



Department of **Planning,
Lands and Heritage**

Guide to Best Practice Planning Engagement in Western Australia

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1.0 Introduction

Stakeholder engagement and consultation is critical to inform good planning process and outcomes. It leads to inclusive plan making, informed decision-making and overall, greater confidence in the planning industry.

This '**Guide to Best Practice Planning Engagement in Western Australia**' (Guide) aims to promote best-practice engagement and consultation and foster good planning outcomes by:

- Building resilient relationships between regulators, 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.
- Clearly communicating the vision for change and explaining why change is needed.
- Providing guidance on how to facilitate meaningful and appropriate engagement and consultation, to support minimum statutory consultation requirements and achieve good planning outcomes.

It includes a '6-Step Guide' for scoping, designing, implementing, reporting and monitoring engagement processes. It is further supported by a number of tools and templates to assist with the preparation and implementation of engagement documents and activities.

This Guide is non-statutory and does not bind regulators or proponents to undertake engagement beyond minimum statutory consultation requirements.

This Guide is intended to assist users of the planning system (regulators and proponents) to supplement and support statutory requirements and assist in the design and delivery of best practice consultation and engagement (where necessary and appropriate).

1.1 Guide objectives

The objectives of this Guide are to:

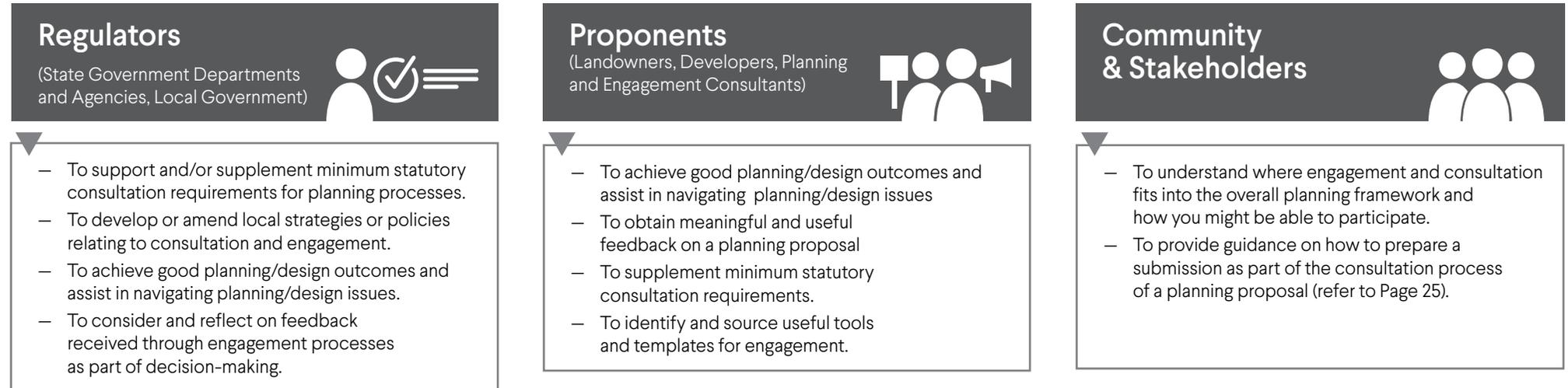
- a. Encourage best practice engagement beyond minimum statutory consultation requirements, where appropriate.
- b. Ensure engagement and consultation is aligned with the International Association of Public Participation (IAP2) spectrum and guiding principles.
- c. Provide guidance on how to prepare an Engagement Strategy and Outcomes Report.
- d. Outline various matters to consider when identifying and analysing stakeholders; selecting, preparing and implementing engagement activities; reviewing and analysing feedback; and closing (and continuing) the loop with participants.

1.2 Benefits of good engagement

Engagement and consultation beyond minimum statutory consultation requirements can achieve a range of benefits for the community, proponents and regulators. This includes:

- 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 various members of the community.
- 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, metropolitan growth challenges 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.

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



1.3 When to use this Guide?

Whether you are a regulator or a proponent, you should consider whether the proposal would benefit from engagement beyond minimum statutory consultation requirements. You may wish to ask yourself:

?

- Are there negotiable elements in your project and can planning outcomes be improved through best-practice engagement?
- Is engagement and/or consultation beyond minimum statutory requirements appropriate based on the scale, significance or impact of the proposal?
- Can stakeholders have a moderate to significant influence on the planning proposal or decision?
- Would the planning proposal result in a significant change or would it present important challenges and issues for the community?
- Do community expectations and reactions represent a strength/opportunity or weakness/threat to the proposal?
- Are there issues that you need to explain - complex matters, context, history, design etc - that can't be expressed via the minimum statutory consultation process?

If you answered yes to any of these questions, this is a good indication that engagement beyond minimum statutory requirements might be appropriate.

In this case you should carry out Step 1 of this Guide to more formally consider whether best-practice engagement should occur.

There may be circumstances where you did not answer 'yes' to any of these questions, however the information provided within this Guide, and the tools and templates offered in the appendices, may still provide assistance with the design and delivery of consultation or engagement activities.



2.0 WA Planning Context

Engagement and consultation are important 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 (such as Local Planning Strategies and Schemes, Precinct Structure Plans etc) can benefit greatly from collaborative and involved engagement, whilst development application processes are more commonly associated with an ‘inform, consult and/or involve’ consultation approach. Generally speaking, the more strategic and higher order the document, the greater the level of influence that stakeholders can have.

Many planning processes have minimum statutory consultation requirements (minimum timeframe and notification requirements), required by statutory legislation. 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, this Guide strongly encourages supplementing these minimum requirements in appropriate circumstances (refer to **Section 1.3**).

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

As WA planning shifts towards a performance-based system, more variation and discretion will occur, and decisions will be made on an ‘on-merits’ (known as performance-based planning) case-by-case basis.

Performance-based planning aims to deliver better design, but it can bring uncertainty for regulators, proponents and the community. Engagement and consultation with stakeholders and the community can play a critical role in ensuring an understanding of discretionary factors and decision-making processes.

Figure 1 below illustrates the types of engagement and consultation that occurs within the planning process.



3.0 IAP2 Spectrum and Guiding Principles

The International Association of Public Participation (IAP2) is the peak body for the stakeholder and community engagement sector. It 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 has developed a Quality Assurance Standard for stakeholder and community engagement (© International Association for Public Participation www.iap2.org), which is recognised as the basis of best practice and has informed the preparation of this Guide.

3.1 Levels of Participation

IAP2 has developed a spectrum of public participation to define the way in which the community should be engaged based on impact and influence (refer **Table 1**). This Guide has been prepared having regard for this spectrum.

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 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

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Note: This Guide 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'.

3.2 What is communication, engagement and consultation?

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.'

This Guide supports the definition of engagement provided by the IAP2.

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 not regularly used in the WA planning context, this Guide delineates between the terms 'communication', 'consultation' and 'engagement' as follows:

Communication

is a process of preparing, distributing (or vocalising) content and information, or presenting a point of view. Feedback may be sought through communication material however typically it is **at the 'Inform' level of the IAP2 Spectrum of Public Participation.**

Consultation

involves obtaining community feedback on proposals. References to consultation within this Guide generally mean minimum (or mandatory) obligations under statutory legislation typically **at the 'Consult' level of the IAP2 Spectrum of Public Participation.**

Engagement

is a broader and ongoing process of sharing information purpose of involving the community and stakeholders in the process of decision-making. References to engagement undertaken within this Guide generally refers to engagement undertaken to support and enhance statutory/mandatory consultation, typically **at the 'Involve' and 'Collaborate' levels of the IAP2 Spectrum of Public Participation.**



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

4.0 6-Step Engagement Guide

This Guide outlines a 6-Step process for scoping, designing, implementing, reporting and monitoring engagement processes. This will assist in shaping your engagement to ensure it is fit-for-purpose, inclusive and meaningful.

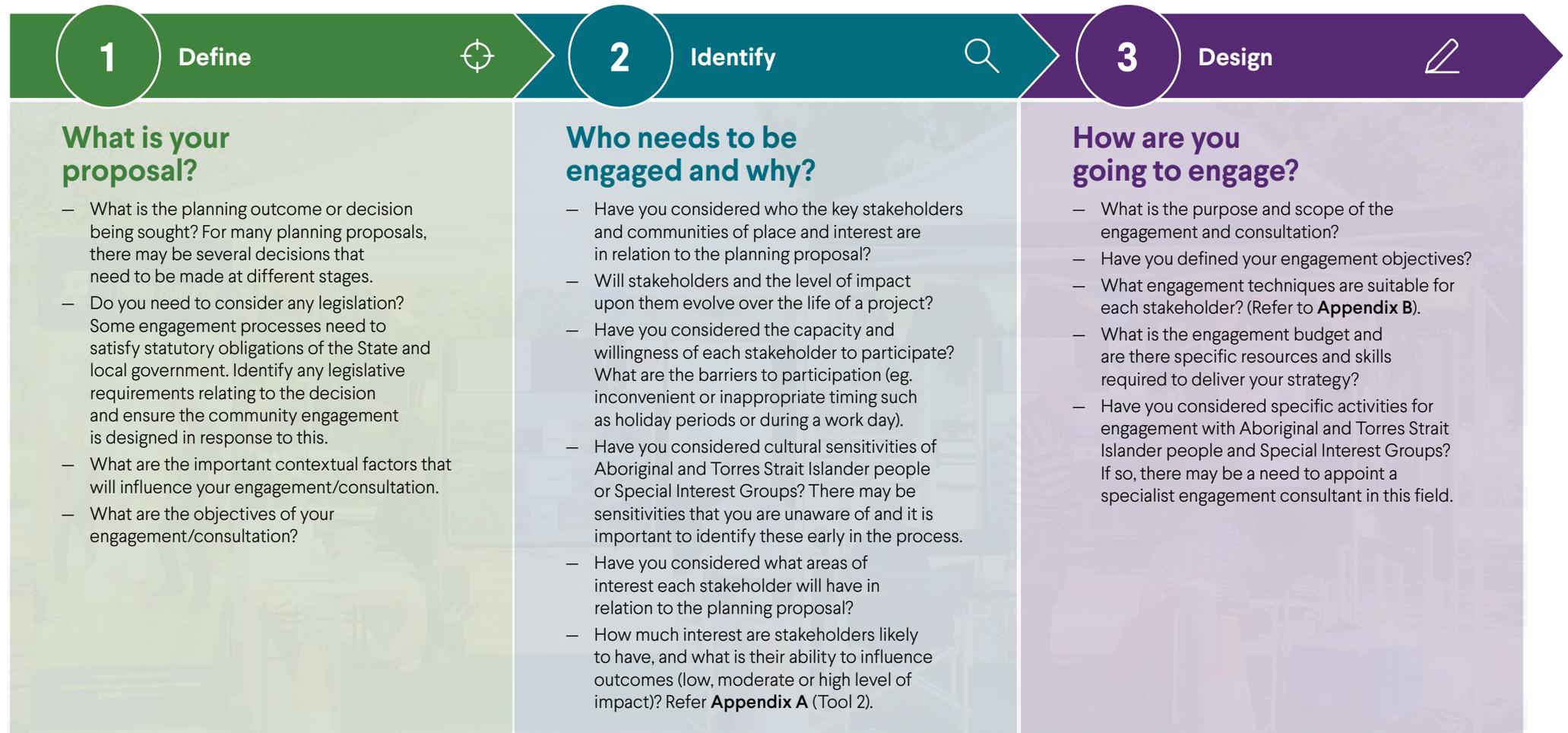
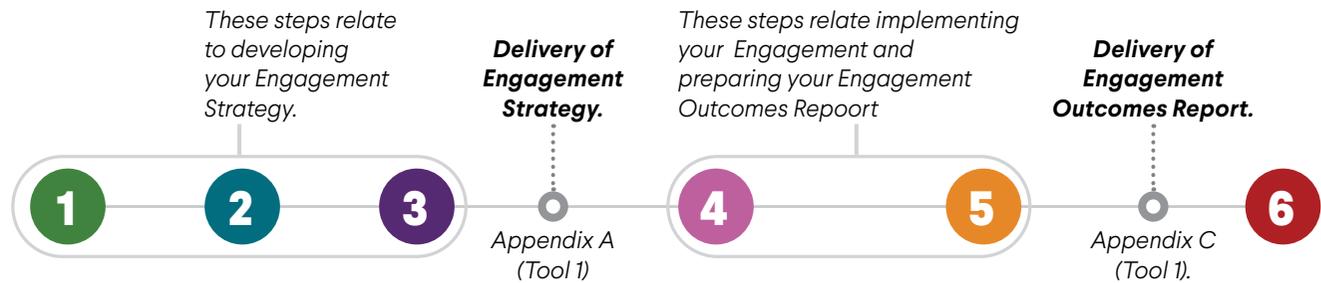
The Guide can also be used to guide minimum statutory consultation requirements in a manner which is suitable for the particular planning proposal. In these circumstances, it may be suitable for only certain elements of the Guide to be utilised.



4.1 How to use this Guide

The following provides an overview of the 6-step Guide, with key questions to guide your process.

Each step is then explained in further detail.



4**Implement**

Put your Engagement Strategy into action

- Is the information you plan to present accurate and easy to understand for the layperson? (Refer to **Appendix D**).
- Are changes to the planning 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?
- Are the negotiable elements clearly outlined in engagement materials?
- How, and will, feedback genuinely be considered in decision making?
- Have you made it easy for participants to provide feedback and have you clearly explained how you would like this to be provided?

5**Review & Analyse Feedback**

What did the community engagement tell you?

- What is the impact of the planning proposal on the stakeholder/participant?
- Is there a significant disparity in views between different stakeholder groups? If so, what are the views of each group and what may be the drivers?
- Are there particular views of ‘communities of interest’ which differ from the ‘community of place’?
- Are the views of some stakeholders not particularly valid or relevant due to the commensurate level of impact?
- Are there key themes to emerge from the engagement – which may involve numerous engagement activities?

6**Reflection & Feedback**

What effect or change occurred because of the engagement?

- How has/will the engagement inform the planning decision that needs to be made?
- In what form should the engagement outcomes be presented back to stakeholders/participants?
- How has the performance of the engagement measured against your Engagement Strategy objectives?
- How will you advise stakeholders of the decision-making process?
- How will you keep stakeholders in the loop beyond the planning decision?

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 generic template for the preparation of an Engagement Strategy and further guidance 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.
- What are the important contextual factors that will influence your engagement/consultation.
- What are the objectives of your engagement/consultation?

Secondly, it is important to develop a detailed understanding of local context through a context analysis process. This will ensure engagement is 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. The broader planning context (higher-level plans and strategies for example).
- b. 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.
- c. 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).
- d. What elements of the planning proposal are open to change, debate and negotiation compared to what is fixed (negotiable and non-negotiable).
- e. Demographic and economic characteristics for the location such as population projections, analysis of community characteristics (eg. age, ethnicity, socio-economic factors).
- f. Whether the local community or stakeholder group will have access to technology.
- g. Consider the cultural significance of the location or nature of your planning proposal to Aboriginal and Torres Strait Islander people.
- h. The level of understanding of planning issues which currently exists within the community.
- 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
- Identification of 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 the identification and 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 selection of engagement activities 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 outcome 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. This can include (but not be limited to) an activity centre, tourist area, 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 or groups with a cultural connection².

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"> – State Government Agency – Local Government – Community of Place – Community of Interest – Professional Industry Bodies – Other Associations/ Not-for-Profit Groups – Relevant technical experts. 	<p>In the case of a broader strategic or statutory planning proposal (Policy, Local Planning Strategy or Scheme)</p> <ul style="list-style-type: none"> – Those located within a local government area – Those that live within an area affected by a policy – Someone with a cultural connection to the site or place <p>In the case of a precinct structure plan/local development plan area or a development proposal within an area or site:</p> <ul style="list-style-type: none"> – Located within the identified area/site – Adjoining or surrounding resident (ie. within a defined catchment) – Local business owner – Local landowner – Local community group within an area, or associated with the proposal 	<ul style="list-style-type: none"> – Someone/a group who frequents the identified area – Someone/a group that utilises facilities within an area (eg. a sporting or church group) – 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 – Someone/a group who a planning proposal is targeted at. – Relevant technical experts – Someone with a cultural connection to the site or place

This step will involve the specific 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 also involve early identification of potential engagement activities that could be utilised for each stakeholder, which will be further developed 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 (eg. inconvenient or inappropriate timing such as holiday periods or during a work day).
 - Have you 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 interest are stakeholders likely to have, and what is their ability to influence outcomes (low, moderate or high level of impact)? Refer **Appendix A** (Tool 2).

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

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

In undertaking your stakeholder analysis, consideration should also 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 (but not be limited to):

- 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 activities for engaging with each. Further guidance on the selection of activities 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 an activity or a combination of activities for each stakeholder identified in the previous step. A menu of potential activities is included at **Appendix B**, providing a description of the activities, when they should be used, 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 an activity or range of activities that best meet your needs by going through Steps 1 and 2 of this Guide.

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

This information will help you decide which activities 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 activities 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 activities that are listed.

In deciding what activities 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 engagement techniques are suitable for each stakeholder? (Refer to **Appendix B**).
- What is the engagement budget and are there specific resources and skills required to deliver your strategy?
- Have you considered specific activities for engagement with Aboriginal and Torres Strait Islander people and Special Interest Groups? 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.

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 activities you may use for other stakeholders may not be appropriate for Special Interest Groups. Key considerations for engaging with 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. (guidance provided at **Appendix D**).
- 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, example 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
Culturally and Linguistically Diverse Groups	<ul style="list-style-type: none"> – Consider translating engagement material. – Undertake cultural awareness training prior to engagement. – Where possible, have bilingual staff present to translate material and answer queries. – If group work is planned, consider whether it is appropriate for it to be mixed-gender, mixed-age, a mix of cultural groups etc.
Younger People	<ul style="list-style-type: none"> – Consider scheduling engagement activities during established community or youth events to maximise participation. – Consider innovative engagement techniques which would appeal to a younger demographic (e.g. social media apps).
Older People	<ul style="list-style-type: none"> – Consider using more familiar styles of engagement (such as locations they often frequent or formats they are used to). – Be conscious of access and use of technology and online platforms. – Consider if the audience has particular communication needs. – Consider appropriate timing and location of events.
People with Disabilities	<ul style="list-style-type: none"> – Consider the timing, location and layout of events – ensure areas are accessible and information is presented in an accessible way.
Disadvantaged and Homeless People	<ul style="list-style-type: none"> – Be aware of literacy and numeracy levels. – Provide ways for people to participate for free. – Provide opportunities to meet during a meal time and provide a light meal or refreshments.
Trauma Affected People (or Engagement which targets particularly sensitive or distressing subjects)	<ul style="list-style-type: none"> – Engage with local recovery officers regarding the engagement approach. – 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. – Undertake specific training in engaging with communities in distress and disaster recovery. This should include identifying distress in participants (behaviours) and potential responses. – Prepare a Duty of Care Plan prior to engagement. Refer (Section 6.0 - Glossary for description of a Duty of Care Plan).

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

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 remunerating 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**.

Importantly, this Guide recommends engagement with Aboriginal and Torres Strait Island people is undertaken by engagement experts trained and experienced in this field.



Key Inputs into Engagement Strategy for Step 3 – Design:

- Identification of engagement action plan (identified activities 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**



PROPONENT-LED ENGAGEMENT

It is becoming increasingly common and best practice for proponents to undertake their own engagement as part of planning proposals – either within the pre-lodgement design phase, following lodgement and/or supplementing minimum statutory consultation. As a community member, you may be invited to participate in proponent-led engagement, which is optional.

Proponent-led engagement can make a valuable contribution to proposals and can deliver benefits such as:

- Establishing trust and credibility between a proponent and the community/stakeholders.
- Providing opportunities for a proponent to communicate its vision and objectives first-hand, in a consultative forum.
- Providing opportunities for direct Q&A and provision of information.
- Encourage early feedback in relation to a proposal which can assist in shaping the design and other matters such as land use.

Proponent-led engagement should ideally occur early in the process (prior to lodgement of a formal proposal) to help inform concept design. The extent to which this is undertaken will depend on the type, scale and form of development as well as other matters discussed in this step (such as budget constraints). Where possible and where budget and resources allow, it should ideally be independently-led and be informed by this Guide.

It is important that proponent-led engagement is undertaken in an impartial manner that allows for balanced feedback to be received and reported on. It is also important that the participants are made aware of the purpose for engagement and that the activities are independent from any statutory consultation that may occur in the future.

This Guide encourages a proponent to engage with a regulator (or assessing officer) as part of the preparation of an Engagement Strategy. This will assist in encouraging by-in into the process, promote awareness and maintaining integrity. It will also allow proponents to explore opportunities for the outcomes of the proponent-led engagement to form part of the assessment and decision-making process (if appropriate).



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 guide your engagement process. It will also help you to stay on track with respect to resources, time and budget.

You should consider presenting your Engagement Strategy (in some form) to key stakeholders and potentially regulators. This will be highly dependent on the nature of the planning process but where appropriate, it can help ensure it represents a commitment to an engagement process and its contribution to the decision-making process.

The form and extent of your Engagement Strategy should reflect the scale and complexity of the proposal and decision being made (with reference 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 activities to be used for each stakeholder).
- Key messages for engagement .
- Potential risks and mitigation strategies .



Implementing your Engagement and Preparing 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 regulator, proponent, or community member you will need to ask yourself:



- Is the information you plan to present accurate and easy to understand for the layperson? (Refer to **Appendix D**).
- Are changes to the planning 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?
- Are the negotiable elements clearly outlined in engagement materials?
- How and will feedback genuinely be considered in decision making?
- Have you made it easy for participants to provide feedback and have you clearly explained how you would like this to be provided?

ENGAGEMENT CONTENT

Whether it is written, visual or online, engagement content should 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 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 activity 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 interest and participation.
- b. Structure content so that information is provided in easily readable sections. Where information is accessed online, providing 'pieces' that are clearly referenced, can be easily viewed on a variety of formats (phone, laptop etc.), 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 and viewable 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.

- g. Ensure surveys or requests for feedback are not leading, and allow a participant to contribute genuine thoughts.
- h. Avoid asking repetitive questions in feedback forms or preparing leading questions to address a particular outcome being sought by a stakeholder.

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. Clearly explain what components are negotiable and can be influenced/changed, and what is fixed.
- d. Remain open rather than defensive.
- e. Predict likely questions and issues, and ensure responses are available.
- f. Ensure consistency of response across your project team.
- g. 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.
- h. Consider neutral facilitators and venues (ie. facilitators or locations which are not specifically associated with a particular stakeholder group or position).
- i. Establish a protocol for dealing with conflict.
- j. Create safe platforms and spaces where bullying and aggression is not tolerated.
- k. Build in avenues for further information and contact.
- l. Show patience in explaining difficult concepts and ideas.



- m. Use language (including body language) that is welcoming and accessible .
- n. Ensure that renders/perspective imagery and other representations are accurate and representative.
- o. Develop and explain your process for how feedback feeds into decision making and how decisions will be conveyed to participants.
- p. Consider the best timing for your engagement activities based on your stakeholders.

DOCUMENTING YOUR ENGAGEMENT OUTCOMES

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.

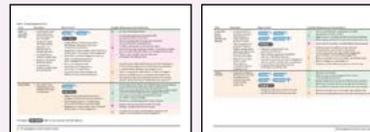
To assist your post-engagement review and analysis you will need to track and record the results of your engagement as it unfolds. This can be reflected in your ultimate outcomes reporting (refer to **Appendix C** of this Guide). The manner of tracking/recording will vary according to the engagement activity 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 (and where appropriate, record individual names and details of participants).
- 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**.



A BRIEF GUIDE TO PREPARING A SUBMISSION

The public advertising process for planning proposals (either statutory or non-statutory) provides a forum for stakeholders to express an opinion and ideas – whether you are a community of place, community of interest or other stakeholder with an interest.

It provides an opportunity for an affected stakeholder to explain why a proposal should be supported (with or without changes) or not supported, and to raise any other information which may be relevant to the assessing officer and/or regulator. The advertising process and submissions received forms an important part of the assessment and decision-making process.

While a public advertising process typically attracts predominantly submissions which oppose the development, it provides an opportunity for supporters to state their position.

Preparing your submission

Your submission should focus on the particular issues that arise from the planning proposal from your individual perspective. In preparing your submission, key matters to consider include:

- Focus on issues that are negotiable and can be influenced/changed.
- Make sure you review the proposal in detail – including all plans and relevant reports publicly available.
- Clearly state upfront whether you support or oppose the proposal (with or without changes).
- Outline why you support or oppose certain aspects of the proposal and why.
- Outline any specific changes you would like made to the proposal to respond to the issues you have raised.
- Be as brief and to the point as possible - arguments can get lost within lengthy submissions.
- Include high-level personal details about you (name, address and email address) so later contact can be made with you.



STEP 5 – REVIEW AND ANALYSE FEEDBACK

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 guidance 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 stakeholder/participant?
- Is there a significant disparity in views between different stakeholder groups? If so, what are the views of each group?
- Are there particular views of ‘communities of interest’ which differ from the ‘community of place’?
- Are the views of some stakeholders not particularly valid or relevant due to the commensurate level of impact?
- Are there key themes to emerge from the engagement – which may involve numerous engagement activities?

When analysing engagement, consideration should be given not only to ‘communities of place’ but also ‘communities of interest’ as defined in Page 16 of this Guide.

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.

REFLECT

Particularly for larger, more complex engagement/consultation activities that involve a variety of activities, it is important to take the time to reflect and document outcomes (both positive and negative), and consider whether the objectives of your Engagement Strategy were achieved.

It may be appropriate to consider updating or modifying your Engagement Strategy to account for and incorporate any learnings as part of the next engagement activity.

Key Inputs into Engagement Outcomes Report for Step 5 – Review and Analyse Feedback:

- Description of engagement process.
- Description of engagement invitees and attendees.
- Summary of engagement outcomes including key issues/topics raised.

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 activities are undertaken.





STEP 6 – REFLECTION AND FEEDBACK

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

In reflecting on your engagement process and communicating feedback, key factors to consider may be:



- How has/will the engagement inform the planning decision that needs to be made?
- In what form should the engagement outcomes be presented back to stakeholders/participants?
- How has the performance of the engagement measured against your Engagement Strategy objectives?
- How will you advise stakeholders of the decision-making process?
- How will you keep stakeholders in the loop beyond the planning decision?

It is important to always 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 informing them of the planning decision made. It is also best practice to continue this through the life of a planning proposal (eg. through the construction phase of a development).

Communicating feedback to participants received through an engagement process should be undertaken 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.



STAKEHOLDER ROLES IN 6-STEP ENGAGEMENT PROCESS

The following illustrates the typical role of the regulator, proponent and community/stakeholders in the 6-Step engagement process.

Note this is a guide only. Specific roles will differ depending on whether it is a regulator-led or proponent-led engagement process, as well as the key characteristics of the individual planning proposal.

Engagement Steps	Regulator-led Engagement			Proponent-led Engagement		
	Regulators	Proponents	Community and Stakeholders	Regulators	Proponents	Community and Stakeholders
 Step 1 – Define	Lead	-	-	Consult	Lead	-
 Step 2 – Identify	Lead	-	-	Consult	Lead	-
 Step 3 – Design	Lead	Inform*	-	Consult	Lead	-
 Step 4 – Implement	Lead	Inform*	Participate	Consult	Lead	Participate
 Step 5 – Review and Analyse Feedback	Lead	Inform*	Participate	Consult	Lead	Participate
 Step 6 – Reflection and Feedback	Lead	Inform*	Participate	Consult	Lead	Participate

* if impacted specifically by the proposal/engagement, and only in specific circumstances

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 7.0 – Design of the Built Environment.
<https://www.dplh.wa.gov.au/>

Department of Planning, Lands and Heritage.
State Planning Policy 7.2 – Precinct Design.
<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/>

5.1.1 Special-interest Group Resources

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

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 Guide 2012.
<https://healthinonet.ecu.edu.au/key-resources/resources/23754/>

DevelopmentWA.
Kaart Koort Waarnginy – Aboriginal Engagement Framework, Aboriginal Engagement Guide.
<https://developmentwa.com.au/documents/publications/aboriginal-engagement>

YOUTH AND OLDER PEOPLE

Better Together – South Australia.
Planning Tools.
<https://www.bettertogether.sa.gov.au/planning-tools/prepare/>

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

Communication: is a process of preparing, distributing (or vocalising) content and information, or presenting a point of view. Feedback may be sought through communication material however typically it is at the 'Inform' level of the IAP2 Spectrum of Public Participation.

Community of place: a group of people who identify with a defined geographic area e.g. a local government area, a housing area or a 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 groups³.

Consultation: involves obtaining community feedback on proposals. References to consultation within this Guide generally mean minimum (or mandatory) obligations under statutory legislation typically at the 'Consult' level of the IAP2 Spectrum of Public Participation.

Discretion: The ability for Regulators 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 engagement/consultation activities 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 engagement/consultation activities.
- Ensure that all 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 purpose of involving the community and stakeholders in the process of decision-making. References to engagement within this Guide generally refers to engagement undertaken to support and enhance statutory/mandatory consultation, typically at the 'Involve' and 'Collaborate' levels of the IAP2 Spectrum of Public Participation.

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 steps 1-3 of this Guide.

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 Guide 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_Guide

City of Greater Bendigo – *Community Engagement Guidelines and Guide*. Available at: https://www.bendigo.vic.gov.au/sites/default/files/2016-11/Community_Engagement_guidelines_and_Guide_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 Guide for Planning*. Available at: <https://dilgpprd.blob.core.windows.net/general/CommunityengagementGuide.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-by-laws/plans-and-policies/a-to-z/significance-engagement/significance-engagement-policy.pdf>

More specific detail and guidance has been referenced within this Guide 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 Guide. 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 Local Planning Strategy, a new Local Planning Scheme (or amendment), a new Precinct Structure Plan or a Local Development Plan, which may result in a change to the local area. 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"> • Introduce planning proposal and planning outcome/decision being sought. • Engagement Strategy objectives. • Engagement opportunities and considerations. • Detail planning approval or outcome process. 										
2. Context Analysis	Provide key outcomes of context analysis including a summary of key components discussed in the Guide 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: <table border="1" data-bbox="840 510 1859 651"> <thead> <tr> <th>Stakeholder</th> <th>Interests/ concerns/ issues</th> <th>Level of interest (low/mod/high)</th> <th>Level of influence (low/mod/high)</th> <th>Potential engagement activity</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Stakeholder	Interests/ concerns/ issues	Level of interest (low/mod/high)	Level of influence (low/mod/high)	Potential engagement activity					
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"> • Detail key messages and themes which will form the basis for the engagement. • Specify the negotiables and non-negotiables. • Outline key themes or issues that may arise and need to be dealt with through the engagement. • Consider Q&A's or a detailed discussion guide to frame the engagement process/es. 										
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: <table border="1" data-bbox="840 1034 1859 1114"> <thead> <tr> <th>Risk</th> <th>Stakeholder/s Potentially Impacted</th> <th>Mitigation Strategies</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Risk	Stakeholder/s Potentially Impacted	Mitigation Strategies							
Risk	Stakeholder/s Potentially Impacted	Mitigation Strategies									
Appendices	Depending on your planning proposal and engagement strategy, this may include: <ul style="list-style-type: none"> • Discussion guides for various engagement activities. • Run sheets to guide internal organisation and communication. • Floor plans of engagement locations/venues and set up of material (bump in/bump out schedule). • Engagement materials such as FAQ's, posters, website content. • Communications Strategy, to ensure the appropriate timing and consistency of messaging to the media and other stakeholders. 										

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
▶ Interest/Concern/issue	<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
▶ Level of Interest	<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>
▶ Level of Influence	<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 Regulators 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 Regulators.</p>	<p>Low</p> <p>Moderate</p> <p>High</p>
▶ Level of Priority and Engagement/ Consultation Method	<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 Table 1)</p>

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

APPENDIX B

Engagement Activities

Method Legend

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Table 6. Potential Engagement Activities ⁹

Activity	Description	When to Use It	Considerations
Printed Materials •Fact sheets •Newsletter •Brochure •Frequently Asked Questions	– Written and graphic information about a proposal or process	<div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px;"> Inform 📄 👤 </div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px;"> \$ 👤 📍 📞 </div> <ul style="list-style-type: none"> – Major planning proposals where there is a high degree of public interest and impact – Where there is a need to share high-level information about a planning proposal or process – Where there is a clearly defined, impacted community 	<ul style="list-style-type: none"> – Can be specifically distributed to impacted/interested parties (ie. a letter drop) or more broadly (ie website) – Creates community awareness – The level of community interest and response can be difficult to predict/gauge – Form and content can be tailored to the recipient’s needs – Limited capacity to communicate complicated concepts. – Need to consider special-interest groups with respect to language, for example
Media Releases	– Statements released to inform the public, via media, about a planning proposal and/or process	<div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px;"> Inform 📄 👤 </div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px;"> \$ 👤 📍 📞 </div> <ul style="list-style-type: none"> – Major planning proposals where there is a high degree of public interest and impact 	<ul style="list-style-type: none"> – Relatively quick and inexpensive to prepare – Opportunity to position planning proposals positively. – Allows high-level information about a planning proposal or process to be shared - including where to learn more and how to contribute – Can be an opportunity to develop media relationships which might benefit the planning proposal as it progresses – Assumes media outlets will publish the media release – The need to generate interest cannot come at the expense of accuracy – Success relies on clear and effective content/format
Advertisements	<ul style="list-style-type: none"> – Via print, television, radio and/or digital platforms – Will often relate to a statutory process – Sign on site. 	<div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px;"> Inform 📄 👤 </div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px;"> \$ 👤 📍 📞 </div> <ul style="list-style-type: none"> – Major planning proposals where there is a high degree of public interest and impact 	<ul style="list-style-type: none"> – Relatively quick and inexpensive to prepare – Allows high-level information about a planning proposal or process to be shared - including where to learn more and how to contribute – Placement can be tailored to the group being engaged i.e. community radio – Opportunity to position planning proposals positively. – Need to ensure both the advertisement and its location fit with the engagement purpose and the stakeholders – Should form part of an overall suite of ways to reach out – Success relies on clear and effective content/format

Method Legend



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

Activity	Description	When to Use It	Considerations
<p>Information Hotline/Email Address</p>	<ul style="list-style-type: none"> – A dedicated phonenumber or email link that participants can reach out to – usually provided on fact sheets, web sites etc. 	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid #ccc; border-radius: 15px; padding: 5px; background-color: #e0f0ff;"> Inform </div> <div style="border: 1px solid #ccc; border-radius: 15px; padding: 5px; background-color: #e0f0ff;"> Consult </div> </div> <div style="border: 1px solid #ccc; border-radius: 15px; padding: 5px; background-color: #f0f0f0; margin-top: 5px;"> \$ </div> <ul style="list-style-type: none"> – Relevant to most planning scenarios 	<ul style="list-style-type: none"> – Emails, hotlines and feedback forms are familiar to many – Provides a central contact for queries – Participants can tailor their comments and questions to their interests – Regular, accurate and timely responses build trust and open communication – Promotes participation by special-interest groups – An accurate system for receiving, recording and responding must be developed – Clearly identify/explain whether the participant's email is a formal response or a general query
<p>Public or Town Hall Meetings</p>	<ul style="list-style-type: none"> – A gathering between proponents and/or decisionmakers and the community – Usually associated with large numbers – Attendance can either be open or through registration – Generally held in a neutral or trusted venue – Based on a structured, facilitated agenda – Comments and questions usually invited from participants 	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid #ccc; border-radius: 15px; padding: 5px; background-color: #e0f0ff;"> Inform </div> <div style="border: 1px solid #ccc; border-radius: 15px; padding: 5px; background-color: #e0f0ff;"> Consult </div> </div> <div style="border: 1px solid #ccc; border-radius: 15px; padding: 5px; background-color: #f0f0f0; margin-top: 5px;"> \$ </div> <ul style="list-style-type: none"> – A large, defined community that prefers this relatively well-known tool to more contemporary participation – Engagement is required within a short timeframe or at short notice – for example, crisis management – Where there are limited engagement resources – Higher-level planning instruments such as strategies and schemes – Non-controversial proposals – Participants aren't being asked to solve major or complex issues – As part of a suite of tools that allow for further and more inclusive participation 	<ul style="list-style-type: none"> – An open and transparent forum – It can be hard to generate interest especially if people feel they won't be heard – Risk of excluding seldom-heard groups and people who don't like public speaking/forums – Confident participants can dominate discussion – Emotional responses and 'group mentality' can be hard to manage – they can make it difficult to deliver your message and skew data – There is a risk of conflict between passionate participants with different views – You will need to clearly explain the purpose of the meeting, how it fits into the planning process and next steps (to participants) – A neutral facilitator will help to keep things on track – This tool can generate media interest – positive and negative – Plan how to identify and record useable, representative data – The capacity of the venue must match the level of community interest – people don't want to feel like they have missed out

Method Legend

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

Activity	Description	When to Use It	Considerations
Community Events, Display Sessions and Pop Ups	<ul style="list-style-type: none"> – A temporary place or event that uses active, interesting ways to achieve awareness and seek comment – Often imaginative and innovative –outdoor displays, sausage sizzles, graffiti walls, art-planning proposals and shop-fronts are all examples – Staged in local venues such as council offices, libraries, community centres or shopping centres 	<p> Inform  Consult  </p> <p> \$\$-\$\$\$    </p> <ul style="list-style-type: none"> – If there are complex issues to be explained and explored – When building ongoing trust and interest with your community is important – You want to reach a lot of people, including those who you wouldn't normally expect to participate – Proposals that would benefit from local knowledge and qualitative data 	<ul style="list-style-type: none"> – One-on-one interaction – participants can readily ask questions and raise concerns – Highly inclusive – including of people unused to participating – Builds ongoing trust/interest in proposals, people and process – Can be resource intensive - several facilitators may be needed – Facilitators must be mindful to not have their time monopolised by a small number of participants – Creative approaches must align with the engagement purpose and the community being engaged with – Plan how to identify and record useable, representative data – Plan for contingency - bad weather etc. – Run times to enable different people to access the event – People can view information at their leisure and focus on what interests them.
Engagement Apps	<ul style="list-style-type: none"> – Accessible via a smart device, apps can be developed for planning proposals and as a vehicle for participation 	<p> Inform  Consult  Involve  </p> <p> \$    </p> <ul style="list-style-type: none"> – Major proposals where there is a high degree of public interest and impact – Proposal relating to public spaces and places 	<ul style="list-style-type: none"> – Can form groups, provide information and gather data – Effective for those unable to attend face-face-engagement – Participants can engage according to their own timeframe and needs – Assumes participants have access to and knowledge of the necessary technology – Success relies on clear and effective content/format
QR Code	<ul style="list-style-type: none"> – A barcode that when scanned takes participants to online engagement platforms – The QR itself can be used to collect data in terms of rates of use, access and the like. 	<p> Inform  Consult  </p> <p> \$    </p> <ul style="list-style-type: none"> – Proposals relating to a specific site or development area – Major planning proposals and planning proposal relating to public places and spaces – Places with a high level of interest and activity 	<ul style="list-style-type: none"> – Easy to implement and update links – Easy for participants to uses – Assumes that participants have access to a smartphone

Method Legend



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

Activity	Description	When to Use It	Considerations
<p>3D modelling, printing and fly throughs</p>	<ul style="list-style-type: none"> – Visual representations of potential outcomes 	<p>Inform Consult </p> <p> </p> <ul style="list-style-type: none"> – Major planning proposals – Planning proposals resulting in a substantive change for the community – Complex issues requiring explanation/demonstration – Planning proposals relating to public spaces and places – Where qualitative as well as quantitative information is important to shape decisions 	<ul style="list-style-type: none"> – Helps participants to grasp difficult concepts and understand alternate impacts/consider trade-offs – Cheaper and easier to create than virtual reality and augmented reality – Adaptable to a range of scenarios and option testing – Accessible on a range of devices – Participants can view proposals in a manner that reflects the issues important to them – Relatively quick to produce – Can be very accurate, taking into account local conditions such as geography – Need to ensure that the conveyed images reflect what will ultimately occur or trust will be eroded
<p>Conversation Kit</p>	<ul style="list-style-type: none"> – A tailored package of information. – Participants review, consider and respond to the information in the way that best suits them 	<p>Inform Consult </p> <p> </p> <ul style="list-style-type: none"> – Where face-to-face engagement is difficult – There is no urgent timeframe for the engagement – To encourage participation by special-interest groups 	<ul style="list-style-type: none"> – Responsive to the needs of participants – Difficult to predict and control the level of response – Need to ensure that information – including the purpose of the engagement and the means to respond – is very easy to understand
<p>World Cafe</p>	<ul style="list-style-type: none"> – Similar to Deliberative Engagement but via single session – A facilitator generates discussion on a range of topics across a series of 'rounds' – At the end of each round, the groups are shuffled and the process recommences 	<p>Inform Consult </p> <p> </p> <ul style="list-style-type: none"> – Where there are a series of issues with a variety of potential solutions that require discussion and trade-offs to resolve 	<ul style="list-style-type: none"> – Facilitates a balanced approach to issue resolution and trade-offs through discussion and testing from a variety of perspectives – Promotes idea-sharing in a positive, fun and inclusive environment – Creates long term trust and relationships – Can be designed to address quantitative and qualitative issues – Can be resource intensive - several facilitators may be needed – Ensure that the participant selection will result in a representative group – Plan how to identify and record useable, representative data – Consider how process and outcomes will be conveyed to the community and whether its participation should also be sought

Method Legend

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

Activity	Description	When to Use It	Considerations
Round Tables	<ul style="list-style-type: none"> Like a Public/Town Hall Meeting but with facilitated discussion in small groups 	<p>Consult </p> <p>\$-\$\$   </p> <ul style="list-style-type: none"> Higher-level planning instruments such as strategies, schemes and policy development If you want participants to consider issues and provide feedback in reasonable detail Engagement is required within a short timeframe/ at short notice i.e. crisis management 	<ul style="list-style-type: none"> More inclusive (than a Public/Town Hall Meeting) of special-interest groups and those who don't enjoy public speaking/forums Better opportunity (than Public/Town Hall Meeting) to gather useable, responsive feedback aligned with the engagement purpose The 'issues focussed' approach limits the potential for conflict or a group mentality Allows for a considered approach to issue resolution Requires more resources than a Public/Town Hall Meeting – multiple facilitators for example Capacity may not be sufficient to include all interested parties Consider how to achieve representative participation and ensure non-participants do not feel marginalised
Focus Groups and Workshops	<ul style="list-style-type: none"> A small, representative group that undertakes facilitated exercises to resolve issues and guide proposal direction at a high-level There may be a single focus group or several, held simultaneously or at different times Different focus groups may be created to address specific issues or represent different stakeholder groups 	<p>Inform  Consult </p> <p>Involve  Collaborate </p> <p>\$-\$\$   </p> <ul style="list-style-type: none"> Major public proposals with a series of complex issues that need consideration from a range of perspectives Useful at many proposal phases from visioning to scenario testing 	<ul style="list-style-type: none"> Allows for in-depth conversation, explanation and view sharing Can be designed to address quantitative and qualitative issues An inclusive process where multiple voices are heard and conflict can be managed Highly inclusive – including of people unused to participating Focus groups can reconvene to test outcomes and 'close the loop' Can be dominated by loud voices Requires a formal agenda and facilitation to achieve outcomes within a limited timeframe Ensure that the participant selection will result in a representative group High-level feedback delivered in a short timeframe requires interpretation and analysis Consider how process and outcomes will be conveyed to the community and whether broader participation is needed Can be resource intensive (various materials and multiple facilitators for each group for example).

Method Legend



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

Activity	Description	When to Use It	Considerations
<p>Reference/ Steering Groups and Expert/ Specialist Panels</p>	<ul style="list-style-type: none"> – A panel of experts guide Regulators on issues across the life of a proposal – Participants are usually technical experts rather than community representatives 	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px; background-color: #0070C0; color: white;"> Inform </div> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px; background-color: #0070C0; color: white;"> Consult </div> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 5px;"> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px; background-color: #0070C0; color: white;"> Involve </div> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px; background-color: #0070C0; color: white;"> Collaborate </div> </div> <div style="display: flex; justify-content: center; align-items: center; margin-top: 10px;"> \$\$ </div> <ul style="list-style-type: none"> – Major public proposals – Proposals with a series of complex technical (quantitative) issues that need to be considered from a range of perspectives – Longer-term proposals 	<ul style="list-style-type: none"> – Participants are knowledgeable and engaged – Facilitates a balanced and unemotive approach to issue resolution and trade-offs – There must be a clear process and terms of reference for the group/panel – Watch for misalignment between technical (quantitative) outcomes and community values (particularly qualitative) – Consider how process and outcomes will be conveyed to the community and whether broader participation is needed – Participation may be a paid role
<p>Citizens' Panel</p>	<ul style="list-style-type: none"> – Similar to Reference/ Steering Groups and Expert/Specialist Panels but made up of community members 	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px; background-color: #0070C0; color: white;"> Inform </div> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px; background-color: #0070C0; color: white;"> Consult </div> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 5px;"> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px; background-color: #0070C0; color: white;"> Involve </div> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px; background-color: #0070C0; color: white;"> Collaborate </div> </div> <div style="display: flex; justify-content: center; align-items: center; margin-top: 10px;"> \$\$ </div> <ul style="list-style-type: none"> – Major public proposals with a series of issues that need consideration from a range of perspectives – Proposals where there is a high degree of public interest and impact – Longer-term proposals – Proposals that would benefit from local knowledge and qualitative data 	<ul style="list-style-type: none"> – Facilitates a balanced approach to issue resolution and trade-offs – Creates long term trust and relationships – Creates broader knowledge of planning issues and processes – Niche or specific interests and concerns may not be represented. – There must be a clear process and terms of reference for the panel – Careful facilitation is needed to ensure specific voices or issues do not dominate – Participants must align to the process and associated confidentiality/sensitives – Ensure that the participant selection will result in a representative panel – Consider how outcomes will be shared with the wider community

Method Legend

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

Activity	Description	When to Use It	Considerations
<p>Deliberative engagement forums</p>	<ul style="list-style-type: none"> Community members and subject matter experts come together to review, test and resolve issues through polling and discussion across a number of sessions A base-line response to issues is obtained before the community and experts consider issues Polling reoccurs to ascertain changes in view and where priorities/opportunities for trade-off exist 	<p> Inform  Involve  Collaborate  </p> <p> \$\$   </p> <ul style="list-style-type: none"> Major planning proposals where there is a high degree of public interest and impact Large design proposals where there are a variety of complex issues that need consideration from a range of perspectives Proposals relating to public spaces and places Proposals with quantitative issues that are best resolved through conversation 	<ul style="list-style-type: none"> Facilitates a balanced approach to issue resolution and trade-offs Bringing experts and the community together results in a high level of trust in the process Can be designed to address quantitative and qualitative issues Complex issues can be fully explained and trade-offs explored, which results in better decisions Highly inclusive – including of people unused to participating Builds networks, relationships and ongoing involvement Generates community buy-in – a direct link between participation and outcomes Can be expensive and resource intensive Ensure that the participant selection will result in a representative group Consider how process and outcomes will be conveyed to the community
<p>Participatory Mapping</p>	<ul style="list-style-type: none"> 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 	<p> Inform  Consult  </p> <p> Involve  Collaborate  </p> <p> \$-\$\$   </p> <ul style="list-style-type: none"> Place-based proposals such as master plans and structure plans where there is an existing community Where qualitative as well as quantitative information is important to shape decisions 	<ul style="list-style-type: none"> Highly interactive and engaging Utilises local knowledge and experience Builds trust, buy-in and longer-term involvement Direct, real-time influence from participants Assists the planner/designer to understand place and its context at sophisticated level Consider how process and outcomes will be conveyed to the community and whether broader participation is needed Need to ensure that participant selection will result in a representative group Multiple facilitators may be required depending on the size of the group

Method Legend



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

Activity	Description	When to Use It	Considerations
<p>Charrette</p>	<ul style="list-style-type: none"> – A design workshop – Brings together a multi-disciplinary team of technical experts to test and resolve design issues – Usually held over several sessions – Consider wider application, to members of the community 	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid #0070C0; border-radius: 10px; padding: 5px; background-color: #0070C0; color: white;"> Inform </div> <div style="border: 1px solid #0070C0; border-radius: 10px; padding: 5px; background-color: #0070C0; color: white;"> Consult </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="border: 1px solid #0070C0; border-radius: 10px; padding: 5px; background-color: #0070C0; color: white;"> Involve </div> <div style="border: 1px solid #0070C0; border-radius: 10px; padding: 5px; background-color: #0070C0; color: white;"> Collaborate </div> </div> <div style="margin-top: 10px; background-color: #444; color: white; border-radius: 10px; padding: 5px; display: flex; align-items: center;"> \$\$\$ </div> <ul style="list-style-type: none"> – Large design planning proposals with a series of issues and a variety of potential solutions that require discussion and trade-offs to resolve 	<ul style="list-style-type: none"> – Facilitates a balanced approach to issue resolution and trade-offs through discussion and testing from a variety of design and technical perspectives – Participants are knowledgeable and engaged – Facilitates a balanced and unemotive approach to issue resolution and trade-offs – Achieves high-level issues resolution and a degree of testing within a relatively short period – Builds knowledge and understanding within a design team – Can be expensive depending on the number of participants – May be difficult for people to commit to the full duration – Ensure participants can address both qualitative and quantitative issues – Consider how process and outcomes will be conveyed to the community and whether wider participation is needed
<p>Tactical Urbanism</p>	<ul style="list-style-type: none"> – Temporary installations that allow the community to experience how proposed outcomes would look, feel and function 	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid #0070C0; border-radius: 10px; padding: 5px; background-color: #0070C0; color: white;"> Inform </div> <div style="border: 1px solid #0070C0; border-radius: 10px; padding: 5px; background-color: #0070C0; color: white;"> Consult </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="border: 1px solid #0070C0; border-radius: 10px; padding: 5px; background-color: #0070C0; color: white;"> Involve </div> <div style="border: 1px solid #0070C0; border-radius: 10px; padding: 5px; background-color: #0070C0; color: white;"> Collaborate </div> </div> <div style="margin-top: 10px; background-color: #444; color: white; border-radius: 10px; padding: 5px; display: flex; align-items: center;"> \$\$-\$\$\$ </div> <ul style="list-style-type: none"> – Changes to public space and how it is used – Specific development/land use proposals 	<ul style="list-style-type: none"> – Interactive and inclusive – Minimises opportunity for engagement processes to monopolised by a minority – Results in highly informed responses influenced by experience – Builds trust, community interest and longer term involvement – If successful, the temporary solutions may become permanent – Plan how to identify and record useable, representative data – Need to ensure that ultimate outcomes reflect the temporary ones

Method Legend

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

Activity	Description	When to Use It	Considerations
<p>Hackathon</p>	<ul style="list-style-type: none"> – A workshop that uses technology to address issues and identify solutions 	<div style="display: flex; flex-wrap: wrap; gap: 5px;"> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px; margin-right: 5px;"> Inform  </div> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px; margin-right: 5px;"> Consult  </div> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px; margin-right: 5px;"> Involve  </div> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px;"> Collaborate  </div> </div> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px; margin-top: 10px; background-color: #D9E1F2;"> \$-\$    </div> <ul style="list-style-type: none"> – Where there are a series of issues with a variety of potential solutions that require discussion and trade-offs to resolve – Where participants are comfortable with technology – Where technology can help to facilitate a solution to issues 	<ul style="list-style-type: none"> – Can be highly tailored to people and the purpose of the engagement, including specific issues – Not suitable for large groups – Ensure that the participant selection will result in a representative group – A formal agenda and facilitation to achieve outcomes within a limited timeframe is recommended
<p>Virtual Reality, Augmented Reality and Gamification</p>	<ul style="list-style-type: none"> – A range of emerging tools and techniques that include: – Gamification: game-strategy and process to identify and resolve issues – Virtual reality: a fully virtual world that can illustrate outcomes to participants – Augmented reality: based on the real world but with some modification to illustrate proposed changes 	<div style="display: flex; flex-wrap: wrap; gap: 5px;"> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px; margin-right: 5px;"> Inform  </div> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px; margin-right: 5px;"> Consult  </div> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px; margin-right: 5px;"> Involve  </div> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px;"> Collaborate  </div> </div> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px; margin-top: 10px; background-color: #D9E1F2;"> \$\$-\$\$\$    </div> <ul style="list-style-type: none"> – Major planning proposals – Planning proposals resulting in a substantive change for the community – Complex issues requiring explanation/demonstration – Planning proposals relating to public spaces and places – Where qualitative as well as quantitative information is important to shape decisions 	<ul style="list-style-type: none"> – Fun, active and engaging – enhances participation – Helps participants to grasp difficult concepts and understand alternate impacts/consider trade offs – Adaptable to a range of scenarios and option testing – Accessible on a range of devices – Participants can view proposals in a manner that reflects the issues important to them – Relatively expensive depending on level of detail – Can take some time to prepare the inputs – Need to ensure that the conveyed images reflect what will ultimately occur or trust will be eroded – May require specialist equipment/operators – Plan how to identify and record useable, representative data

Method Legend



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

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

Method Legend

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\$\$\$ Cost
👤 In-person
🖱️ Online
📞 Telephone

Activity	Description	When to Use It	Considerations
Websites	<ul style="list-style-type: none"> – A dedicated site with information about a proposal 	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; background-color: #4a90e2; color: white;"> Inform </div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; background-color: #4a90e2; color: white;"> Consult </div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; background-color: #4a90e2; color: white;"> Involve </div> </div> <div style="margin-top: 10px; border: 1px solid black; border-radius: 15px; padding: 2px 5px; background-color: #333; color: white; display: flex; align-items: center;"> \$ 👤 🖱️ 📞 </div> <ul style="list-style-type: none"> – Relevant to most planning scenarios 	<ul style="list-style-type: none"> – May be a bespoke website or part of a standard agency website depending on purpose, publisher and scale – Relatively inexpensive – Can include information about/links to the engagement process itself – A range of specific tools can be included (feedback forms, fly-throughs, videos etc.) – Success needs clear/effective content/format that is regularly updated – Assumes that participants have internet access
Social Media	<ul style="list-style-type: none"> – A variety of platforms are available to present information on a proposal and gather responses – Social media postings can be monitored to gauge anecdotal community sentiment 	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; background-color: #4a90e2; color: white;"> Inform </div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; background-color: #4a90e2; color: white;"> Consult </div> </div> <div style="margin-top: 10px; border: 1px solid black; border-radius: 15px; padding: 2px 5px; background-color: #333; color: white; display: flex; align-items: center;"> \$ 👤 🖱️ 📞 </div> <ul style="list-style-type: none"> – Major proposals where there is a high degree of public interest and impact – Proposals relating to public spaces and places 	<ul style="list-style-type: none"> – Reaches a large audience including those not always engaged by traditional media – Can be designed to address quantitative and qualitative issues – A forum for discussion and idea-sharing – Relatively inexpensive – Can include information about/links to the engagement process itself – A range of specific tools can be included (feedback forms, fly-throughs, videos etc.) – Responses can be unrepresentative – sites can sometimes be dominated by special interest groups – Difficult to filter responses - dissenting voices may be targeted and conflict can occur – Form, content and participation can be tailored to the recipient's needs – The chosen platform(s) must align with engagement objectives – Success relies on clear and effective content/format – Assumes that participants have internet access – Plan how to identify and record useable, representative data

Method Legend



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

Activity	Description	When to Use It	Considerations
Digital Video	<ul style="list-style-type: none"> – A video available online 	<p>Inform </p> <p> </p> <ul style="list-style-type: none"> – Where face-to-face engagement is difficult – For major proposals with complex issues that need explanation – If visual content is important to messaging 	<ul style="list-style-type: none"> – Can build interest and trust in relation to a proposal – Highly tailored to the purpose of the engagement – Can generate high-levels of interest through comments and sharing – A range of specific tools can be included (feedback forms, fly-throughs, videos etc.) – Assumes equal access to technology for special-interest groups, in regional areas etc. – Risk management – videos will be permanently online and comments will generally be unfiltered – Success relies on clear and effective content/format

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 Guide. 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
Executive Summary	<ul style="list-style-type: none"> – One page of key highlights – snapshot of engagement undertaken and key outcomes (using infographics where possible). – This may end up forming the engagement summary that is made publicly available to stakeholders.
1. Introduction	<ul style="list-style-type: none"> – Introduce planning proposal and planning outcome/decision being sought. – Engagement Strategy objectives. – Engagement Opportunities and Considerations. – Detail planning approval or outcome process. – Detail Engagement process undertake in a summary format.
2. Engagement Methodology	<ul style="list-style-type: none"> – Outline purpose and objectives of engagement. – Detail engagement process undertaken (activities, materials prepared, date, location, time of each activity). – 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. – 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.
3. Key Findings	<ul style="list-style-type: none"> – Provide a detailed overview of engagement findings commensurate to nature of engagement event and level of feedback sought. – 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. – 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.
4. Key Themes	<ul style="list-style-type: none"> – If appropriate, provide a snapshot of key themes to emerge as part of the key findings section above.
5. Close Out and Next Steps	<ul style="list-style-type: none"> – Identify next steps in the engagement process. – State when, how and in what form engagement outcomes will be presented to participants and other stakeholders (such as Regulators). – Identify the next steps towards the planning outcome or decision being made.
Appendix	<p>Depending on your planning proposal and engagement process, this may include:</p> <ul style="list-style-type: none"> – Invitations sent to participants. – Copies of all survey responses (confidential details blanked out). – Copies of engagement materials (posters, FAQ's etc). – Photographs of engagement events.

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: A requirement or expectation of a standard of design quality that is 'above and beyond' the usual expectations set out in State Planning Policy 7.0 Design of the Built Environment (SPP 7.0) and other relevant policies and guidelines of the WAPC relating to design quality. A project that has achieved Design Excellence demonstrably exceeds the Design Principles of SPP 7.0 as evaluated by an independent Design Review Panel as defined by the WAPC Design Review Guide. In exceeding these requirements, a

project is recognised to have surpassed typical industry practice and market standards.

Due Regard: Generally a planning document that Regulators shall consider when assessing and making decisions on planning proposals.

Good Design: The Design Principles set out in State Planning Policy 7.0 Design of the Built Environment (SPP 7.0) establish a definition of 'good design' that can inform the design, review and decision-making processes for built environment proposals across the State. Good design is a requirement or expectation of a standard of design quality that meets the standards set out in SPP 7.0 and other relevant policies and guidelines of the WAPC relating to design quality, as evaluated by an independent Design Review Panel as defined by the WAPC Design Review Guide.

Height (Wall and Roof): The distance between the ground level of a building and the top of a wall or roof.

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. 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.

Seriously Entertained Planning Proposal: a planning proposal (for example a draft policy, strategy or application), which can be given weight in the assessment and decision-making process.

This typically occurs after advertising is completed – the further toward approval the document is, the more 'seriously entertained' it is considered to be.

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.

Precinct Structure Plan: A document prepared and approved under the provisions of a local planning scheme. Precinct structure plans outline land use, density and development (including built form), access arrangements, infrastructure, environmental assets and community facilities at a precinct scale to facilitate future subdivision and development.

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. DA's are either determined by the local government, the Western Australian Planning Commission or Joint Development Assessment Panel, depending on the nature of the application and the financial 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 body 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 Regulator that identifies the building design outcomes within a particular area. These outcomes generally relate to issues such as the building placement, height, plot ratio and other design matters.

GBRS: Greater Bunbury Region Scheme

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 lot design to future development.

LGA: Local Government Authority

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

MRS: Metropolitan Region Scheme. Similar to a local planning scheme but covers the Perth Metropolitan Area 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.

Common Planning Acronyms (Cont'd)

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'.

RAR: Responsible Authority Report. A report prepared by local government officers for consideration by a JDAP in relation to development applications.

PRS: Peel Region Scheme.

PSP: Precinct Structure Plan. Refer Common Planning Terms.

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.

