaknesses and Considerations	
Participatory Mapping	<ul style="list-style-type: none"> <li>– A group exercise in which a facilitator helps to draw out what is important about a place to people and this is mapped, creating a series of layers to inform planning decisions</li> </ul>	<div> <div>Inform </div> <div>Consult </div> </div> <div> <div>Involve </div> <div>Collaborate </div> </div> <div> <div>\$-\$\$  </div> </div> <ul style="list-style-type: none"> <li>– Place-based proposals such as master plans and structure plans where there is an existing community</li> <li>– Where qualitative as well as quantitative information is important to shape decisions</li> </ul>	S	<ul style="list-style-type: none"> <li>– Highly interactive and engaging</li> <li>– Utilises local knowledge and experience</li> <li>– Builds trust, buy-in and longer-term involvement</li> <li>– Direct, real-time influence from participants</li> <li>– Assists the planner/designer to understand place and its context at sophisticated level</li> </ul>
			W	<ul style="list-style-type: none"> <li>– Consider how process and outcomes will be conveyed to the community and whether broader participation is needed</li> </ul>
			C	<ul style="list-style-type: none"> <li>– Need to ensure that participant selection will result in a representative group</li> <li>– Multiple facilitators may be required depending on the size of the group</li> </ul>
Hackathon	<ul style="list-style-type: none"> <li>– A workshop that uses technology to address issues and identify solutions</li> </ul>	<div> <div>Inform </div> <div>Consult </div> </div> <div> <div>Involve </div> <div>Collaborate </div> </div> <div> <div>\$-\$\$  </div> </div> <ul style="list-style-type: none"> <li>– Where there are a series of issues with a variety of potential solutions that require discussion and trade-offs to resolve</li> <li>– Where participants are comfortable with technology</li> </ul>	S	<ul style="list-style-type: none"> <li>– Can be highly tailored to people and the purpose of the engagement, including specific issues</li> </ul>
			W	<ul style="list-style-type: none"> <li>– Not suitable for large groups</li> </ul>
			C	<ul style="list-style-type: none"> <li>– Ensure that the participant selection will result in a representative group</li> <li>– A formal agenda and facilitation to achieve outcomes within a limited timeframe is recommended</li> </ul>







Tools	Description	When to Use It	Strengths, Weaknesses and Considerations	
<b>One-on-one Interview</b>	<ul style="list-style-type: none"> <li>– A session in which an interviewer will ask (generally pre-prepared) questions of a participant</li> <li>– Results are collated from several interviews to gain representative and useable data</li> </ul>	<div> <div>Inform </div> <div>Consult </div> <div>Involve </div> </div> <div> <div>\$\$   </div> </div> <ul style="list-style-type: none"> <li>– Where the stakeholder group is small or specialist</li> <li>– If there are sensitivities that warrant one-on-one discussion</li> <li>– If there are particular issues that would benefit from discussion with specific participants</li> <li>– For special-interest participants</li> </ul>	<b>S</b>	<ul style="list-style-type: none"> <li>– Engenders trust in the process and creates networks for further input</li> <li>– Opportunity for in-depth information exchange in a comfortable forum</li> <li>– Can be designed to address quantitative and qualitative issues</li> </ul>
			<b>W</b>	
			<b>C</b>	<ul style="list-style-type: none"> <li>– Other participants may perceive they have had lesser access to the engagement process</li> <li>– Depending on the number of interviews this tool may be expensive and time-consuming</li> </ul>
<b>Surveys and Polling</b>	<ul style="list-style-type: none"> <li>– Pre-prepared, standardised questions asked of participants to gauge community sentiment</li> </ul>	<div> <div>Consult </div> </div> <div> <div>\$-\$ \$   </div> </div> <ul style="list-style-type: none"> <li>– Suitable for a wide variety of proposals where there are specific issues to be tested with the community</li> <li>– Most suitable for proposals that need quantitative data to guide outcomes</li> </ul>	<b>S</b>	<ul style="list-style-type: none"> <li>– A wide variety of implementation techniques are available – web, email, SMS, phone, face-to-face etc.</li> </ul>
			<b>W</b>	<ul style="list-style-type: none"> <li>– Data can be distorted by multiple responses from the same individual, low response rates or flooding of survey by activists</li> <li>– Less opportunity for relationship building and network creation</li> <li>– Qualitative information can be difficult to capture</li> <li>– No opportunity for detailed explanation of issues or discussion/clarification of responses</li> </ul>
			<b>C</b>	<ul style="list-style-type: none"> <li>– Can give an accurate indication of community perspectives and reactions but the survey must be designed and implemented so that data is statistically valid</li> <li>– Respondents may be anonymous or their details may be recorded – anonymous input encourages honesty but registering provides data in itself and allows contact to be maintained</li> <li>– Can be implemented quickly and at relatively low cost but analysis can be expensive and time consuming dependant on the number of responses and the nature of questions</li> <li>– Can be designed to reach a large number of people or targeted to a specific group</li> <li>– Consider how to reach special-interest groups</li> <li>– Surveys can be undertaken several times to gauge change and test outcomes</li> </ul>














**Tool Legend**          Cost    In-person    Online    Telephone





















Tools	Description	When to Use It	Strengths, Weaknesses and Considerations	
Websites	<ul style="list-style-type: none"> <li>– A dedicated site with information about a proposal</li> </ul>	<div> <div>Inform </div> <div>Consult </div> <div>Involve </div> </div> <div> <div>\$ </div> <div></div> <div></div> </div> <ul style="list-style-type: none"> <li>– Relevant to most planning scenarios</li> </ul>	S	<ul style="list-style-type: none"> <li>– May be a bespoke website or part of a standard agency website depending on purpose, publisher and scale</li> <li>– Relatively inexpensive</li> <li>– Can include information about/links to the engagement process itself</li> <li>– A range of specific tools can be included (feedback forms, fly-throughs, videos etc.)</li> </ul>
			W	
			C	<ul style="list-style-type: none"> <li>– Success needs clear/effective content/format that is regularly updated</li> <li>– Assumes that participants have internet access</li> </ul>
Social Media	<ul style="list-style-type: none"> <li>– A variety of platforms are available to present information on a proposal and gather responses</li> <li>– Social media postings can be monitored to gauge anecdotal community sentiment</li> </ul>	<div> <div>Inform </div> <div>Consult </div> </div> <div> <div>\$ </div> <div></div> <div></div> </div> <ul style="list-style-type: none"> <li>– Major proposals where there is a high degree of public interest and impact</li> <li>– Proposals relating to public spaces and places</li> </ul>	S	<ul style="list-style-type: none"> <li>– Reaches a large audience including those not always engaged by traditional media</li> <li>– Can be designed to address quantitative and qualitative issues</li> <li>– A forum for discussion and idea-sharing</li> <li>– Relatively inexpensive</li> <li>– Can include information about/links to the engagement process itself</li> <li>– A range of specific tools can be included (feedback forms, fly-throughs, videos etc.)</li> </ul>
			W	<ul style="list-style-type: none"> <li>– Responses can be unrepresentative – sites can sometimes be dominated by special interest groups</li> <li>– Difficult to filter responses – dissenting voices may be targeted and conflict can occur</li> </ul>
			C	<ul style="list-style-type: none"> <li>– Form, content and participation can be tailored to the recipient's needs</li> <li>– The chosen platform(s) must align with engagement objectives</li> <li>– Success relies on clear and effective content/format</li> <li>– Assumes that participants have internet access</li> <li>– Plan how to identify and record useable, representative data</li> </ul>

Tools	Description	When to Use It	Strengths, Weaknesses and Considerations	
<b>Information Hotline/Email Address</b>	<ul style="list-style-type: none"> <li>– A dedicated phonenumber or email link that participants can reach out to – usually provided on fact sheets, web sites etc.</li> </ul>	<div>Consult </div> <div>\$   </div> <ul style="list-style-type: none"> <li>– Relevant to most planning scenarios</li> </ul>	<b>S</b>	<ul style="list-style-type: none"> <li>– Emails, hotlines and feedback forms are familiar to many</li> <li>– Provides a central contact for queries</li> <li>– Participants can tailor their comments and questions to their interests</li> <li>– Regular, accurate and timely responses build trust and open communication</li> <li>– Promotes participation by special-interest groups</li> </ul>
			<b>W</b>	
			<b>C</b>	<ul style="list-style-type: none"> <li>– An accurate system for receiving, recording and responding must be developed</li> <li>– Clearly identify/explain whether the participant's email is a formal response or a general query</li> </ul>
<b>Engagement Apps</b>	<ul style="list-style-type: none"> <li>– Accessible via a smart device, apps can be developed for planning proposals and as a vehicle for participation</li> </ul>	<div>Inform  Consult  Involve </div> <div>\$   </div> <ul style="list-style-type: none"> <li>– Major proposals where there is a high degree of public interest and impact</li> <li>– Proposal relating to public spaces and places</li> </ul>	<b>S</b>	<ul style="list-style-type: none"> <li>– Can form groups, provide information and gather data</li> <li>– Effective for those unable to attend face-face-engagement</li> <li>– Participants can engage according to their own timeframe and needs</li> </ul>
			<b>W</b>	
			<b>C</b>	<ul style="list-style-type: none"> <li>– Assumes participants have access to and knowledge of the necessary technology</li> <li>– Success relies on clear and effective content/format</li> </ul>
<b>Digital Video</b>	<ul style="list-style-type: none"> <li>– A video available online</li> </ul>	<div>Inform </div> <div>\$-\$   </div> <ul style="list-style-type: none"> <li>– Where face-to-face engagement is difficult</li> <li>– For major proposals with complex issues that need explanation</li> <li>– If visual content is important to messaging</li> </ul>	<b>S</b>	<ul style="list-style-type: none"> <li>– Can build interest and trust in relation to a proposal</li> <li>– Highly tailored to the purpose of the engagement</li> <li>– Can generate high-levels of interest through comments and sharing</li> <li>– A range of specific tools can be included (feedback forms, fly-throughs, videos etc.)</li> </ul>
			<b>W</b>	
			<b>C</b>	<ul style="list-style-type: none"> <li>– Assumes equal access to technology for special-interest groups, in regional areas etc.</li> <li>– Risk management - videos will be permanently online and comments will generally be unfiltered</li> <li>– Success relies on clear and effective content/format</li> </ul>









**Tool Legend** \$\$\$    \$\$\$ Cost  In-person  Online  Telephone

Tools	Description	When to Use It	Strengths, Weaknesses and Considerations	
<b>Conversation Kit</b>	<ul style="list-style-type: none"> <li>– A tailored package of information.</li> <li>– Participants review, consider and respond to the information in the way that best suits them</li> </ul>	<div> <div>Inform </div> <div>Consult </div> </div> <div> <div>\$\$   </div> <ul style="list-style-type: none"> <li>– Where face-to-face engagement is difficult</li> <li>– There is no urgent timeframe for the engagement</li> <li>– To encourage participation by special-interest groups</li> </ul> </div>	<b>S</b>	– Responsive to the needs of participants
			<b>W</b>	– Difficult to predict and control the level of response
			<b>C</b>	– Need to ensure that information – including the purpose of the engagement and the means to respond – is very easy to understand
<b>Printed Materials</b> •Fact sheets •Newsletter •Brochure •Frequently Asked Questions	<ul style="list-style-type: none"> <li>– Written and graphic information about a proposal or process</li> </ul>	<div> <div>Inform </div> </div> <div> <div>\$   </div> <ul style="list-style-type: none"> <li>– Major planning proposals where there is a high degree of public interest and impact</li> <li>– Where there is a need to share high-level information about a planning proposal or process</li> <li>– Where there is a clearly defined, impacted community</li> </ul> </div>	<b>S</b>	<ul style="list-style-type: none"> <li>– Can be specifically distributed to impacted/interested parties (ie. a letter drop) or more broadly (ie website)</li> <li>– Creates community awareness</li> </ul>
			<b>W</b>	<ul style="list-style-type: none"> <li>– The level of community interest and response can be difficult to predict/gauge</li> <li>– Form and content can be tailored to the recipient's needs</li> <li>– Limited capacity to communicate complicated concepts.</li> </ul>
			<b>C</b>	– Need to consider special-interest groups with respect to language, for example
<b>Media Releases</b>	<ul style="list-style-type: none"> <li>– Statements released to inform the public, via media, about a planning proposal and/or process</li> </ul>	<div> <div>Inform </div> </div> <div> <div>\$   </div> <ul style="list-style-type: none"> <li>– Major planning proposals where there is a high degree of public interest and impact</li> </ul> </div>	<b>S</b>	<ul style="list-style-type: none"> <li>– Relatively quick and inexpensive to prepare</li> <li>– Opportunity to position planning proposals positively.</li> <li>– Allows high-level information about a planning proposal or process to be shared - including where to learn more and how to contribute</li> <li>– Can be an opportunity to develop media relationships which might benefit the planning proposal as it progresses</li> </ul>
			<b>W</b>	
			<b>C</b>	<ul style="list-style-type: none"> <li>– Assumes media outlets will publish the media release</li> <li>– The need to generate interest cannot come at the expense of accuracy</li> <li>– Success relies on clear and effective content/format</li> </ul>

Tools	Description	When to Use It	Strengths, Weaknesses and Considerations	
Advertisements	<ul style="list-style-type: none"> <li>— Via print, television, radio and/or digital platforms</li> <li>— Will often relate to a statutory process</li> </ul>	<div>Inform </div> <div>\$   </div> <ul style="list-style-type: none"> <li>— Major planning proposals where there is a high degree of public interest and impact</li> </ul>	S	<ul style="list-style-type: none"> <li>— Relatively quick and inexpensive to prepare</li> <li>— Allows high-level information about a planning proposal or process to be shared - including where to learn more and how to contribute</li> <li>— Placement can be tailored to the group being engaged i.e. community radio</li> <li>— Opportunity to position planning proposals positively.</li> </ul>
			W	
			C	<ul style="list-style-type: none"> <li>— Need to ensure both the advertisement and its location fit with the engagement purpose and the stakeholders</li> <li>— Should form part of an overall suite of ways to reach out</li> <li>— Success relies on clear and effective content/format</li> </ul>
New Technology	<ul style="list-style-type: none"> <li>— A range of emerging tools and techniques that include:</li> <li>— Gamification: game-strategy and process to identify and resolve issues</li> <li>— Virtual reality: a fully virtual world that can illustrate outcomes to participants</li> <li>— Augmented reality: based on the real world but with some modification to illustrate proposed changes</li> </ul>	<div>Inform </div> <div>Consult </div> <div>Involve </div> <div>Collaborate </div> <div>\$\$\$-\$\$\$   </div> <ul style="list-style-type: none"> <li>— Major planning proposals</li> <li>— Planning proposals resulting in a substantive change for the community</li> <li>— Complex issues requiring explanation/demonstration</li> <li>— Planning proposals relating to public spaces and places</li> <li>— Where qualitative as well as quantitative information is important to shape decisions</li> </ul>	S	<ul style="list-style-type: none"> <li>— Fun, active and engaging – enhances participation</li> <li>— Helps participants to grasp difficult concepts and understand alternate impacts/consider trade offs</li> <li>— Adaptable to a range of scenarios and option testing</li> <li>— Accessible on a range of devices</li> <li>— Participants can view proposals in a manner that reflects the issues important to them</li> </ul>
			W	<ul style="list-style-type: none"> <li>— Relatively expensive depending on level of detail</li> <li>— Can take some time to prepare the inputs</li> </ul>
			C	<ul style="list-style-type: none"> <li>— Need to ensure that the conveyed images reflect what will ultimately occur or trust will be eroded</li> <li>— May require specialist equipment/operators</li> <li>— Plan how to identify and record useable, representative data</li> </ul>

Tool Legend     \$\$\$ Cost  In-person  Online  Telephone



Tools	Description	When to Use It	Strengths, Weaknesses and Considerations	
3D modelling, printing and fly throughs	<ul style="list-style-type: none"> <li>Visual representations of potential outcomes</li> </ul>	<div> <div>Inform </div> <div>Consult </div> </div> <div> <div>Involve </div> <div>Collaborate </div> </div> <div> <div>\$-\$ </div> </div> <ul style="list-style-type: none"> <li>Major planning proposals</li> <li>Planning proposals resulting in a substantive change for the community</li> <li>Complex issues requiring explanation/demonstration</li> <li>Planning proposals relating to public spaces and places</li> <li>Where qualitative as well as quantitative information is important to shape decisions</li> </ul>	S	<ul style="list-style-type: none"> <li>Helps participants to grasp difficult concepts and understand alternate impacts/consider trade-offs</li> <li>Cheaper and easier to create than virtual reality and augmented reality</li> <li>Adaptable to a range of scenarios and option testing</li> <li>Accessible on a range of devices</li> <li>Participants can view proposals in a manner that reflects the issues important to them</li> <li>Relatively quick to produce</li> <li>Can be very accurate, taking into account local conditions such as geography</li> </ul>
			W	
			C	<ul style="list-style-type: none"> <li>Need to ensure that the conveyed images reflect what will ultimately occur or trust will be eroded</li> </ul>
QR Code	<ul style="list-style-type: none"> <li>A barcode that when scanned takes participants to online engagement platforms</li> <li>The QR itself can be used to collect data in terms of rates of use, access and the like.</li> </ul>	<div> <div>Inform </div> <div>Consult </div> </div> <div> <div>\$ </div> </div> <ul style="list-style-type: none"> <li>Proposals relating to a specific site or development area</li> <li>Major planning proposals and planning proposal relating to public places and spaces</li> <li>Places with a high level of interest and activity</li> </ul>	S	<ul style="list-style-type: none"> <li>Easy to implement and update links</li> <li>Easy for participants to use</li> </ul>
			W	
			C	<ul style="list-style-type: none"> <li>Assumes that participants have access to a smartphone</li> </ul>

# **APPENDIX C**

## **Engagement Outcomes – Further Tools**

## Tool 1 – Engagement Outcomes Report – Example Template

The following provides a recommended template for the preparation of an Engagement Outcomes Report consistent with this Toolkit. Similar to the Engagement Strategy, the template can be tailored towards the specific scale, nature and complexity of planning proposal you are dealing with and the level of feedback received.

Section	Suggested Detail
<b>Executive Summary</b>	<ul style="list-style-type: none"> <li>– One page of key highlights – snapshot of engagement undertaken and key outcomes (using infographics where possible).</li> <li>– This may end up forming the engagement summary that is made publicly available to stakeholders.</li> </ul>
<b>1. Introduction</b>	<ul style="list-style-type: none"> <li>– Introduce planning proposal and planning outcome/decision being sought.</li> <li>– Engagement Strategy objectives.</li> <li>– Engagement Opportunities and Considerations.</li> <li>– Detail planning approval or outcome process.</li> <li>– Detail Engagement process undertake in a summary format.</li> </ul>
<b>2. Engagement Methodology</b>	<ul style="list-style-type: none"> <li>– Outline purpose and objectives of engagement.</li> <li>– Detail engagement process undertaken (activities, materials prepared, date, location, time of each activity).</li> <li>– Detail the participant profile at each engagement event. This will be dependent on the level of information you ask each stakeholder in terms of their level of interest in the planning proposal.</li> <li>– For example, if a survey is undertaken, you may ask the participant if they live adjacent to the site, if they are a business owner, or live elsewhere. If this is the case, provide detail as to what profile of participants were involved in the engagement. In other circumstances, it may be appropriate to comment on the total number of people that attended/participated.</li> </ul>
<b>3. Key Findings</b>	<ul style="list-style-type: none"> <li>– Provide a detailed overview of engagement findings commensurate to nature of engagement event and level of feedback sought.</li> <li>– For example, if detailed surveys were prepared, then this section could provide information around percentages of responses and include where possible, graphs and infographics to illustrate what responses were received.</li> <li>– However, if engagement was in the form of an information/open day with no detailed surveys completed, this may address anecdotal feedback received through communicating with participants.</li> </ul>
<b>4. Key Themes</b>	<ul style="list-style-type: none"> <li>– If appropriate, provide a snapshot of key themes to emerge as part of the key findings section above.</li> </ul>
<b>5. Close Out and Next Steps</b>	<ul style="list-style-type: none"> <li>– Identify next steps in the engagement process.</li> <li>– State when, how and in what form engagement outcomes will be presented to participants and other stakeholders (such as decision-makers).</li> <li>– Identify the next steps towards the planning outcome or decision being made.</li> </ul>
<b>Appendix</b>	<p>Depending on your planning proposal and engagement process, this may include:</p> <ul style="list-style-type: none"> <li>– Invitations sent to participants.</li> <li>– Copies of all survey responses (confidential details blanked out).</li> <li>– Copies of engagement materials (posters, FAQ's etc).</li> <li>– Photographs of engagement events.</li> </ul>

## Tool 2 – How to analyse feedback received

The following tables provide guidance on how to consider and analyse feedback received. This guidance is based on the stakeholder type (community of place, community of interest and Government stakeholders), which may differ according to different planning proposals. For the purpose of this example, the planning proposal types considered include:

- Local planning proposals – Local Planning Strategies and Schemes, Structure Plans or Local Development Plans
- Development applications

In terms of State Planning Proposals, it is recognised that the scope of proposal can differ significantly. Therefore, consideration of feedback should be undertaken on a case-by-case basis.

For each of the above planning proposal types, guidance is provided as to whether feedback according to the issue raised should be given a low, moderate or high level of consideration and some additional guidance as to what should be considered. That rating system generally relates to:

- Low – generally means the matter is generally of limited impact or interest to the stakeholder and should be given a low level of consideration in the reporting process. Otherwise, low can mean that although the feedback on the matter is valid (ie. environmental or heritage feedback), that this is of a highly technical nature and should be primarily guided by expert advice through a qualified consultant or relevant Government agency.
- Moderate – means the matter may have some impact or interest to the stakeholder, however this may depend on the specific stakeholder type and its level of technical rigour.
- High – means the matter has the potential to be a high or significant impact on the stakeholder and should be given a high level of consideration.



Note that this is a guide only and attention should be given to the unique context and characteristics of a particular planning proposal. In some circumstances, the rating below may not apply due to other factors which may increase or lower the consideration level.



Table 1. Feedback Analysis for Local Planning Proposals (eg. Local Planning Strategies, Local Planning Schemes, Local Planning Policies, Structure Plans, Local Development Plans)

Common Planning Matters Raised Through Engagement	Likely Level of Consideration (Low/Moderate/High)		
	Community of Place	Community of Interest	Government Stakeholder
	Those that live or work within the area designated by the planning proposal (local planning scheme or strategy area, structure, precinct or activity centre plan area, or local development plan area) and will be affected. Or in the case of a local planning policy, those that will be immediately affected.	Those that live the areas identified but either frequents places within the area, or has an interest in the area for a particular reason)	Government agencies which may have an interest/s in the planning proposal through either pre-lodgement engagement or mandatory consultation (referrals) through the statutory process.
Proposed Allocation and Distribution of Residential Densities	HIGH	MODERATE	HIGH
Proposed Allocation and Distribution of Open Space and Activity Centres	HIGH	MODERATE – HIGH particularly if POS or activity centres are of regional significance	HIGH
Land use permissibility	HIGH	LOW	LOW
Matters of a detailed nature not typically addressed through a Local Planning Strategy or Local Planning Scheme - such as those identified in the development application table below	LOW	LOW	LOW
Community sustainability (age in place/ multi-generational living for example)	HIGH	LOW	LOW

Common Planning Matters Raised Through Engagement	Likely Level of Consideration (Low/Moderate/High)		
	Community of Place	Community of Interest	Government Stakeholder
	Those that live or work within the area designated by the planning proposal (local planning scheme or strategy area, structure, precinct or activity centre plan area, or local development plan area) and will be affected. Or in the case of a local planning policy, those that will be immediately affected.	Those that live the areas identified but either frequents places within the area, or has an interest in the area for a particular reason)	Government agencies which may have an interest/s in the planning proposal through either pre-lodgement engagement or mandatory consultation (referrals) through the statutory process.
Improvements to/additional open space and streetscape	HIGH	MODERATE	LOW
Improved vibrancy, diversity and choice	HIGH	MODERATE	LOW
A community benefit defined by the local government	HIGH	MODERATE	LOW
Satisfaction of State strategic planning outcomes	LOW	MODERATE	HIGH
Satisfaction of local strategic planning outcomes	HIGH	MODERATE	LOW
Density/built form (including height)	HIGH	LOW – MODERATE	HIGH

Table 2. Feedback Analysis for Local Planning Proposals for Development Applications

Common Planning Matters Raised Through Engagement	Likely Level of Consideration (Low/Moderate/High)		
	Community of Place	Community of Interest	Government Stakeholder
	Those that live or work either directly adjoining a proposal site or area, or within close proximity (generally within a 200m catchment)	Those that frequent places within the local government area, or has an interest in the area for a particular reason)	Government agencies which may have an interest/s in the planning proposal through either pre-lodgement engagement or mandatory consultation (referrals) through the statutory process.
<b>Local Amenity</b>			
Noise/Odour	HIGH	LOW	HIGH (in the context of compliance with State Planning Policy)
Traffic	HIGH	MODERATE	HIGH (in the context of
Under/oversupply of carparking	HIGH	MODERATE	HIGH
Overshadowing/overlooking	HIGH	LOW	LOW
Extent and quality of landscaping	MODERATE	MODERATE	HIGH
Density or Height	HIGH	LOW – MODERATE	HIGH (in the context of alignment with State strategic planning policy)

Common Planning Matters Raised Through Engagement	Likely Level of Consideration (Low/Moderate/High)		
	Community of Place	Community of Interest	Government Stakeholder
	Those that live or work either directly adjoining a proposal site or area, or within close proximity (generally within a 200m catchment)	Those that frequent places within the local government area, or has an interest in the area for a particular reason)	Government agencies which may have an interest/s in the planning proposal through either pre-lodgement engagement or mandatory consultation (referrals) through the statutory process.
Economic Benefit of Proposal	LOW	LOW	HIGH (in the context State Government)
Impact on Property Values	LOW (not a planning consideration)	LOW	LOW
Quality of Architectural Design	MODERATE	MODERATE	HIGH (in the context of SDRP feedback, State and Local Government in terms of alignment with adopted Policy or Design Guidelines)
Environmental Impacts	MODERATE	MODERATE	HIGH
Heritage Impacts or Quality of Restoration	LOW	LOW	HIGH (where relevant Government Agency provides comment – ie. Department of Planning, Lands and Heritage)



# APPENDIX D

## Plain Language Guide

### Common Planning Terms

It can be difficult to strike a balance between the accessibility and technical accuracy of language. Non-planner review of communications material may be considered to ensure information is easily understood.

**Concept Plan:** A planning document that describes potential development at a conceptual level to show how a place may change over time. It identifies opportunities and constraints for a site and generally includes drawings at a broad concept level to illustrate design ideas and principles.

**Building Envelope:** Sets the design rules for development on a lot of land. The design rules are shown in diagrams, plans or written descriptions or may be a combination of both.

**Deemed provisions:** Controls set out in the Planning and Development (Local Planning Schemes) Regulations 2015, that apply across the State. They generally relate to the content and process for dealing with a range of planning proposals such as new local planning schemes and development applications.

**Density:** A measure of the residential development on a specific site or within an area. Usually expressed in terms of the number of dwellings that are allowed and through height limits and building envelopes (see separate definition),

**Design Excellence:** High quality design outcomes that are identified for a place which are usually assessed by a Design Review Panel comprised of experts in design such as architects and urban planners. Some planning control documents such as Local Planning Schemes and policies will define specific expectations around design excellence for a place.

**Due Regard:** Generally a planning document such as a policy or plan that decision-makers must consider when making decisions about a planning proposal.

**Height (Wall and Roof):** The distance between the ground level of a building and the top of a wall or roof.<sup>18</sup>

**Local Planning Scheme:** Also referred to as a town planning scheme. A legal document that sets out policies and controls for how land in a local government area can be used and developed. It also contains information about long term planning and strategies and about how infrastructure and development will occur in the area.

**Master Plan:** A planning document that describes potential development at a conceptual level to show how a place may change over time to guide future growth and development. Similar to a Concept Plan but contains greater level detail such as a potential building location and direction, and public landscaping.

**Plot ratio:** A method of establishing the amount of development that can occur within a building area. It controls how big a building can be relative to the size of the land that it sits on.<sup>19</sup> It includes land that is above ground and inside a building but excludes land that is used for storage and service areas.

**Residential Design Codes (R-Codes):** Prepared by the Western Australian Planning Commission (WAPC) to outline the intended scale and type of development that should occur on a lot of land. R-Codes apply to all residential development in Western Australia. See Density.

**Site cover:** The maximum area that a dwelling can cover on land, expressed as a percentage of the total area of the land.

**Statutory planning:** One of two components of the WA planning system alongside strategic planning. Statutory planning is guided by planning laws and covers day to day decisions by the different bodies that are responsible for planning schemes and development applications such as the WAPC, Department of Planning Lands and Heritage and local councils.

**Strategic planning:** One of two components of the WA planning system alongside statutory planning. Strategic planning focuses on longer term planning for towns and regions in the State to guide land supply, land use and urban and regional development.

**Structure Plan:** A plan adopted by the State Government and local councils to guide the zoning and subdivision of land. There are different types of structure plans that apply at a larger district level as well as at a local level. The type of structure plan determines the level of detail within it.

**Subject Matter Expert:** A person with expertise in a particular field that is relevant to a planning issue, for example architecture, land economics, heritage or environmental science. They are sometimes also referred to as technical experts.

**Reserve:** A reserve generally refers to land owned by the Government (also referred to as Crown land) that has been identified for a specific purpose to meet a public need such as a park or hospital.

**Zoning:** A process of dividing land under a planning scheme into different zones that define the potential of land for future development and control the different ways that land can be used. They are shown in planning scheme maps.

## Common Planning Acronyms

**BAL:** Bushfire Attack Level. A process for assessing the risk of bushfire for a building or proposed building which is used to determine whether that area can be developed and/or what measures are required to achieve an acceptable level of risk from bushfires.

**BMP:** Bushfire Management Plan. A plan prepared by a qualified bushfire management expert and endorsed by the local council describing the actions that are to be implemented in an area to achieve an acceptable level of bushfire risk.

**DA:** Development Application. An application to carry out development which must be approved before any development can commence. Usually includes plans and supporting information. DAs are assessed by a local council or by the WAPC or a Joint Development Assessment Panel (JDAP) depending on the value of the proposed development.

**DCA:** Development Contribution Area. An area that is defined in a Local Planning Scheme in which developers must contribute towards the costs of community infrastructure when they are subdividing or developing land in that area.

**DPLH:** Department of Planning, Lands and Heritage. The administrative and technical arm of the WAPC responsible for assessing and reporting on planning proposals, as well as preparing draft policy and other planning documents. In some cases, the DPLH has powers to determine a planning proposal.

**DGs:** Design Guidelines. A document adopted by a local council that identifies the building design outcomes within a particular area. These outcomes generally relate to issues such as the building placement, height and environmental sustainability.

**JDAP:** Joint Development Assessment Panel. A panel that determines some development applications depending on their type and value. A JDAP comprises technical experts and local government representatives.

**LDP:** Local Development Plan. Similar to Design Guidelines but covering a smaller area and used to achieve better design outcomes by linking the design of lots of land to future development.

**LPP:** Local Planning Policy. A policy prepared by local councils in WA with information about planning matters to provide guidance on the way planning proposals may be assessed by the council.

**LSP:** Local Structure Plan. See Structure Plan.

**MRS:** Metropolitan Region Scheme. Similar to a local planning scheme but covers the Perth Metropolitan Region and sets broader and regionally significant zones/reserves such as Urban, Industrial, Parks and Recreation and regional roads. Local planning schemes must be consistent with the MRS.

**P&D Act 2005:** The Planning and Development Act 2005 is the primary piece of legislation that applies to development and subdivision within Western Australia. Its stated purposes are to 'provide for an efficient and effective land use planning system for the State' and to

'promote the sustainable use and development of land in the State'.

**SPC:** Statutory Planning Committee. A committee that reviews and makes recommendations to the decision-making body (local councils or the WAPC) on to planning proposals. In some cases, an SPC has the power to determine a proposal.

**SPP:** A State Planning Policy. This is the 'highest order' of planning policy in Western Australia which relates to issues of state significance such as coastal planning, managing bushfire risk and achieving good design. All other planning controls such as Local Planning Policies must be consistent with them. They are identified under the P&D Act and are required to be prepared and reviewed by the WAPC.

**WAPC:** The Western Australian Planning Commission. A legal body that is responsible for undertaking and regulating planning across the State. The WAPC prepares and implements strategic planning/planning policy, determines a range of planning applications and provides advice to the Minister for Planning on a range of planning issues.

