

Effective Engagement: building relationships with community and other stakeholders

The engagement toolkit

Book 3





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1. Introduction

Within these pages you will find a valuable list of tools for assisting in the planning, implementation and evaluation of community engagement activities.

This toolkit has been developed with the assistance and permission of the Coastal Co-operative Research Centre (CRC).¹ Our team of facilitators and practitioners have also contributed tools that they have found useful in their own engagement practices.

The toolkit is not intended to provide an exhaustive list, but rather it offers a broad selection of tools covering all types of engagement, from 'inform' through to 'empower'.

The tools have been listed in alphabetical order, with detailed descriptions including objectives, resources required, a discussion of their strengths and weakness, as well as references for further exploration.

¹ The former Coastal CRC was based in Queensland and provided advice and decision-making tools to assist in effective management of ecosystem health for Australia's coastal zones, estuaries and waterways.

2. Choosing the Right Tool

Choosing a tool or combination of tools for engaging your community is a critical step in the engagement planning process. It is important that you know what you are asking from the stakeholders when you decide to use a specific engagement tool. You should only choose tools that are suited to the purpose of your particular engagement.

The selection criteria will vary according to the:

- **Project context** (i.e. project goals, objectives and anticipated outcomes).
- **Community context** within which your project sits (i.e. your community profile and the social and political context).
- **Project parameters** (including the project size, budget, timeline and resources allocated).
- **Project teams** (i.e. skills of team and availability of the members).

You may need to employ varying types of engagement for the same stakeholder during the lifespan of your project. A range of tools may be utilised and consequently the promise made at differing stages in the project process will need to be accommodated.

Tool Checklist

- Does the tool match your overall program objectives, purpose of engagement and anticipated outcomes? (In particular, refer to the objectives, outcomes and uses for each tool.)
- Are you being inclusive of all stakeholders? If not, what do you need to consider in order to be more inclusive? (Refer to *Book 1: an introduction to engagement, Engaging Diverse Groups*.)
- Can you adapt this tool to better suit your work and community context?
- Have you developed an evaluation method for this tool in your plan? Will it capture the tool's success and effectiveness in engaging the community as well as capturing new ideas and learning for incorporation next time?

The following table matches the tools to the IAP2 Public Participation Spectrum.² A bracketed tick indicates the tool that best fits the engagement type (inform, consult, involve, collaborate or empower).

You will also notice the 'diverge' and 'converge' columns in the table. A diverging tool is one that is predominantly focussed on generating ideas and information. A converging tool brings information together and enables decisions to be made or a solution/recommendation to be identified. Some tools can be both diverging and converging, while others are more specific and focussed on either generating ideas or making decisions.

This table is intended as a guide only and focuses on matching decision-making processes to your purpose of engagement. The table can also be used for individual decision making. For example, technical assistance in a group situation is more about informing, while for an individual this information is often empowering for their own decision making (e.g. extension dairy advice to a farmer).

² <http://www.iap2.org> [accessed 15/10/2014]

Engagement Tool Classifications							
Tool	Inform	Consult	Involve	Collaborate	Empower	Diverge	Converge
Backcasting	✓	✓	{✓}	{✓}	{✓}		✓
Brainstorming		✓	{✓}	{✓}	{✓}	✓	
Briefings	{✓}	✓					✓
Citizen committees		{✓}				✓	✓
Citizen juries		✓	{✓}	{✓}		✓	✓
Civic journalism	✓	✓				✓	✓
Community fairs	{✓}					✓	
Community indicator			✓	{✓}	✓	✓	✓
Community profiling	✓	{✓}	✓	✓	✓		✓
Conference		✓	✓	✓	✓	✓	✓
Consensus conference		{✓}	✓	✓		✓	✓
Deliberative opinion polls	✓	{✓}					✓
Delphi study		✓	{✓}	✓	✓	✓	✓
Design charrettes	✓					✓	✓
Displays and exhibits	{✓}	✓				✓	
Electronic democracy		{✓}	✓			✓	
Expert panel	✓	✓	{✓}	✓	✓		✓
Field trips	{✓}	✓				✓	
Fishbowl	✓	{✓}	✓			✓	
Focus groups		✓				✓	
Future search conference		✓	{✓}	✓		✓	✓
Information contacts	✓					✓	
Information hotline	✓					✓	
Information repository	✓					✓	
Interactive TV	✓	{✓}				✓	
Interactive video display kiosks	✓					✓	
Key stakeholder interviews		✓				✓	
Kitchen table discussion	✓	{✓}	✓	✓	✓	✓	✓
Media releases	{✓}	✓	✓	✓	✓	✓	
Mediation and			✓	{✓}	✓	✓	✓

Engagement Tool Classifications							
Tool	Inform	Consult	Involve	Collaborate	Empower	Diverge	Converge
negotiation							
Mind maps	✓	{✓}	✓	✓	✓	✓	
Multi Objective Decision-Making Support (MODSS)			✓	✓	{✓}	✓	✓
Newspaper inserts	✓	{✓}	✓			✓	✓
Nominal group			✓	✓	{✓}	✓	✓
Open house	✓	{✓}	✓	✓		✓	✓
Open space technology			✓	✓	{✓}	✓	✓
Participant observation		{✓}	✓	✓		✓	
Photovoice		{✓}	✓			✓	✓
Planning4real			✓	✓	{✓}	✓	
Poster competitions	{✓}	✓	✓			✓	
Printed information	{✓}	✓				✓	
Prioritisation matrix		✓	✓	{✓}	✓	✓	✓
Public conversation	✓	{✓}	✓	✓		✓	
Public involvement volunteers	✓	✓	{✓}	✓		✓	✓
Public meeting	✓	{✓}	✓	✓		✓	✓
Questionnaires and responses	✓	{✓}				✓	
Role plays	{✓}	✓				✓	
Samoan circles	✓	✓	✓	{✓}	✓	✓	
Scenario testing	✓	✓	{✓}	✓	✓	✓	✓
Search conference		✓	{✓}	✓		✓	✓
Shopfront	{✓}	✓				✓	
Simulation (electronically generated)	✓	✓	{✓}	✓	✓	✓	✓
Sketch interviews	✓	{✓}	✓	✓		✓	
Snowball sampling		{✓}	✓				✓
Speakout (version 1)	{✓}	✓				✓	
Speakout (version 2)			✓	✓	{✓}	✓	✓
Stakeholder analysis (CLIP)	✓	✓	✓	✓	✓	✓	✓
Stakeholder analysis (Stakeholder matrix)	✓	✓	✓	✓	✓	✓	✓

Engagement Tool Classifications							
Tool	Inform	Consult	Involve	Collaborate	Empower	Diverge	Converge
Stakeholder analysis (Venn diagrams)	✓	✓	✓	✓	✓	✓	✓
Study circles		✓	{✓}	✓	✓	✓	
Submissions	✓	{✓}	✓				✓
Surveys	✓	{✓}				✓	
Technical assistance	✓	✓	{✓}	✓	✓		✓
Technical reports and discussion papers	{✓}	✓				✓	
Telephone trees	{✓}	✓				✓	
Visioning		✓	✓	{✓}	✓	✓	
Websites	✓	✓	✓	✓		✓	✓
Workshops		✓	{✓}	✓	✓	✓	✓

3. The Toolkit

3.1. Backcasting

Description:

Backcasting is a method of analysing alternative futures, often energy futures. Its major distinguishing characteristic is a concern with how desirable futures can be attained. It involves working backward from a desired future end-point or set of goals to the present to determine the physical feasibility of that particular future and the policy measures required to reach that end point. End-points are usually chosen for a time 25 to 50 years in the future.³

Backcasting is similar to visioning, however backcasts are not intended to reveal what the future will be, but rather to weigh up a number of possible futures, and decide the implications and preferable options, then to map out steps along the way.

Objectives:

Backcasting allows a group of people to weigh up the implications of different future options or policy goals.

Outcomes:

Backcasting provides one preferred option from a number of future possibilities, and a series of ways that the desired endpoint can be achieved.

Uses/strengths:

- Backcasts are not intended to reveal what the future will likely be, but to indicate the relative feasibility and implications of different policy goals.
- Suggests the implications of likely futures, chosen not on the basis of their likelihood but on the basis of other criteria defined externally to the analysis (e.g. criteria of social or environmental desirability).
- Determines the freedom of action, in a policy sense, with respect to possible futures.

Special considerations/weaknesses:

- No estimate of likelihood is possible.
- Does not seek to discover the underlying structural features of the world that would cause the future to come about.

³ Paehlke, R (1995) *Conservation and environmentalism, an encyclopedia*, New York, Garland

Resources required:

- Publicity
- Venue rental
- Catering
- Staffing
- Moderator/facilitator
- Experts
- Recorders
- Gophers
- Artists/photographer
- Audiovisual recording equipment and amplification
- Overhead projectors
- Data projectors
- Video
- Slide projector/screen
- Printed public information sheets Response sheets
- Props for working in groups (pens, paper, pins, etc.)
- Furniture
- Children's requirements

Can be used for:

- Showcase product, plan, policy
- Engage community
- Develop community capacity
- Develop action plan

Number of people required to help organise:

- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)
- Medium (11–30)

Time required:

- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- High (Innovative)

Method:

1. Define future goals and objectives, projecting 25–50 years into the future.
2. Specify the scenario by analysing the technological and physical characteristics of a path that would lead towards the specified goals.
3. Evaluate the scenario in terms of physical, technological and socio- economic feasibility and policy implications.
4. Brainstorm ways this desired end-point can be achieved, working backwards to the present.

3.2. Brainstorming

Description:

Brainstorming is a method for developing creative solutions to problems. It works by focusing on a problem, and then having participants come up with as many deliberately unusual solutions as possible and by pushing the ideas as far as possible. During the brainstorming session there is no criticism of ideas – the idea is to open up as many possibilities as possible, and break down preconceptions about the limits of the problem. Once this has been done the results of the brainstorming session can be analysed and the best solutions can be explored either using further brainstorming or more conventional solutions.

Brainstorming is useful in warming up a workshop and creating a sense of unity between workshop participants by ‘breaking the ice’ between them.⁴

Objectives:

Brainstorming aims to develop the broadest possible range of creative options, to evaluate these, and to select the best.

Outcomes:

Brainstorming will offer better solutions to a community issue or proposal because a wider range of options has been canvassed.

Uses/strengths:

- Can encourage creative solutions.
- Can serve as a warm-up exercise.
- Can replace conventional participation tools where such tools are inappropriate.
- Can assist in developing unity between participants.

Special considerations/weaknesses:

- Ideas are unrestrained and may not be achievable.
- Sessions may be difficult to record.
- Realistic outcomes are not guaranteed.
- Allow time to engage jury and facilitator, put together briefing papers and contact ‘experts’.
- Jury can take up to four days to consider its ‘verdict’.

Resources required:

- Whiteboard, butcher’s paper or projector

⁴ <http://www.mindtools.com/brainstm.html> [accessed 15/10/2014]

- Pens, markers
- Venue large enough for comfort
- Facilitator

Can be used for:

- Engage community
- Discover community issues

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)
- Medium (11–30)
- Small (≤ 10)

Time required:

- Short (< 6 weeks)

Skill level/support required:

- Low (No special skills)

Cost:

- Low (< AUD\$1,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- Low (Traditional)

Method:

1. Select participants from as wide a range of disciplines with as broad a range of experience as possible. This brings many more creative ideas to the session.
2. Select a leader for the session, who can:
 - Outline any criteria that must be met.
 - Keep the session on course.
 - Encourage an enthusiastic, uncritical attitude among brainstormers.
 - Encourage participation by all.
3. Set times for the whole brainstorming session, and for generating ideas.
4. Keep fresh ideas coming, and welcome creativity.

5. Do not allow any one train of thought to dominate for too long.
6. Do not criticise or evaluate during the brainstorming session (criticism stifles creativity and spoils the fun).
7. Record ideas no matter how unrealistic, until there are no more ideas, or the time allocated for generating ideas is up.
8. Record all ideas on a whiteboard or projector so that all participants can see all the ideas.
9. Encourage 'spark off' associations from other people's ideas, or combinations of ideas.
10. Either evaluate solutions at the end of the brainstorming session to agree on the most practical way forward, or record the session either as notes, tape recording or video for later evaluation.

3.3. Briefings

Description:

Briefings are often a way of providing information on a specific issue or initiative to a special audience. The presentation may be delivered by an industry, government or organisation's representative, and is typically followed by detailed discussions in a question- and-answer format. Briefings are useful as a public relations activity when an identified group is going to be affected by a proposal. The use of existing meetings of social and civic clubs and organisations as a forum for briefings to inform and educate is often used.⁵

Briefings may provide some preliminary ideas of community issues based on questions and feedback at the briefing.

Objectives:

A briefing will inform stakeholders of a project, product or proposal and provide them with a chance to ask questions.

Outcomes:

Providing a briefing or briefings will ensure that an organisation will be working with an informed stakeholder group.

Uses/strengths:

- Used when stakeholders are identified as being more directly affected by an issue than the general population and you want to inform them first.
- Provides a forum to interact directly with a particular group and allows for detailed explanation of issues, circumstances and implications unique to the group.
- Allows sponsor to retain control of information/presentation.
- Allows sponsor to reach a large number of individuals who are not attracted to other participatory forums, as this forum is specifically designed for them.
- Provides an opportunity to expand project mailing list.
- Allows presentations to be tailored with specific information suited to different groups.
- Can build community good will.

Special considerations/weaknesses:

- Purpose and timeframe need to be stated clearly at the outset.
- If not appropriately targeted, project stakeholders may not be in target audience.
- The topic may be too technical.
- Does not provide a forum for making decisions.
- May raise expectations of the targeted audience.
- Stakeholders may be disillusioned because the process is used as a means to inform them and not take on board their ideas, interests and concerns.
- Concerns of stakeholders need to be recorded.

Resources required:

- Staffing
- Experts
- Facilitators
- Recorders
- Overhead projectors
- Data projectors
- Video slide projector
- Projection screen
- Printed information as handouts

Can be used for:

- Showcase product, plan, policy
- Communicate an issue

Number of people required to help organise:

- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)
- Medium (11–30)
- Small (≤ 10)

Time required:

- Long (> 6 months)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)

⁵ Ministry of Environment and Energy (1994) *Public consultation guide*, Toronto, Ontario

Cost:

- Medium (AUD\$1,000 – AUD\$10,000)
- Low (< AUD\$1,000)

Participation level:

- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Prepare presentation materials using (e.g. PowerPoint, overhead transparencies, etc.) thinking about the specific interests of the target audience. Also take printed material and have background information available.
2. Select groups and make offers for a briefing (telephone and/or send letters to confirm date and times). It is important to accommodate group/community needs as much as possible.
3. Clarify whether the groups are willing to promote the event, or whether you need to provide promotional material (flyers, posters, newsletter articles).
4. KISS – keep it simple and short.
5. Bring visuals if possible, and talk about case studies or personal experiences to illustrate the points you want to make.
6. Outline opportunities for ongoing participation.

3.4. Citizen Committees

Description:

Also known as public advisory committees and public liaison committees, citizen committees consist of a group of representatives from a particular community or set of interests appointed to provide comments and advice on an issue. Generally, relevant community groups and agencies are invited to nominate as members of the committee, although people with specific skills may also be asked. Members meet regularly to provide ongoing input and advice over the duration of the project. These generally have an agreed life span and are normally organised at the local level to address a specific issue.⁶

Objectives:

The objective of citizen committees is to provide broad-based input into planning and decision making from a range of groups and agencies that are affected by a proposal or issue.

Outcomes:

The citizen committee may have sufficient ownership of a project or issue to take responsibility for the actions that are needed. Where the citizen committee's role is more in a consultation and planning mode, the final plans will be based on better information and deal with a wider range of issues as a result of this broad-based and extensive consultation mechanism.

Uses/strengths:

- Allows the involvement and input of a range of people (e.g. fishers and surfers as well as relevant government departments).
- Allows development of consensus (where achievable) or directions for action on complex issues that affect the broad community.
- Effectively disseminates detailed information and decisions to members of the organisations or community sectors represented on the committee.
- Provides opportunities for exploring alternative strategies and building on commonalities and alliances.
- Provides for a detailed analysis of project issues, timelines and deliverables and a focus on the outcomes.

- Participants gain an understanding of other perspectives leading toward an agreed, integrated outcome.

Special considerations/weaknesses:

- Participant selection is a major consideration:
 - The range of interests must be broad enough to represent all those affected, and those with relevant interests and skills
 - Community members must be willing to work together on a common challenge
 - Organisers must be aware of potential conflicts.
- The original terms of reference need to be agreed upfront and recorded.
- Contact should be maintained with the committee to ensure that it does not take on a life of its own.
- Members' comments to the media may not coincide with the sponsor's policy. A set of principles can be developed to avoid this happening.
- The general public may not embrace committee recommendations.
- Members may not achieve consensus (although consensus may not be the goal).
- The sponsoring agency or agencies must accept the need to give and take.
- May be time and labour intensive if the issue is significant.

Resources required:

- Venue
- Catering
- Staffing
- Moderator/facilitator
- Overhead projectors
- Data projectors
- Video
- Slide projector
- Projection screen
- Props for working in groups (pens, paper, pins, etc.)
- Children's requirements

Can be used for:

- Engage community
- Discover community issues

⁶ Ministry of Environment and Energy (1994) *Public consultation guide*, Toronto, Ontario.

- Develop community capacity
- Develop action plan
- Communicate an issue
- Build alliances, consensus

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)

Audience size:

- Large (> 30)
- Medium (11–30)

Time required:

- Medium (6 weeks – 6 months)
- Short (< 6 weeks)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)
- Low (No special skills)

Cost:

- High (> AUD\$10,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- Medium (Some new elements)

Method:

1. Consider the demographic profile of the community to ensure most of those groups that will be affected by an issue or proposal are represented.
2. Consider special interest groups.
3. Consider groups most affected by the issue.
4. Conduct stakeholder analysis prior to inviting groups to propose.
5. Be flexible to allow other representatives to join if they make themselves known during the participation process (however, it is more effective not to allow alternative representatives, as they can hijack the agenda and/or may need extra briefings that slow down the process).

6. Clearly state the role of the citizen committee and the objectives of the participation.
7. The organising group or agency should work closely with the committee during its formation.
8. The organising group or agency should work closely with the group during the participation process.
9. Use third-party facilitators to manage conflict.
10. Be forthcoming with information.
11. Use a consistently credible process.
12. Set up reporting arrangements to ensure that members communicate with their constituents via their regular communications networks (e.g. newsletters, meetings, presentations, email, or websites).
13. Record decisions and keep a running summary. This is important if new people join the group.

3.5. Citizen Juries

Description:

Citizen juries involve the wider community in the decision-making process. Participants are engaged as citizens with no formal alignments or allegiances rather than experts. Citizen juries use a representative sample of citizens (usually selected in a random or stratified manner) who are briefed in detail on the background and current thinking relating to a particular issue, and asked to discuss possible approaches, sometimes in a televised group. Citizen juries are intended to complement other forms of consultation rather than replace them. Citizens are asked to become jurors and make a judgement in the form of a report, as they would in legal juries. The issue they are asked to consider will be one that has an effect across the community and where a representative and democratic decision-making process is required.

Citizen juries can be used to broker a conflict, or to provide a transparent and non-aligned viewpoint.

Citizen jurors bring with them an intrinsic worth in the good sense and wisdom born of their own knowledge and personal experience. Citizen juries provide the opportunity to add to that knowledge and to exchange ideas with their fellow citizens. The result is a collective one, in which each juror has a valuable contribution to make.⁷

Objectives:

Citizen juries aim to draw members of the community into participative processes where the community is distanced from the decision-making process or a process is not seen as being democratic.

Outcomes:

A citizen jury will deliver a considered report with recommendations for future actions or directions.

Uses/strengths:

- Can be used to draw members of the community into participative processes where the community is distanced from the decision-making process or a process is not seen as being democratic.
- Strives to improve representation in participative processes by engaging a cross section of the community in the jury.

- Can be used to moderate divergence and provide a transparent process for decision making.
- Provides a transparent participatory process which can be seen to be independent and credible.
- Provides a public democracy mechanism.
- Provides citizens with an opportunity to develop a deep understanding of the issue.
- Involves ordinary citizens.
- Pinpoints fatal flaws or gauges public reaction and opinion.⁸

Special considerations/weaknesses:

- Jury members need to be representative of the community in consideration.
- Setting up involves selecting jurors and experts and planning the timing, as it takes up to four days to run the jury.
- Moderators may be required, and would need to be hired.
- Everyone involved needs to be clear about the results and how they will be used. Ahead of the event, time needs to be allowed to engage jury, hire facilitator, put together briefing or background papers and contact 'experts'.
- Allow up to four days for the jury to consider its 'verdict'.
- The commissioning body must follow recommendations or explain why.

Resources required:

- Venue rental
- Catering
- Staffing
- Moderator/facilitator
- Other facilitators
- Overhead projectors
- Data projectors
- Slide projector
- Projection screen
- Props for working in groups (pens, paper, pins, etc.)
- Jurors' fees

Can be used for:

- Engage community

⁷ <http://www.jefferson-center.org> [accessed 15/10/2014]

⁸ <http://www.iap2.org> [accessed 15/10/2014]

- Develop community capacity
- Develop action plan
- Communicate an issue

Number of people required to help organise:

- Medium (2–12 people)

Audience size:

- Medium (11–30)

Time required:

- Long (> 6 months)
- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- High (Innovative)

Method:

1. Select a broadly representative group of approximately 8–12 people. Determine a question important to the issue being considered or develop a series of options for the jury to consider.
2. Brief jurors on the rules of the proceedings, and allow them two to four days to come to a recommendation.
3. Provide expert witnesses to brief the jury who can be cross-examined and who can spend time discussing the issue with the jury.
4. Engage independent moderator(s) to assist the process of deliberation.
5. At the agreed time, arrange a presentation from the panel and/or collect the jury's report, which should outline their recommendations.
6. Publish the report and recommendations (this would normally be done by the commissioning body).

7. If the recommendations of the citizen jury are not followed up, publish the reasons for not following up (this would normally be done by the commissioning body).

3.6. Civic Journalism

Description:

Civic journalism sets out to provide people with detailed news and information about specific issues to allow them to make the decisions they are called on to make in a democratic society. Newspapers, radio and television stations and the internet combine to provide forums for citizens to question their politicians, polling the electorate to elicit the major issues and then questioning legislators.

Civic journalism is an effort to reconnect with the real concerns that viewers and readers have about the issues they care most about, not in a way that panders to them, but in a way that treats them as citizens with the responsibilities of self-government, rather than as consumers to whom goods and services are sold. Civic journalism takes the traditional five w's of journalism (who, what, when, where, why) and expands them to ask 'why is this story important to me and to the community in which I live?'⁹

Objectives:

Civic journalism aims to develop more democratically active citizens. Civic journalism aims to do this by providing expert comment on an issue, either in the media or by organising face-to-face public debate.

In this way, civic journalism is encouraging citizens to become engaged in democratic processes, or to take some action (e.g. to reduce water use).

Outcomes:

Better informed citizens and more effective media coverage of issues that are more directly relevant to citizens' rights and responsibilities in civic society.

Uses/strengths:

- Can be used to raise widespread public awareness of community issues.
- Offers citizens the chance to determine what makes news in their community through polls or participation in community forums.
- Combines the power of the media to set political and social agendas with the power of individuals and groups to speak out about their issues of concern, and hence can influence the decision-making process.

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<http://www.cpn.org/topics/communication/civicjournal.html> [accessed 15/10/2014]

Special considerations/weaknesses:

- The media must decide whether to become involved to this extent.
- May pander to those who are most 'media friendly' (glamorous, articulate people) and hence may not be representative of community views.
- Outcomes will be influenced by the media's agenda.

Resources required:

- News agencies or individual news reporters

Can be used for:

- Engage community
- Discover community issues
- Develop community capacity
- Communicate an issue

Number of people required to help organise:

- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Medium (6 weeks – 6 months)
- Short (< 6 weeks)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)

Cost:

- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- High (Stakeholders participate in decision)
- Medium (Opinions noted)

Innovation level:

- Medium (Some new elements)

Method:

If citizen generated:

1. Contact news agencies with case studies of civic journalism and their advantages for the news media and the community.
2. Organise focus groups, citizen juries, citizens' committees.

3. Advise local media of the opportunity to be involved.
4. Keep contact with key journalists to encourage them to treat this as a 'running story' with regular updates for the duration of the campaign or until the issue is resolved.

If news agency generated:

1. Publicise public meetings, focus groups, etc., to determine what issues are of most concern within the local area.
2. Coordinate coverage with other media (print, radio and television).
3. Invite politicians to discuss issues with citizen groups on camera.
4. Encourage citizens to develop options and publicise these options as an open forum for comment/ voting.
5. Present solutions to those who have the power to make decisions and report back on their reactions/ responses.

3.7. Community Fairs

Description:

A community event intended to provide project information and raise awareness about particular issues. The fair includes a multiplicity of activities and events of interest to cater for the broadest range of people (e.g. sausage sizzles, rides and activities for children, young people's activities and events of interest to adults). The events incorporated within community fairs, if focused on the main issues, will act as magnets to encourage public participation and will raise awareness on this basis.

Objectives:

Community fairs provide a fun venue that will draw a crowd of all ages and backgrounds, and then use many different ways to inform and engage the participants on a community issue.

Outcomes:

The community fair will raise awareness of an issue or proposal, and provide a venue for collecting contact details and getting signatories to any submissions or alternative proposals.

Uses/strengths:

- Focuses public attention on an issue.
- Can create interest from media groups and lead to increased coverage of the issue.
- Allows for different levels of information sharing.
- Builds social capital, that is, people who are more willing and able to participate in community decision making and management.

Special considerations/weaknesses:

- The public must be motivated to attend.
- Fairs can be expensive to do well.
- The project's reputation can be damaged if the fair is not done well.¹⁰

Resources required:

- Publicity
- Venue
- Catering
- Staffing
- Moderator/facilitator

- Experts
- Recorders
- Artists or photographer Events organiser
- Cleaners
- First aid
- Other audio and visual recording and amplification
- Overhead projectors
- Printed public information materials
- Response sheets
- Data projectors
- Video
- Slide projector
- Projection screen
- Props for working in groups (pens, paper, pins, etc.)
- Furniture
- Children's requirements
- Entertainment and events
- Duty of care
- Insurance

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues
- Communicate an issue

Number of people required to help organise:

- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Medium (6 weeks – 6 months)
- Short (< 6 weeks)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- Medium (Opinions noted)

¹⁰ <http://www.iap2.org> [accessed 15/10/2014]

Innovation level:

- High (Innovative)

Method:

1. Select a date and venue that will encourage the greatest number of participants to attend (generally weekends or public holidays). Liaise with key groups to avoid clashes.
2. Arrange for a number of activities and events of interest to various groups in the community (i.e. all ages, children, young people, adults, the elderly).
3. Provide low-cost or free activities (rides, sausage sizzles, etc.) to encourage attendance.
4. Advertise and publicise the event with emphasis on the issue to be considered. Advertise starting and closing times.
5. Provide adequate staffing and consider the employment of volunteers.
6. Determine appropriate consultative activities for the fair. Organise the necessary duty of care and insurance issues.
7. Consider employment of an events manager.
8. Develop a plan of the site, and ensure all those participating know where they are to go. Consider some form of marking out sites (tape or stakes).
9. Prepare a traffic plan (for trucks, cars, etc.) including a site for parking.
10. Allow adequate time for setting up.
11. On the day, ensure that coordinators circulate to assist participants to focus on the major issue and to facilitate participation.

3.8. Community Indicator

Description:

Community indicator projects are those where communities have a vision for a sustainable future and have established ways of tracking their progress through the use of indicators. The list of indicators varies and is generally developed by the community itself. The technique has been used mostly in North America and Europe. The most successful projects have three characteristics in common:

- First, the community created a vision of its future that balanced economic, environmental, and social needs. This future is long-term – not in the order of years, but for decades or generations.
- Second, the vision incorporated the views of a wide cross-section of the community.
- Third, the community decided how to keep track of its progress in reaching that vision.¹¹

Objectives:

Community indicators measure progress toward community sustainability action plan goals.

Outcomes:

Community indicators provide a set of indicators that allows a community to keep track of its progress in reaching an agreed vision.

Uses/strengths:

- Can be used to educate other residents and to mobilise additional community members to join in community efforts.
- Can either precede efforts to build a community-wide initiative or be developed through a community-wide process. Both approaches are valid and serve distinctly different yet complementary purposes.
- Can still be used to inform and engage a wider cross section of the community when the set of indicators are developed by a small, non-inclusive group of concerned residents first.
- Can help generate community-wide interest reporting of change through measurement and indicators.
- May reveal data previously unknown by residents and decision makers.

¹¹ Hart, M (1997) 'Evaluating indicators: a checklist for communities' *Wingspread Journal*, 19(2)

- Helps build citizens' capacity for community involvement and participation.
- Benefits from the community members' combined experience and their first-hand knowledge about their community.
- Allows monitoring of change over time.
- When it's difficult to know which are most urgent issues or will be most effective actions, a community indicator project can measure and guide the community.

Special considerations/weaknesses:

- The steps that have been chosen as indications of progress toward a goal should be relevant to the entire community.
- The community indicator project will need ongoing management.
- Indicators can be incorporated into wider statutory/legislative frameworks and this may be beyond the scope of the project and the experience of the project leaders.
- There may be difficulties in identifying and agreeing on accepted stakeholders.

Resources required:

- Publicity
- Venue
- Catering
- Staffing
- Moderator/facilitator

Can be used for:

- Engage community
- Discover community issues
- Develop community capacity
- Develop action plan

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Long (> 6 months)
- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)

Cost:

- Medium (AUD\$1,000 – AUD\$10,000)
- Low (< AUD\$1,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- High (Innovative)

Method:

1. Select a representative sample of the community.
2. Organise the appropriate method to gather people together. This may be in the form of a meeting or it may be done via phone or email.
3. Establish a vision for the future and the steps that are needed to get there (strive to balance environmental, social and economic issues in all decision-making activities).
4. Develop a set of indicators that will indicate that progress is being made – significant milestones that have made concrete and measurable progress towards the future vision.
5. Can also be developed by a small group prior to community-wide visioning and planning processes for educational purposes, and then be developed through community-wide involvement.
6. Monitor progress against indicators.
7. Publish and circulate regular progress reports through media and newsletters.

3.9. Community Profiling

Description:

Community (or stakeholder) profiles are a useful way of developing an understanding of the people in a geographical area or a specific community of interest. This understanding can assist in the development of a community engagement plan and influence who the key stakeholder groups are and how a project develops. Profiles can illustrate the makeup of a community and could include information about the diversity within the community, their history, social and economic characteristics, how active people are (i.e. the groups and networks used) and what social and infrastructure services are provided. A community profile can also provide information on the level of interest community members may have in being actively involved in a project and their preferred method of engagement.

Objectives:

To develop a more in-depth understanding of a community of interest.

Outcomes:

The understanding provided by a community profile can assist in the development of a community engagement strategy and lead to more effective projects as they are tailored to the needs and characteristics of the people involved.

Uses/strengths:

- A profile is an effective way of gathering information about the diversity of a community and the potential stakeholders that may otherwise not be recorded.
- Profiles can highlight the gaps in our understanding of a community or different stakeholders and therefore guide future research.
- Profiles can encourage broader thinking about 'who' a community is and 'who' is involved in a project and 'how'.
- Profiles can help determine who is likely to be influenced by change or affected by a project.
- Developing a profile can be used as a means to develop relationships in a community/ stakeholder group as the understanding is researched and developed together.
- The process of profiling can in itself raise awareness, interest and build the capacity of members in the community.

- Profiles are a means to gather community intelligence over time as projects develop and therefore this info can be easily passed on.

Special considerations/weaknesses:

- Community profiling is in itself an engagement activity. People involved in profiling need to be clear about why it is occurring and what will happen with the information that is collected (i.e. privacy laws).
- Communities are often complex and over time a rich and diverse picture may develop. It is important to think about how such information will be collected, managed and presented in order to prevent 'information overload'.
- Some of the most interesting questions to ask about a community can be the most expensive/ time intensive to research.

Resources required:

- Profile Coordinator (to manage the above tasks)
- Social research texts
- Social research advisors (to assist in development of the method)
- Publicity
- Statistical resources (i.e. ABS Community Profiles)

Can be used for:

- Engage community
- Discover community issues
- Develop community capacity
- Communicate an issue
- Build alliances, consensus

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)
- Medium (11–30)
- Small (\leq 10)

Time required:

- Long (> 6 months)
- Medium (6 weeks – 6 months)

Skill level/support required:

- Medium (Computer & other expertise)
- Low (Traditional)

Cost:

- Medium (AUD\$1,000 – AUD\$10,000)
- Low (< AUD\$1,000)

Participation level:

- High (Stakeholders participate in decision)
- Medium (Options noted)

Innovation level:

- Medium (Some new elements)

Method:

1. Scoping

- What is the purpose of the community profile for the overall project?
- How will the community profile assist the overall project?
- What information needs to be in the community profile?
- How will the community profile information be used?
- Who will be involved in the development of the profile?
- What resources/constraints will influence the development of the profile?

2. Develop a research proposal

- What are the key questions to be researched by the profiler?
- What research approach will be taken?
- What methods will be used?
- Estimate the time/cost for development.

3. Endorsement

- Who needs to endorse/support the development of the profile?

4. Research Activity

- How will the information be collected and recorded? (e.g. community maps)
- How will privacy issues be managed?

5. Presentation of profile

- Presentation of profile to project team/community (dependent on purpose of profile)

6. Production of profile document

- Will the profile be added to over time as more understanding is developed?
- Who will be responsible for the profile?

3.10. Conference

Description:

A conference is usually organised by a like-minded group or association to share information, present the latest innovations, and/or to make decisions about or on behalf of the organisation.

Conferences can vary from 'shoestring' budget gatherings to large-scale, week-long events that may justify hiring a professional conference organiser. Often, conferences provide an opportunity for organisation members who are geographically scattered to gather, learn, and socialise. The venue and presenters need to suit the types of people who will be attending. That is, a camping conference may suit backpackers, but an organisation whose members have young children, or are aged, will need a venue that suits these special needs.

Objectives:

A conference provides a venue to bring a large group of people together to share information, hear the latest updates on a topic or issue, and make decisions.

Outcomes:

The conference outcomes should include a report that includes all presentations and decisions for future reference, participants who have received up-to-date information. Outcomes may include recommendations or an action plan for future directions and outcomes.

Uses/strengths:

- Can allow organisation-wide sharing and decision making by bringing all members to one place for a day or a number of days.
- Provides networking opportunities for members of an organisation that are spread over a wide area.
- Provides a large enough audience to draw presenters of renown who may not be willing to come for a smaller gathering.
- Allows new information to be shared with a large number of people simultaneously.
- Usually provides time for serious consideration of issues over two or three days.
- Can provide an opportunity for public statements that bear the authority of coming from the collective group.

Special considerations/weaknesses:

- May take a long time from conception to welcoming delegates.
- Needs a dedicated committee for advance planning to ensure every detail is planned for.
- When deciding on timing and venue, consider other events or activities that may affect costs and availability (e.g. school holidays).
- Need good-quality presenters and a suitable venue to encourage large numbers to attend.
- Need to tailor the venue and costs for inclusiveness (e.g. disabled access, childcare, cost, ambience, levels of comfort, distance from public transport) to encourage people to attend.
- Starting and registration times need to suit people travelling long distances.

Resources required:

- Venue
- Catering
- Presenters fees (in volunteer organisations, presenters may not ask for fees)
- Staffing (can be a trained volunteer)
- Moderator/facilitator
- Other facilitators
- Overhead projectors
- Data projectors
- Video
- Projectors
- Slide projector
- Projection screen
- Props for working in groups (pens, paper, pins, etc.)

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)

Audience size:

- Large (> 30)

Time required:

- Medium (6 weeks – 6 months)

- Short (< 6 weeks)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)
- Low (< AUD\$1,000)

Participation level:

- High (Stakeholders participate in decision)
- Medium (Opinions noted)
- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Select a small working group to organise the event.
2. Determine what will be a suitable venue and time, taking into consideration the types of participants, their levels of ability/ agility, the kinds of activities planned, cost and transport accessibility.
3. Book the venue and catering early, and check at regular intervals in relation to staff turnovers, changes to availability of facilities, changes to numbers, events, etc.
4. Give plenty of advance notice of the date and venue through mailouts, newsletters, together with contact details for one person for inquiries.
5. Select presenters who have credibility, knowledge, and good presentation skills. Confirm all times, dates and locations in writing, and clarify what audiovisual equipment they may need, and any issues of payment.
6. Visit the venue when booking, and closer to the event, to check that all is as expected. Select knowledgeable and credible presenters, aiming for a variety of delivery styles and information.

7. Engage independent moderators to encourage equitable participation and to assist processes of decision making and deliberation.
8. Preferably, have some agreed conference outcomes or actions or recommendations.
9. Consider gaining sponsorship to lighten the cost to participants.
10. Arrange all legal, financial and other responsibilities for holding a public gathering.
11. Organise a booking procedure, keep scrupulous records, and consider offering discounts for early registration.
12. Check audiovisual requirements, book and check equipment.
13. Plan carefully for the arrival of participants. If possible, trial your registration processes, catering and other facilities prior to the event.
14. Publish any reports, statements or recommendations.
15. Consider how participants will find their way to their destinations (signs, arrows, 'help desks' can all help the conference run more smoothly).
16. Use the media to publicise your event and the conference's decisions or opinions on issues. Send out media releases before the event to publicise the venue, times and speakers, and any notable events or people attending. If appropriate, organise a media conference for the end of the conference to announce the outcomes.

3.11. Consensus Conference

Description:

A consensus conference is a public meeting, which allows ordinary citizens to be involved in assessing an issue or proposal (traditionally, this has been used in the assessment of technology). The conference is a dialogue between experts and citizens. It is open to the public and the media. Developed in Denmark, there it is usually attended by members of the Danish Parliament.

The citizen panel plays the leading role, formulating questions to be taken up at the conference, and participating in the selection of experts to answer them. The panel has two weekends for this preparation. The expert panel is selected in a way that ensures that essential opposing views and professional conflicts can emerge and be discussed at the conference. An advisory/planning committee has the overall responsibility of making sure that all rules of a democratic, fair and transparent process have been followed. Consensus conferences have mostly been used where the topic being investigated concerns management, science or technology. They require a strict adherence to the rules of implementation to be successful. Where members of the community feel their views go unheard, the consensus conference offers an exciting participatory technique for democratic participation.

Objectives:

Consensus conferences aim to give members of the community a chance to have their say on community issues, to increase their knowledge of and ability to participate in such a discussion, and to come to one position statement that all participants can 'own'.

Outcomes:

At the end of a consensus conference, the outcome should be a position statement that reflects the joint decision(s) of all participants on an issue or proposal.

Uses/strengths:

- Assists in the facilitation of public debate from a range of perspectives.
- Empowers lay people to develop an informed understanding and make some contribution to the development of policy on a sensitive topic.
- Demonstrates a plurality of views on issues.
- Bridges the gap between experts and lay people.

- Can develop new knowledge.

Special considerations/weaknesses:

- High costs for set-up and recruitment of participants and staging the event.
- The conference would run for a two- to four-day period and therefore resources will be costly.
- The process of panellist selection can be difficult. Stakeholders' analysis must be undertaken to predetermine who are the relevant groups. This will ensure that representation from the relevant groups is achieved.
- Need to draw citizens for panels that are representative and from a wide range of backgrounds rather than members of the community who are usually present in participatory processes.
- Strict adherence to the rules of implementation is required for the conference to be successful.
- The formal nature of the tool can restrict impartiality.
- Rapid production of reports and findings is required.
- Choice of an effective facilitator is critical to the success of the conference.

Resources required:

- Publicity
- Venue rental
- Catering
- Staffing
- Moderator/facilitator
- Experts
- Recorders
- Gophers
- Artists
- Photographer
- Other
- Audio and visual recording and amplification
- Overhead projectors
- Data projectors
- Video
- Slide projector
- Projection screen

- Props for working in groups (pens, paper, pins, etc.)
- Furniture
- Children's requirements

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues
- Develop community capacity
- Develop action plan
- Communicate an issue

Number of people required to help organise:

- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- High (Innovative)

Method:

Select an advisory/planning committee to have the overall responsibility of making sure that all rules of a democratic, fair and transparent process have been followed.

The committees should then:

1. Organise a public meeting and advertise the venue, time and topic to the public, experts in the field to be discussed, the media and appropriate decision-making bodies.
2. Select participants for the citizen panel, ensuring a representative sample of the geographic area and/or relevant community groups (about 14 people).

3. Hire a professional facilitator to work with the citizen panel during its preparation.
4. Book suitable venues for the citizen panel to meet over two weekends to work with a facilitator to formulate the questions to be taken up at the conference, and to participate in the selection of experts to answer them.
5. With the help of the citizen panel, select the expert panel in a way that ensures that essential opposing views and professional conflicts can emerge and be discussed at the conference. Good experts are not only knowledgeable but also open-minded and good communicators with an over-view of their field.
6. Hold a formal conference (two to four days) at which:
 - Panellists hear experts' responses to questions.
 - After hearing these responses, panellists can ask follow up questions.
 - The audience is given opportunity to ask questions.
 - The panel deliberates and prepares a position statement to achieve consensus on the issue.
 - Panellists present outcomes.
 - Planning committee prepares a report of the outcomes and distributes to panellists, media and decision-making bodies.

3.12. Deliberative Opinion Polls

Description:

Deliberative Opinion Polls (DOPs) measure informed opinion on an issue. Compared to ordinary opinion polls, DOPs differ in that participants are informed via briefing notes and access to experts (these may include politicians) on a particular issue and have time to consider the issue in detail, whereas participants in ordinary opinion polls do not have the opportunity to learn about the issue being measured and may know little about the issue.

Objectives:

DOPs aim to develop well-informed core group representatives, who have been privy to good-quality information and who can take this information back to share within the community.

Outcomes:

DOPs will deliver a report which reflects informed public opinion on an issue or proposal. Such reports may then be distributed to the wider community via the popular media.

Uses/strengths:

The DOP uses a random sample of the population so that the results can be extrapolated to the community as a whole. The DOP advises decision makers and the media what the public would think if they had enough time to consider the issue properly.

Special considerations/weaknesses:

- DOPs involve a large number of participants (between 250 and 600), therefore set-up costs are high.
- Informing the participants normally requires access to experts in a number of fields of knowledge.
- Speakers need to be organised.
- With so many participants' opinions, managing data is a significant undertaking.
- Organising and running the event can be time consuming.
- Organisers need to allow time to select participants, undertake an initial opinion poll, allow two to four days for the deliberation process, and then allow time for another poll, and formulating the report.

Resources required:

- Staff and telephones

- Briefing papers
- Expert knowledge

Can be used for:

- Engage community
- Discover community issues
- Develop community capacity
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)

Audience size:

- Medium (11–30)

Time required:

- Long (> 6 months)
- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- Medium (Opinions noted)

Innovation level:

- Medium (Some new elements)

Method:

1. Determine a random sample of the population, so that participants are representative of the wider groups in the community.
2. Conduct baseline survey of opinion.
3. Contact experts and politicians who may be required to inform the participants on specific aspects of the issue.
4. Brief participants and dispatch written information.
5. Give participants two to four days to compose questions and engage politicians and experts in plenary discussions.

6. Record views on a particular issue before the poll begins and again at the completion of the poll.
7. Changes in opinion are measured and incorporated into a report.
8. DOPs are often conducted in conjunction with television/media companies.

3.13. Delphi Study

Description:

The Delphi group approach is a technique for gathering data that is similar to focus groups. Its value is that unlike focus groups, Delphi groups do not have to physically meet. The Delphi technique is a method of generating ideas and facilitating consensus among individuals who have special knowledge to share, but who are not always in contact with each other. A Delphi study carefully selects individuals who have knowledge necessary to analyse a specific problem.

Most often, a Delphi study is conducted through the mail, by telephone, and sometimes by personal interviews. However, this technique can also be used with faxes and email. Initially, the participants do not interact with each other. Through the efforts of one facilitator, who serves as a clearinghouse, the panellists see and react to each other's ideas. Through a series of surveys, they share and generate new ideas based on an emerging consensus among the panel members.¹²

Nehiley says 'the Delphi technique is an innovative way to involve busy experts and specialists who may not be able to come together to brainstorm, but who nevertheless need to interact with each other to generate new ideas'. Using email, one central contact person (who may be conducting research) will send questions and background information to individuals who have been selected on the basis of the relevance of their expertise. These people will reply, stating their thoughts on the topic. The researcher or facilitator will then compile these ideas to develop a concrete proposal, set of guidelines, or wording for an agreement, and will send this out again for comment. The process is continued until agreement on the wording or process or action to be taken has been reached.

Objectives:

A Delphi study aims to engage a large number of experts and/or stakeholders in a process of coming to agreement without necessitating their leaving their usual domain. This usually involves circulating documents or options papers by email or post so that all comments and suggestions can be noted.

Outcomes:

The Delphi study process should lead to an agreed set of guidelines and/or recommendations that includes the input of all relevant areas of expertise, regardless of how geographically far-flung this network might be.

Uses/strengths:

- Allows sharing of ideas and consensus decision making by a large number of stakeholders who are geographically distanced.
- Can be used when the issue is complex.
- Works well to produce a consensus decision.
- Provides a transparent and democratic technique.
- Can deal with quite technical issues.
- Offers convenience to participants, as they can contribute from their own office or home.

Special considerations/weaknesses:

- The process can be expensive to run.
- Large amounts of data need to be assessed and distributed.
- Takes time for the organisers (can run for several months).
- Participant commitment may falter if the process takes too long or they have other commitments.

Resources required:

- Staffing
- Relevant communication media
- Relevant technical information needs to be made available to participants

Can be used for:

- Engage community
- Communicate an issue
- Build alliances, consensus

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)
- Medium (11–30)
- Small (\leq 10)

¹² Nehiley, JM (2001) 'How to conduct a Delphi study' [no details available]

Time required:

- Medium (6 weeks – 6 months)

Skill level/support required:

- Medium (Computer & other expertise)

Cost:

- Low (< AUD\$1,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- Medium (Some new elements)

Method:

The following steps are necessary to conduct an effective Delphi study.¹³

1. Identify a panel of experts or specialists by soliciting nominations from specialists or individuals appropriate to serve on the Delphi panel. Cooperation and participation is improved significantly when prospective panellists are told how they were nominated by their peers. The panellists' primary qualification should be their specialist knowledge. This knowledge can be gained through experience (eg readers of a certain publication) or specialist knowledge (eg safety engineers). Another key qualification is that panellists be willing to share their information (eg non-competitors). The terms of reference of the study need to be described to the panellists at this time.
2. Invite an appropriate number of panellists to participate: 30–50 individuals should be members of the final panel. This is large enough to see patterns in responses, but not so large as to overwhelm the facilitator or researcher, who must sift through all of the responses individually. The invitation should explain what is expected from each panel member in terms of time and effort to complete each wave of the Delphi study.
3. Prepare and distribute the initial survey instrument. The initial survey may contain open-ended probes or specific closed-ended questions, depending on the focus of the research.
4. Receive and analyse the first responses. Compile the responses by question, with only minor editing as necessary for clarity and consistency. If open-ended questions were used extensively, then it may be necessary to analyse and present the first set of responses within an appropriate theoretical framework, typology, or outline.
5. Prepare and distribute the second survey instrument. Most often panellists are asked, with this second-wave enquiry, to clarify and rank order survey items suggested during the first wave. When the panellists receive the second survey instrument, it will be the first time they will have seen the responses of the other panel members. It is often appropriate at this time to ask for additional ideas, clarifications, and elaborations based on the initial survey responses.
6. Receive and analyse the second lot of responses (second wave of data). If the initial questions were open-ended and the second wave asked for clarifications and elaborations, the analysis of the second wave of data can be very challenging because it requires numerous subjective decisions about rewording and revising the initial responses. Care should be exerted to include all of the new ideas and suggestions, for the main purpose of the Delphi study is to generate new ideas.
7. Prepare and distribute the third survey instrument. Most often, panellists are asked, with the third wave, to rank order and clarify the new set of revised survey items.
8. Receive and analyse the third wave of data. Often by this stage, the analysis is less

¹³ McElreath, M (2001) *Managing systematic and ethical public relations programs*, cited in Nehiley, JM. (2001) 'How to conduct a Delphi study' [no details available]

subjective and judgemental, and more quantitative and objective.

9. Repeat the process with additional waves, if necessary. For example, sometimes certain priority items are selected for more in-depth treatment by the Delphi panellists, who may be asked to propose answers to questions or short-range strategies for long-range goals, and so on.
10. Prepare and distribute a final report to panel members. One of the motivations for participating in a Delphi panel, particularly for specialists, is to learn firsthand, before others, what the results of the Delphi study are.
11. The final report is acted upon according to the initial terms of reference.

3.14. Design Charrettes

Description:

'En charrette' was a term used by architecture students in Paris to mean 'to draw at the last moment'. In recent years, the term has come to describe a design workshop in which designers work intensively on an issue and present their findings in a public forum.¹⁴

According to the Charrette Center website, 'a charrette is an intensive, multi-disciplinary ... design workshop designed to facilitate open discussion between major stakeholders of a development project. A team of design experts meets with community groups, developers and neighbours over a period from three to four days to two weeks long, gathering information on the issues that face the community. The charrette team then works together to find design solutions that will result in a clear, detailed, realistic vision for future development. The charrette process is an exercise of transparency, where information is shared between the design professionals and the stakeholders of a project area. In this way, trust is built between the parties involved and the resulting vision can be based predominantly upon the issues that stakeholders feel are most crucial to them.'

Charrettes are popular with architects, planners, designers and developers as the intensive nature of the process means results are achieved quickly.¹⁵

Charrettes are increasingly used by public and private sector groups and agencies as the chief design event in the urban design or town planning process. There are three stages in the charrette timetable:

- Information gathering, in which the design team listens to the views of the stakeholders and citizens.
- Design and review, a collaborative process engaging the design team.
- Presentation – the charrette ends with a final presentation of designs and findings.

¹⁴ www.washington.edu/research/showcase/1985c.html [accessed 15/10/2014]

¹⁵ Sarkissian, W, Perlgut, D & Ballard, E (eds.) (1986) 'Community participation in practice', *The community participation handbook: resources for public involvement in the planning process*, Impacts Press, Roseville, NSW

Objectives:

The charrette process aims to develop a vision for a geographic region on a planning process which is based predominantly upon the issues that stakeholders have said are a priority.

Outcomes:

The design charrette process aims to be transparent, allowing information to be shared between the design professionals and the stakeholders of a project area. The information shared and the understanding gained by the participants are the most important products. The trust that is built between the parties ensures that the resulting vision is based predominantly upon the issues that stakeholders feel are most crucial to them.

Uses/strengths:

- A design charrette is a good idea when people need to cut across boundaries and work on a large, collaborative project.
- Because participants are encouraged to offer design ideas and solutions to problems that are outside their areas of expertise, charrettes are particularly helpful in complex situations calling for new ways of looking at things.
- Can save money where many drawings are needed in a short time. Rather than commissioning expensive drawings without input from the community, a charrette offers an inclusive, less expensive process.
- A highly specialised participatory tool, usually applied in planning and design projects.
- Attempts to bring together project stakeholders to facilitate fast and interactive decision making.
- Provides joint problem solving and creative thinking.
- Effective for creating partnerships and positive working relationships with the public

Sarkissian et al¹⁶ have identified the following uses/strengths:

- Can open up horizons for local people to imagine and visualise possibilities.
- Allows a problem to be analysed holistically, attempting to resolve community problems and encourage consensus building.
- Enables the initiating agency to understand how a proposal appears to a community.

¹⁶ ibid

- Allows the desires, attitudes and preferences of special interest groups to be tabled so that conflicting issues can be resolved by consensus.
- Can energise community participation by introducing new perspectives through introducing multidisciplinary teams.
- With expert facilitation, can provide a transparent and accessible process, giving voice to all participants, including those who may not be as self assured and confident as others.
- Can stimulate community momentum through the intensity of the process.
- Encourages people to become actively involved because the process promises immediate feedback.
- Properly facilitated and with extensive community contact, can function as a community education process.
- Provides an opportunity for the community to have input at a number of points in the process.
- Can save money by being an effective use of time and resources.

Special considerations/weaknesses:

- This specialised tool is only applicable to certain scenarios (e.g. where a short-term resolution is needed, or where a high level of public awareness and input is needed and welcomed).
- The process is intensive, and usually lasts 5–14 days.
- As specialists are required, the process is costly.
- Ideally, the break-out groups should contain a cross-section of people in the various disciplines represented in the design team.
- A compressed time period means a number of stakeholders may miss out.
- Inadequate time provided for reflection and refinement.
- The process can be ‘railroaded’ by vocal stakeholders if not run by a trained design charrette facilitator.
- The process limits the input of children.
- Participants may not be seen as representative of the larger public.

- The effects may not last if this is seen as a ‘one shot’ technique, rather than part of a large planning and decision-making process.

Resources required:

- Publicity
- Venue rental for final presentation
- Catering
- Staffing
- Experts for design process and expert panel
- Trained green charrette facilitator
- Recorders
- Gophers
- Photographer
- Audio and visual recording and amplification
- Overhead projectors
- Data projectors
- Video
- Slide projector
- Projection screen
- Props for working in groups (pens, paper, pins, etc.)
- Children’s requirements

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues
- Develop community capacity
- Develop action plan
- Communicate an issue
- Build alliances, consensus

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)
- Medium (11–30)

Time required:

- Short (< 6 weeks)

Skill level/support required:

- Medium (Computer & other expertise)

Cost:

- Medium (AUD\$1,000 – AUD\$10,000)
- Low (< AUD\$1,000)

Participation level:

- Medium (Opinions noted)

Innovation level:

- High (Innovative)

Method:

1. Identify an architectural, urban design, or planning policy issue of community and/or environmental importance.
2. Select a suitably cross-disciplinary team or teams (e.g. architects, landscape architects, urban designers, engineers, biologists and/or students in these fields).
3. Select an Expert Panel who can help assess the designs at the end of the process.
4. Hire a trained design charrette facilitator, who can help form teams and small groups, obtain quick agreement on desired outcomes, and keep everyone involved in the process.
5. Brief the teams on the charrette process, which aims at delivering feasible and creative solutions for real clients within a short period of time.
6. Plan for a workshop that provides sufficient time for the designers to work intensively on a problem and then present their findings (often five days).
7. Book a venue (indoor or outdoor) with room for the design team as a whole to work, as well as areas for smaller, break-out groups.
8. Encourage the team to begin each day with a whole-group discussion of issues, goals, findings, and approaches. These help to define subsequent goals and issues for break-out groups to discuss and analyse.
9. Encourage break-out groups to join the larger group regularly to present ideas and approaches. These can then be integrated or adapted into the overall design concept.
10. Record ideas using on-site graphic recording in a somewhat standard format that can easily be compiled in a report. Examples include 'fill-in-the-blanks' flip charts that can be scanned into booklets or files for internet distribution.
11. At the conclusion of the charrette, allow each team to present its proposed solution to a large audience of the public, planning professionals, and business and civic leaders. The goal is not necessarily to prepare a final design but to explore and understand all the design issues. The information shared and the understanding gained by the participants are the most important products.
12. Invite questions from an Expert Panel and questions from the audience.

3.15. Displays and Exhibits

Description:

A community event intended to provide project information and raise awareness about particular issues. Displays can be interactive, and can be used as part of a forum, workshop, exhibition, conference or other event. Displays and exhibits can include feedback opportunities such as blank sheets with one-line questions, and can include drawings, models, posters, or other visual and audio representations relevant to community issues and interests. Interactive displays can include 'post-it' ideas boards, maps for people to make their most and least favourite buildings or spaces, and flip charts or blank posters for comments and questions.

Objectives:

Displays and exhibits use drawings, maps, models or audio representations of community issues and interests to inform the community, and to help to engage community members in the process of planning and decision making about an event, proposal or issue.

Outcomes:

Displays and exhibits develop more concrete concepts of proposals or developments, and, where these provide options for interaction, provide public opinions and feedback that can be incorporated into the planning and decision-making process.

Uses/strengths:

- Focuses public attention on an issue.
- Can create interest from media groups and lead to increased coverage of the issue.
- Allows for different levels of information sharing.
- Provides a snapshot of opinions and community issues based on feedback.

Special considerations/weaknesses:

- Public must be motivated to attend.
- Needs a facilitator to encourage involvement and written feedback.
- Can damage the project's reputation if not done well.

Resources required:

- Publicity
- Venue rental
- Staffing

- Recorders
- Gophers
- Artists
- Photographers
- Events organiser
- Cleaners
- First aid
- Overhead projectors
- Printed public information materials
- Response sheets
- Data projectors
- Video
- Slide projector
- Projection screen
- Props for working in groups (pens, paper, pins, etc.)
- Furniture
- Children's requirements
- Duty of care
- Insurance

Can be used for:

- Showcase product, plan, policy
- Discover community issues
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)

Time required:

- Long (> 6 months)
- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)
- Low (No special skills)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)

- Low (< AUD\$1,000)

Participation level:

- Medium (Opinions noted)
- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Select a date and venue that will encourage the greatest number of participants to attend (generally weekends or public holidays/ shopping centres or malls/public spaces).
2. Arrange for a number of displays/exhibits to give details of the event/issue.
3. Place the display/exhibit in a well-populated public space where those most affected by the issue/event are likely to pass by.
4. Advertise and publicise the event with emphasis on the issue to be considered. Advertise times when display/exhibit will be open.
5. Provide adequate staffing and consider the employment of volunteers.
6. Consider duty of care and insurance issues.
7. Allow adequate time for setting up.
8. On the day, ensure that coordinators circulate to facilitate participation and answer questions.
9. Collage feedback and publish results.

3.16. Electronic Democracy

Description:

Electronic democracy seeks to embrace existing and emergent media sources as a forum for allowing members of the public to express opinions and seek to influence decision making within their community, state, country, or globally. Media sources that may be used for the processes of democracy include television and radio, but the internet is the main way that electronic democracy can be seen in action. While electronic democracy is more an ideal than a reality, electronic democracy is generally discussed in theoretical terms. Participation using the internet through email, online voting and access to information on websites are widely used participatory tools. People can use email or websites to register their opinions on proposed developments, on environmental impact statements, and so on. Television and radio stations can set up websites that record listener voting on issues, or to register the major community issues for a particular demographic of the community. These findings can then be reported as a measure of community attitudes and issues, increasing the chance that these opinions will be taken into account in government or industry's planning and decision-making processes.

Community groups can also develop electronic democracy projects using commercial or not-for-profit online servers to develop the technical information infrastructure needed to set up web pages, email list administration, etc.

Objectives:

Electronic democracy aims to engage more members of the public in expressing their opinions on a website, via email, or through other electronic communications options, in order to influence planning and decision making

Outcomes:

Electronic democracy has increased the number and variety of people who exercise their democratic rights through comments sent to decision-making bodies with regard to proposals and issues.

Uses/strengths:

- Creates a virtual public space where people can interact, discuss issues and share ideas.
- Allows citizens to participate at their own convenience.
- Can reach a potentially large audience readily.

- Facilitates interactive communication.
- Costs little to set up.
- Disseminates large amounts of information effectively and without distortion.

Special considerations/weaknesses:

- May exclude participation by those not online.
- Results can be manipulated therefore results of polls should be carefully considered.
- Needs a core group of dedicated volunteers (5–15 depending on the scope and scale of activities).
- People can become disillusioned if the project is 'over-hyped'. Keep expectations realistic.
- Encouraging electronic conferencing among participants in an interactive forum ensures that the project moves beyond broadcast to build an online, participatory open space.
- Email lists with many active subscribers generate so much information that they drive people away.

Resources required:

- Commercial and not-for-profit online service providers
- Public library online facilities
- Private online facilities, including internet
- Volunteers with technical knowledge and understanding

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues
- Develop community capacity
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)

Time required:

- Medium (6 weeks – 6 months)
- Short (< 6 weeks)

Skill level/support required:

- Low (No special skills)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- Medium (Opinions noted)
- Low (Information only)

Innovation level:

- High (Innovative)

Method:

1. Set up a core group of volunteers/participants interested in developing e-democracy, seeking people with a diverse mix of skills and experience.
2. Explore and use existing opportunities for contributing individual and group opinions on, or information about, specific issues including feedback on websites, tele-voting, online dialogues, and using the feedback options on online government services. Provide search engines with sufficient data (from broad categories such as 'off-shore fishing' to specific categories such as the name of the area (e.g. 'Bateman's Bay') to see what other information/ opportunities are available).
3. Set up your own website providing information about your organisation, links to other sites that may provide background information.
4. Develop a clear and concise mission or purpose statement to form the basis of public interest and awareness through wide distribution.
5. Keep your site well organised and up to date. Use standard HTML formatting to make the site as inclusive as possible.
6. Provide details of subscribe/unsubscribe procedures.
7. Include new email contact details in your public email lists so that you can report up-to-

date information to those who have registered an interest, and also invite them to add their signatures to submissions, alternative proposals, etc.

8. Set up your own online dialogue through your website. Counting the number of people who visit the site can provide useful data for authorities who need to know how many people are concerned, or what kinds of issues are of concern to the community.
9. Investigate whether government newsgroups offer newsgroup space for local electronic democracy projects. Newsgroups provide the core of information exchange and global topical discussions.
10. Don't forget to let the traditional media know about your e-democracy project. An article in the news (radio, television or print) will let people know of your project and its address.

3.17. Expert Panel

Description:

Expert panels are engaged when highly specialised input and opinion are required for a project. Generally, a variety of experts are engaged based on various fields of expertise to debate and discuss various courses of action and make recommendations. Expert panels are not as interactive as Fishbowls (where expert panels are seen as the fish in the bowls). They are used often when the issue is highly contentious and decisions are likely to have possible legal ramifications or where the best possible results (based on expertise) are required (See Fishbowls).

Objectives:

Expert panels allow citizens to hear a variety of informed (expert) viewpoints from which to decide on recommendations or courses of action in relation to an issue or proposal.

Outcomes:

Expert panels help participants to come to agreement on an issue, or to develop a series of recommendations on a proposal or community environmental issue. Such recommendations or proposals can then be forwarded to decision-making bodies.

Uses/strengths:

- Useful when an issue is complex and contentious.
- Useful where conflict exists to provide opinions which may have more credibility, and hence may assist in resolving the conflict.
- Useful when a variety of opinions is present, to provide a credible alternative opinion, based on credible expertise.
- Useful when the possibility of legal ramifications is present, as the experts' report or opinions may carry weight in any future court case.

Special considerations/weaknesses:

- Experts can be expensive.
- A long lead time may be needed to book appropriate experts.
- Format of the panel must encourage participation and dialogue between all panellists.
- Generally, this is used at the conclusion of participatory program where all available information has been considered.

- Public input may not be available.
- Used mostly where specialised knowledge is required rather than public opinion.
- A highly skilled moderator is required.
- Expertise in relevant and complementary areas will be needed to produce an 'expert opinion' which will be credible with the public, and which can be drawn on in the case of legal action.

Resources required:

- Publicity
- Venue rental
- Catering
- Staffing
- Moderator/facilitator
- Experts
- Recorders
- Audio and visual recording and amplification
- Overhead projector
- Data projector
- Video
- Slide projector
- Projection screen
- Furniture
- Children's requirements

Can be used for:

- Engage community
- Discover community issues
- Develop community capacity
- Develop action plan
- Communicate an issue
- Build alliances, consensus

Number of people required to help organise:

- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)
- Medium (11–30)

Time required:

- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- Medium (Opinions noted)

Innovation level:

- High (Innovative)

Method:

1. Select panellists on the basis of expertise, ensuring issues/groups of relevance are represented.
2. Allow time for contacting experts for the panel, and negotiating a mutually suitable time. For very busy people, this can mean planning some months in advance.
3. Employ a skilled and unbiased moderator.
4. Provide background briefing information to panellists.
5. Determine ground rules for the panel.
6. Allow public input if possible and appropriate (see also Fishbowls).
7. Determine course of action.
8. Present the outcomes of the panel discussions.

3.18. Field Trips

Description:

Field trips are organised trips where participants visit physical sites. They are a venue for providing information and, at times, opportunities for participant input. Public input is possible when other participative activities are combined with the field trip. A popular technique for environmental, planning and design-related participation processes, field trips are especially useful as a complement to conference presentations, or when written work such as reports are inappropriate.

Objectives:

Field trips aim to let people to 'see for themselves' the place where a development is proposed to be placed, or to have a demonstration of a technique (e.g. water quality testing) in the environment where the technique can be tried, and where it is most able to be seen, remembered, and understood.

Outcomes:

Field trips provide people with an understanding about a place and/or practice that allows them to incorporate a new method into their practice, or to provide informed opinions on a proposal or issue.

Uses/strengths:

- Used when the issue being considered has a geographic focus.
- Used when a large number of stakeholders are involved in the process.
- Used where participants require information or education and these are best provided or explained on-site.
- Used when a demonstration will be more effective than presentations.
- Adds transparency and education to the process of participation.
- Provides opportunity for rapport with key stakeholders.
- Creates greater public knowledge of issues and processes.

Special considerations/weaknesses:

- Costly if a large number of experts are engaged to present on site.
- Larger numbers of participants require large number of staff/facilitators.

- Number of participants is limited by logistics.
- Potentially attractive to protesters.

Resources required:

- Publicity
- Venue rental
- Catering
- Staffing
- Moderator/facilitator
- Experts
- Recorders
- Photographer
- Printed public information materials
- Response sheets
- Children's requirements
- Entertainment and events
- Duty of care
- Insurance

Can be used for:

- Showcase product, plan, policy
- Engage community
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)
- Medium (11–30)
- Small (\leq 10)

Time required:

- Long (> 6 months)
- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)

Cost:

- Medium (AUD\$1,000 – AUD\$10,000)
- Low (< AUD\$1,000)

Participation level:

- Medium (Opinions noted)

- Low (Information only)

Innovation level:

- Medium (Some new elements)

Method:

1. Publicise the field trip.
2. Select times that suit the largest number of participants (e.g. select from after hours for full-time workers, daytime for retirees or parents with small children).
3. Field trips can run from several hours to full days to allow the greatest number of participants to attend (depending on the time participants can spare, distance to be travelled, availability of expertise and/or case studies).
4. Advertise the agenda and times of key presentations in appropriate place (e.g. local media, posters at local stores and libraries). This will allow participants to attend for shorter periods if necessary, and will allow them to choose sessions of interest.
5. Ensure adequate staff on site to provide assistance. For example, give directions, be available for first aid, organise food and drink (set-up and clean away), etc.
6. Create and display signs that publicise the location of field trip through attachment of maps/directions with a pre-posted agenda.
7. Ensure all publicity (signs, media releases, brochures) provide directions from major routes near the site.
8. Allow time for participants to approach experts for one-to-one discussions.
9. Provide printed public information materials during the field trip for interested participants.
10. Appoint staff to act as note takers during the discussions.
11. Provide feedback forms/survey/response sheets to facilitate public input.
12. Pay attention to duty of care/safety issues. If site is difficult to access or contains elements of risk, make necessary preparations to avoid accidents with an emphasis on participants with disabilities.
13. Organise catering if appropriate.
14. Ensure toilets are available.

3.19. Fishbowl

Description:

A technique used to increase participation and understanding of issues. The fishbowl represents an inner group of participants in a roundtable format involved in a decision-making process that is 'witnessed' by a larger group who have the opportunity for input and questioning (see also: Expert Panels, and Samoan Circles). The fishbowl can be adapted with the use of role-playing techniques to highlight conflicts and alliances, the patterns that connect different points of view and the previously unrecognised linkages between different aspects of issues or problems. The fishbowl process can be modified to allow participants from the wider audience to join the roundtable.¹⁷

Objectives:

The fishbowl process aims to increase people's understanding of other people's perspectives on an issue or proposal, and to allow them to make connections and recognise links that may have been hidden.

Outcomes:

Fishbowls can make a large group feel that their viewpoint has been represented in the discussion, even when they have not themselves had any input. Because they hear and see other people's contributions, they know whether the issues that are important to them have been considered. As well, participants and observers will leave the fishbowl process with a greater understanding of the range of opinions and experiences that exist within their community on a particular issue or proposal. This provides community groups with options for building on commonalities and sharing resources.

Uses/strengths:

- Highly applicable when consultation (and/or interaction) with the broader community is required.
- Can be used to build trust with the community by creating a sense of transparency in decision making.
- Can illuminate decisions through focused and creative dialogue.¹⁸

Special considerations/weaknesses:

- Works best where presentations are brief.

¹⁷ Sarkissian, W, Perlgut, D & Ballard, E (eds.) (1986) 'Community participation in practice', *The community participation handbook: resources for public involvement in the planning process*, Impacts Press, Roseville, NSW

¹⁸ ibid

- Requires organisers to be committed to a creative and 'from the edge' approach to consulting.
- People must be able to operate from beyond their comfort zones.
- Requires intensive set-up and publicity.
- Skilled facilitators should be hired.¹⁹

Resources required:

- Publicity
- Venue rental
- Catering
- Staffing
- Moderator/facilitator
- Expert
- Recorders
- Gophers
- Other
- Audio and visual recording and amplification
- Overhead projectors
- Printed public information materials
- Response sheets
- Data projectors
- Video
- Slide projector
- Projection screen
- Furniture
- Children's requirements

Can be used for:

- Engage community
- Discover community issues
- Develop community capacity
- Communicate an issue
- Build alliances, consensus

Number of people required to help organise:

- Medium (2–12 people)

Audience size:

- Large (> 30)
- Medium (11–30)

Time required:

- Medium (6 weeks – 6 months)

¹⁹ ibid

- Short (< 6 weeks)

Skill level/support required:

- High (Specialist skills)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- High (Innovative)

Method:

1. Canvass people to be invited to the meeting in advance to determine the fishbowl team.
2. Book venue.
3. Hire a facilitator.
4. Advertise event.
5. Brief participants and the facilitator on the aims and objectives of the session.
6. Provide a technical briefing for participants if required.
7. Support participants with role descriptions.
8. Structure time for the interactions between the 'actors' and the 'audience'.
9. Can alternate between 'experts' in the fishbowl and members of the public. Each of the two groups can pick up on the issues and ideas expressed by the other.
10. Record issues raised by individuals and report back in the plenary sessions.
11. Debrief the participants and the facilitator.
12. Compile a report and distribute to participants and relevant authorities.

3.20. Focus Groups

Description:

Focus groups are used for exploratory studies, and the issues that emerge from the focus group may be developed into a questionnaire or other form of survey to verify the findings. Relatively inexpensive, focus groups can provide fairly dependable data within a short time frame. Focus groups are a technique used to find out what issues are of most concern for a community or group when little or no information is available. They allow people to answer questions, but also to bounce ideas off one another, and hence provide more detailed information as people share and elaborate on their issues.

Where large-scale objective information is needed, a minimum of four focus groups and as many as 12 may be needed to collect all the information needed. Using independent researchers to run groups and analyse data will ensure objectivity for organisations which need to maintain transparent processes.

Objectives:

Focus groups aim to discover the key issues of concern for selected groups. Discovering these issues can help determine which of a number of options is the preferred way forward, or to determine what are the concerns that would prevent a proposal going ahead. The focus group may also be undertaken to discover preliminary issues that are of concern in a group or community, and on which to base further research or consultation.

Outcomes:

Focus groups should deliver detailed knowledge of the issues that concern a specific demographic or community.

Uses/strengths:

- Highly applicable when a new proposal is mooted and little is known of community opinions.
- Can be used to develop a preliminary concept of the issues of concern, from which a wider community survey may be undertaken.
- Can be used for limited generalisations based on the information generated by the focus group.
- Particularly good for identifying the reasons behind people's likes/dislikes.

- Produces ideas that would not emerge from surveys/questionnaires, because the focus group allows opportunity for a wider range of comments.

Special considerations/weaknesses:

- Such small groups may not be representative of the community response to an issue.
- May be confronting for some to be open about their opinions depending on how well people know one another.
- People must be able to operate within their comfort zones.
- Requires careful selection to be a representative sample (similar age range or status etc.).
- Skilled facilitators should be hired.

Resources required:

- Venue rental
- Moderator/facilitator
- Recorders
- Depending on age group, may require child care
- May use audiovisual or audio recording of discussion.

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues
- Communicate an issue

Number of people required to help organise:

- Medium (2–12 people)
- Individual

Audience size:

- Medium (11–30)
- Small (≤ 10)

Time required:

- Long (> 6 months)
- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)

Cost:

- Low (< AUD\$1,000)

Participation level:

- Medium (Opinions noted)

Innovation level:

- Low (Traditional)

Method:

1. Randomly select 6–10 people affected by or interested in the community issue, to make up the focus group.
2. Book venue and arrange catering if meeting goes across a meal time.
3. Hire a facilitator.
4. Prepare preliminary questions.
5. Send reminders to participants with time, date, venue and questions.
6. Brief participants and the facilitator on the aims and objectives of the session.
7. Establish ground rules: keep focused, maintain momentum, get closure on questions
8. Encourage shy participants if they feel anxious about revealing their opinions/feelings.
9. Engage a co-facilitator to record issues raised by individuals (may use audio, audiovisual, and/or written notes).
10. Debrief the participants and the facilitator.
11. Compile a report of proceedings for the organisers, and offer a copy to the participants.

3.21. Future Search Conference

Description:

A two-day meeting where participants attempt to create a shared community vision of the future. It attempts to bring together those with the power to make decisions with those affected by the decisions, to try to agree on a plan of action. The future search conference can also be used to focus on the future of an organisation, a network of people or a community. Participants are encouraged to explore the past, present and future and make action plans based on common ground.²⁰

Objectives:

A future search conference helps a group of people to develop a series of options for the future, and agree on a plan of action, which, because participants include those with the power to make it happen as well as those who will be affected, should be able to be implemented.

Outcomes:

A future search conference will develop a feasible plan which incorporates the needs and wishes of those affected as well as those of the decision-making agencies or departments. Such a plan should allow a community or group to reach a preferred future vision.

Uses/strengths:

- The search conference is useful in identifying issues at the early stages of a project or process.
- It assists in identifying key or priority issues.
- Can provide guidance on how the participation process should be run.
- Can provide advice on who to involve in the participation process and gain support for ongoing involvement.
- Can empower individuals to become better informed, and better able to express their opinions.
- Useful when participation of large groups is desirable and an open forum is sought.

Special considerations/weaknesses:

- Can be logistically challenging given the number of potential participants.

²⁰ Sarkissian, W, Perlgut, D & Ballard, E (eds.) (1986) 'Community participation in practice', *The community participation handbook: resources for public involvement in the planning process*, Impacts Press, Roseville, NSW

- Requires the engagement of an experienced facilitator to be successful.
- Can be difficult to gain complete commitment (to attend or to agree on outcomes) from all participants.
- Large time frame (two to three days) may affect the availability of volunteers/participants.

Resources required:

- Publicity
- Venue rental
- Catering
- Staffing
- Moderator/facilitator
- Experts
- Recorders
- Artists
- Photographer
- Audio and visual recording and amplification
- Overhead projectors
- Printed public information materials
- Response sheets
- Data projectors
- Video
- Slide projector
- Projection screen
- Props for working in groups (pens, paper, pins, etc.)
- Furniture
- Children's requirements

Can be used for:

- Engage community
- Discover community issues
- Develop community capacity
- Develop action plan
- Communicate an issue
- Build alliances, consensus

Number of people required to help organise:

- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- High (Innovative)

Method:

1. Canvass people to be invited to be part of the future search.
2. Book venue.
3. Hire a facilitator.
4. Advertise event.
5. Brief participants and the facilitator on the aims and objectives of the session.
6. Provide a background briefing for participants if required.
7. Conduct discussion. One methodology for conducting the discussion is outlined by Emery,²¹ a pioneer of the technique, who identifies five stages to the process:
 - External environment: ‘the futures we are currently in’ are described by the participants.
 - Desirable futures: groups construct a list of desirable futures that build upon the current situation.
 - Desirable futures are transmitted into more explicit pictures.
 - Testing desirable futures against the reality of the current situation and the criteria generated earlier in the meeting.

- Discussing the implementation of the desirable future, based on current circumstances and resources.²²

8. Record issues raised by individuals and report back in the plenary sessions.
9. Compile a report of proceedings.

²¹ Emery M & Purser R (1996) *The search conference: a powerful method for planned organizational change and community action*, Jossey-Bass Publisher, San Francisco

²² Sarkissian, W, Perlgut, D & Ballard, E (eds.) (1986) ‘Community participation in practice’, *The community participation handbook: resources for public involvement in the planning process*, Impacts Press, Roseville, NSW

3.22. Information Contacts

Description:

Establishing information contacts who are identified as the official liaison person(s) for the public and the media, can help members of the community find information quickly and effectively. The nature of some participation processes is extensive, therefore it can be worth ensuring central information contacts who have the skills they need, know the process of participation inside out; and are well versed in project information, that they know the key stakeholders and stakeholder groups and are able to answer questions quickly with a high level of accuracy and authority.

Objectives:

Information contacts provide a single, well-informed source from which the public can obtain information.

Outcomes:

Information contacts should ensure good-quality, correct and consistent information is given to all enquirers.

Uses/strengths:

- Can link stakeholders with technical experts.
- Ensures people don't get 'the run around' when they call.
- Controls information flow and promotes information consistency.
- Conveys image of accessibility.
- Useful when consultation process is intensive and widespread.
- Gives the contact person(s) a good sense of stakeholder opinion.
- Useful in making suggestions for future consultation activities given understanding of stakeholder concerns.
- Good for building up trust among all parties.

Special considerations/weaknesses:

- Organising group must be committed to and prepared for prompt and accurate responses.
- May filter public message from technical staff and decision makers.
- Contact people require strong interpersonal skills.
- Contact people should be briefed first about major project issues.

- Contact people must be well briefed in what information is appropriate for release.
- All external contacts should be logged.

Resources required:

- Appropriately trained staff
- Electronic communications for checking details, logging contacts, etc.
- Comfortable workroom close to facilities with telephones, desks, chairs, etc.

Can be used for:

- Showcase product, plan, policy
- Discover community issues
- Communicate an issue

Number of people required to help organise:

- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)

Time required:

- Medium (6 weeks – 6 months)
- Short (< 6 weeks)

Skill level/support required:

- High (Specialist skills)

Cost:

- Low (< AUD\$1,000)

Participation level:

- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Select and appoint person(s) with appropriate public relations skills and knowledge of public participation processes.
2. Publicise person by name with relevant contact points: phone, in person and via email.
3. Brief person on role and provide them with appropriate background information.
4. Maintain a log of contacts.

5. Regularly meet with central information contact to develop a sense of stakeholder concerns.

3.23. Information Hotline

Description:

An information hotline offers pre-recorded information on a project via the telephone and/or access to project team staff members who can answer questions or provide additional information and assistance.

Objectives:

An information hotline aims to deliver accurate, consistent information over the telephone to those who wish or need to know about an issue or event.

Outcomes:

An information hotline can ensure that those who need to know are informed quickly, easily and efficiently (e.g. at times of a natural disaster when relatives want to know the whereabouts and safety of their family members).

Uses/strengths:

- Offers an inexpensive and simple device for publicity, information and public input.
- Provides a good service to the public by preventing people 'doing the run around' to access project information.
- Can serve as a link between the citizens and the municipality's government.
- It is easy to provide updates on project activities.
- Can describe ways the community can become involved.
- Can offer a report-in point for volunteers who act as extra observers in reporting on events (e.g. pollution, litter, beached whales, etc).
- Offers a reasonably low cost for set up and updates.
- Portrays an image of 'accessibility' for an organisation, department or group.
- Can be an avenue for citizens to feel more involved in their community.
- Also can be a great way to catch illegal polluters or to stop accidental spills that might otherwise go unnoticed (e.g. people may feel more comfortable to 'dob in' a polluter when they are speaking to the people responsible for monitoring such activities via the relatively anonymous hotline, whereas they would not do this in person, or if they had to write a letter).

Special considerations/weaknesses:

- Must be adequately advertised to be successful.
- If staffed by volunteers, can be time consuming.
- Works best if you can afford to set up an easy-to-remember phone number.
- Designated contact must have sufficient knowledge of the project to be able to answer questions quickly and accurately.
- May limit a project officer from performing other tasks.

Resources required:

- Staff.
- Comfortable workroom with desks, telephones, and computer access for recording contacts, tracking updated information, and contacting expert sources.
- Polite, brief, up-to-date recorded message giving details of the project, proposal or issue, and inviting further enquiries.

Can be used for:

- Showcase product, plan, policy
- Discover community issues
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)

Time required:

- Long (> 6 months)
- Medium (6 weeks – 6 months)

Skill level/support required:

- Medium (Computer & other expertise)

Cost:

- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Determine the information to be recorded and timetable of updates to the service (if applicable).
2. Plan for advertising the number, which may include having stationery and flyers printed, or a stamp with the hotline number that can be stamped onto all outgoing printed correspondence or promotional material.
3. Set up a hotline number for callers by recording message and hooking up to the phone line. Record information that will answer the most commonly asked questions.
4. Set up a toll-free number for non-local callers.
5. Advertise the number in the media, and ensure it is on all your outreach material.
6. Offer the option of being put through to a specific person for more details.
7. Appoint staff to answer questions.
8. Brief and train the person nominated to ensure they can access all information, have contact details of who to ask for information on specific aspects of the project, and have a pleasant telephone manner, even with difficult callers.
9. Record calls/common complaints/concerns in telephone journal for your records and input to the participation process.

3.24. Information Repository

Description:

Information repositories are formed when project information is stored in a centralised public place where members of the community can access the information. Popular places for information repositories include public libraries, schools, city halls and council offices. Typically, the repository should house all the project information appropriate for public access and act as a dispatch centre for project information.

Objectives:

To provide one central, well-advertised venue (or a specific number of venues) at which all information about an event, historical study, or proposal can be accessed.

Outcomes:

The information repository becomes an invaluable resource wherein members of the community can gain information on a wide range of aspects of an issue, event or proposal.

Uses/strengths:

- Where a large quantity of project information is being generated, the repository is useful in limiting the need for multiple copies (similar to libraries).
- Information repositories can double as distribution centres for project information.
- Can illustrate the levels of interest in a project, and who is using the material, if log of users is kept through a 'sign-in' system.

Special considerations/weaknesses:

- Generally not well used by the public, if not in an easily accessible, well-publicised location.
- Staff at the repository must know the location of the materials and be able to answer basic project questions.

Resources required:

- Publicity
- Venue with good storage and display areas and room to access material (carrels or tables and chairs)
- Staff

Can be used for:

- Showcase product, plan, policy
- Engage community
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Long (> 6 months)
- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Select materials suitable for repository.
2. Select a suitable location that is centralised, accessible by public transport, and set up in a way that will allow the material to be easily used.
3. Publicise the existence of the repository through a range of publicity techniques.
4. Reiterate the existence of the repository at public consultation sessions.
5. Staffing: staff require basic library skills, interpersonal skills and the knowledge and ability to answer basic project questions (can use existing staff if housing repository in a public library or staffed space).
6. Maintain a log of visitors.
7. Consistently add information to the repository.
8. Maintain for the duration of the project.
9. Use as distribution centre for project information.

3.25. Interactive TV

Description:

Interactive television is a form of electronic democracy where television acts as a conduit for information on an issue and as a prompt for public opinion on an issue. Public opinion is usually received via telephone calls or email/websites that record information. In some cases, the call acts as a vote on a particular issue.

Objectives:

Interactive TV aims to use television as a medium for voting on issues, expressing opinions, and knowing that these votes and opinions will be recorded and distributed to the larger community. This provides an audiovisual element to the voice of industry, government and community groups.

Outcomes:

Interactive TV will enable people to vote on almost everything via their television, which, as a familiar 'tool', increases the chances of more people taking up this option. As a result, a larger range of people may express opinions about, or influence decisions about, community issues and proposals, including some sections of the community who may not otherwise have participated.

Uses/strengths:

- Useful for reaching a wide audience.
- Useful when an issue is very important to the majority of the community.
- Useful when a large sample of the population's opinion is required.
- Citizen TV may become more available, accessible and familiar than e-democracy internet options.
- Allows TV viewers to share their opinions, needs and ideas.
- Can be useful for education campaigns (e.g. health campaigns).
- Can combine with web and online chat rooms to allow community members to exchange ideas in real time.

Special considerations/weaknesses:

- The technology is highly expensive.
- Can limit the number of detailed responses.
- Can be difficult to present issues in an unbiased manner.
- May be attractive to certain sectors of the community and not others.

- Can develop a rich and diverse online community, but may baffle the non-expert users, and so limit inclusiveness.

Resources required:

- Community television
- Telephone staff
- Computer-based recording systems

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues
- Develop community capacity
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Medium (6 weeks – 6 months)
- Short (< 6 weeks)

Skill level/support required:

- High (Specialist skills)

Cost:

- High (> AUD\$10,000)

Participation level:

- Medium (Opinions noted)

Innovation level:

- High (Innovative)

Method:

1. Still in the developmental stages, interactive TV is often used commercially for viewer voting on programs and products, but the technology also makes it possible for citizens to be actively involved in voting and commenting on community issues.
2. Requires provision of interactive TV, not for sports or shopping, but for local organisations and the public to participate in 'their' community local interactive TV.

3. Can involve the use of qwerty-handsets within people's living rooms, or phoning or emailing into the station on a particular topic.
4. Viewers can then suggest topics, interviewees, and other directions that the community interactive TV might explore.

3.26. Interactive Video Display Kiosks

Description:

Stand-alone kiosks that present a large amount of information using a computer and touch screen/ mouse for navigation through the information located within the kiosk. Interactive video displays and kiosks are similar to automatic teller machines, offering menus for interaction between a person and a computer. Information is provided through a presentation that invites viewers to ask questions or direct the flow of information. Viewers activate programs by using a touch-screen, keys, a mouse, or a trackball. Software used in interactive video displays and kiosks is highly specialised, storing information on CD-ROM or floppy disks that allow retrieval of specific information based on directions from the viewer. By contrast, hardware requirements are fairly minimal, requiring relatively simple computer equipment.²³

Objectives:

Interactive video display kiosks aim to deliver information via a multimedia presentation. This media is suitable for those not able to read the language, those who prefer visual as well as verbal cues, and is one that appeals to all age groups. The interactive elements, and the sense of a video game to the presentation, will elicit responses from people who may not otherwise participate in a planning or decision-making process.

Outcomes:

Well set-up interactive video display kiosks provide a multimedia option for finding information about an event, issue or proposal, through a 'click and find' process, rather than having to scroll through a great deal of information to find just what is wanted.

Uses/strengths:

- Can elicit preferences from people who do not otherwise participate.
- Complement staff availability.
- Can provide printed messages.
- Provide information from an agency to the public.
- Collect information from the public for agency analysis.

²³ Department of Transportation (1997) *Public involvement and techniques for transportation decision-making*, US Department of Transportation, Washington.

- Offer agencies flexibility in controlling and directing where a message goes.
- If well sited, can reach people who do not normally attend hearings or meetings.
- Deliver information to the user.
- Offer a variety of issues to explore, images to view, and topics to consider.
- Elicit specific responses, acting as a survey instrument.
- Enable the user to enter a special request to the sponsoring agency or join a mailing list.
- Are used in a variety of locations and may be either stationary or mobile.
- Allow a great deal more information to be made available and can be developed similarly to web pages and navigated in a similar way. Therefore, a lot more information can be made available through kiosks than stand-alone displays.

Special considerations/weaknesses:

- Sophisticated information programs make interactive displays expensive.
- Takes time to set up (one year for planning, fundraising and setting up).
- After construction and installation, staff commitments are relatively limited.
- Any new technology involving machines may cause unease.
- Software purchase is a high up-front cost.
- Maintenance costs are incurred.
- Potential vandalism is a factor in site selection.
- Liability issues may be associated with location of displays.
- Strategic siting of interactive programs is imperative. They should be located where large numbers of people frequent.

Resources required:

- Sophisticated hardware and software
- Expert programmers to set up interactive display and keep updated/troubleshoot and repair
- Technicians to install near ISDN or cable connections
- Regular policing to prevent vandalism

Can be used for:

- Showcase product, plan, policy

- Engage community
- Discover community issues
- Develop community capacity
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)

Audience size:

- Large (> 30)

Time required:

- Short (< 6 weeks)

Skill level/support required:

- High (Specialist skills)

Cost:

- High (>AUD\$10,000)

Participation level:

- Medium (Opinions noted)

Innovation level:

- High (Innovative)

Method:

1. Conduct local meetings to determine whether interactive video would be a viable option for your community. The interactive video network might serve a number of community needs, such as teaching shortages in rural communities, and as well build the community's capacity to participate in decision making in relation to issues of community concern.
2. Contact communications providers and government agencies for funding and sponsorship for the project (e.g. telecommunications companies may lay fibre optics as part of their community service obligations). Sponsorship is more likely if a number of agencies can present a case for using the systems (e.g. Natural Resources and Education Departments).
3. In setting up displays on a community issue, present materials in ways that are simple, graphically interesting, and easily understood.
4. Develop material in similar ways to web pages, so they can be navigated in a similar way.
5. Seek limited public input through the inclusion of electronic surveys, however manipulation is a possibility and results should be regarded with care.
6. Specialist software and industrial designers are required.

3.27. Key Stakeholder Interviews

Description:

Interviews with key stakeholders with expertise relevant to a particular community issue are lengthy, one-to-one interviews that may last an hour or two, and require specialist skill to use the time effectively, and to elicit relevant and specific information.

The interviewer should be able to gain insights from a 'casual' conversation so the person being interviewed does not get too narrow in addressing a single point (unless you want a lot of information about a specific issue). This interviewing technique is like the technique in focus groups, because you can keep asking questions until you get a satisfactory response. These are expensive and hard to do well, but they are very good sources of information and are especially useful when it is important to understand the views of certain people (because of their position or their expertise).

Objectives:

Stakeholder interviews aim to elicit detailed information and opinions on an issue through wide-ranging discussion rather than specific questioning.

Outcomes:

Stakeholder interviews provide a broad overview of the interviewees' opinions about a specific topic that may reveal hidden concerns or ideas that would not be expressed in response to a set number of specific questions.

Uses/strengths:

- Useful for targeting key stakeholders who have specific knowledge about an issue.
- Provides opportunity to get understanding of concerns and issues of key stakeholders.
- Can be used to determine how best to communicate with the public.
- Can be used to determine the best members of consultative committees.

Special considerations/weaknesses:

- Can be expensive.
- Can be time consuming.
- Interviewers must engender trust or risk negative response to the format.
- Requires skilled interviewers.

Resources required:

- Trained interviewers.
- Recording methods (may be audio, hand-written or computer-aided records, but should be unobtrusive, so the focus is on the content and conversation).
- May need a professional typist to transcribe tapes and hand-written notes, as this is time consuming.

Can be used for:

- Engage community
- Discover community issues
- Communicate an issue
- Build alliances, consensus

Number of people required to help organise:

- Medium (2–12 people)

Audience size:

- Medium (11–30)
- Small (≤ 10)

Time required:

- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)

Cost:

- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- Medium (Some new elements)

Method:

1. Select interviewees according to designated criteria (areas of expertise, representation of groups, complementary skills for committees).
2. Arrange times and places for interviewing. Better quality information will be forthcoming if the interviewee is in a familiar setting, so it may be easier for the interviewer to go to them.
3. Ensure uninterrupted time for at least one hour.

4. Check all equipment and take spare tapes, batteries, pens, etc. to avoid any interruptions during the interview.

3.28. Kitchen Table Discussion

Description:

Small meetings within the neighbourhood, usually at someone's home or a local coffee shop. These settings make the meeting informal and participants tend to respond to the more relaxed surrounds. Because they are informal, participants generally are more willing to discuss issues and dialogue is maximised.

A kitchen table discussion group is a small collection of people who get together in someone's home to talk, listen and share ideas on subjects of mutual interest. The host often begins by reminding everyone that there are no right or wrong ideas, and that everyone's contribution is valuable. The host also encourages people to listen, to ask clarifying questions, and to avoid arguing or interrupting.

Kitchen table discussion groups can be a prime vehicle for social change. Kitchen table discussions are now going online, and are being held around virtual kitchen tables where anyone can join in to discuss an issue (see Electronic Democracy).

Objectives:

Kitchen table discussion aims to encourage people to continue discussing an issue until all members have had a chance to be heard, and provide an opportunity of sharing not only opinions, but information and alternatives for community proposals or issues.

Outcomes:

Kitchen table discussion builds a sense of community, provides a venue for sharing, and may generate feedback and submissions on community issues and proposals.

Uses/strengths:

- Maximises two-way dialogue.
- If issue is likely to be contentious, provides an ideal setting to scope for early conflicts.
- Maximises the likelihood of engagement in debate and allays likelihood of conflict because held in 'neutral turf' setting.
- Builds social networks within the community.

Special considerations/weaknesses:

- Needs organisers/facilitators who are polite and relaxed.
- Requires creativity and resource investigation to reach a large number of people.

- Needs a diversity of interests to be invited.
- Best for small group discussions (8–10 people).

Resources required:

- Possible venue rental
- Catering
- Staffing
- Hired facilitators, or volunteers with facilitation skills
- Children's requirements (e.g. child minding)

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues
- Develop community capacity
- Develop action plan
- Communicate an issue
- Build alliances, consensus

Number of people required to help organise:

- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)
- Medium (11–30)
- Small (≤ 10)

Time required:

- Long (> 6 months)
- Medium (6 weeks – 6 months)

Skill level/support required:

- Low (No special skills)

Cost:

- Low (< AUD\$1,000)

Participation level:

- Medium (Opinions noted)
- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. If a kitchen table discussion arises informally, those who wish to follow up on this

opportunity should seek advice on how best to encourage participation and how to handle the issues/ information that arise. The informal beginnings can be discouraged if the person or people organising further discussions do not understand how to ensure all members of the discussion feel that their opinion will be taken seriously, valued and can be freely expressed.

2. Kitchen table discussions can be formally planned to reach targeted groups by advertising the venue and time.
3. Because these discussions reach groups that are not attracted to formal participation programs, sensitivity must be used in organising and facilitating meetings so as to encourage continued participation.
4. Select a centralised, neutral space (not affiliated with any one interest group in the locality).
5. Use informal neighbourhood networks to organise the first round of events.
6. Set ground rules about respecting others' opinions, and recording all issues for further discussion.
7. Needs sensitive handling to ensure no one dominates the discussion, and all opinions are valued.
8. Encourage group to record the outcomes of discussions and feed back into a broader participation program.
9. Encourage ongoing discussions.
10. Use these discussions as a means of gauging ongoing public response to a participation program.

3.29. Media Releases

Description:

Project information released to various media corporations. Media releases are seen as being official and reflecting the corporation/group/agency position or the outcome of a project. They can also be used to raise awareness and generate publicity.

Objectives:

Media releases aim to get the widest possible coverage for a community issue or proposal through the publication or broadcasting of the information in the release. It may also elicit further enquiries by the media organisation about the issue, or the group or agency that put out the release.

Outcomes:

Wider awareness of an issue or proposal can be achieved if the media release is published or broadcast, and if the essential information is retained.

Uses/strengths:

- Can disseminate information quickly to a large number of people.
- Can be a predetermined method of notification.
- Can raise publicity and awareness.
- Can help an organisation or community group to make contact with the media.
- Can alert media organisations to an issue/event and may encourage their active participation through civic journalism.

Special considerations/weaknesses:

- Difficult to retract, should any changes occur.
- Should be written in a journalistic style (see Method).
- May not be used if more exciting news events take priority.
- May be re-written and key facts/emphasis changed.
- Media organisations may become interested in an aspect of the project/issue that is not the focus of public concern.
- Media releases are competing with thousands of other incoming news items, and have a better chance of being used if they are sent directly to a journalist who has had previous friendly contact with the sender.

- The size of media releases limits the amount of real content that can be incorporated.
- Media releases have a better chance of being accepted if they have an element of controversy or risk, however an organisation or group may not wish to focus on possible negative outcomes or risks.

Resources required:

- Volunteers/staff

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues
- Communicate an issue
- Build alliances, consensus

Number of people required to help organise:

- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)

Time required:

- Long (> 6 months)

Skill level/support required:

- Medium (Computer & other expertise)

Cost:

- Low (< AUD\$1,000)

Participation level:

- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Determine the main news angle you wish to communicate.
2. Check deadlines for local publications/television/radio bulletins to ensure media release is received in time to be published before the event. Some local newspapers have a Friday deadline for the following Wednesday publication date. Radio programs may need to check the spokesperson to see

- whether they will be suitable for on-air interview, etc.
3. On average, send releases two weeks before events, except to magazines which may have a two- to three-month lead time for publication.
 4. Follow news style:
 - Keep the focus local (with local spokespeople) for local papers.
 - Send only major capital city issues or statewide issues to state papers; only national issues (and use national spokespeople) for national papers/ magazines.
 - Use short sentences. Each sentence should be a separate paragraph.
 - Use active sentences: ‘the group has decided’, not ‘It has been decided’.
 - Avoid jargon and difficult words (keep it simple).
 - Write about your group: ‘The group will hold a poster competition at the Centralville Town Hall on Wednesday, 23 January’.
 - First paragraph of no more than 25 words telling briefly who, what, where, when and why about the event, issue or project.
 - If using quotes in the body of the release, quote credible spokespeople and identify them with their positions in the organisation.
 - Keep information clear and unambiguous.
 - Keep releases short, no longer than one page. If the media want more information, they will contact you.
 - If for a community notices column, check the required size and format of items (may be 30 words or less).
 - Include in the media release the date the release was written, and a contact name and phone number for someone who is easily contacted during office hours.
 5. Check whether the media prefers email (most do now), or whether you can distribute your release via the Australian Associated Press (AAP) network (this will reach an Australia-wide audience).
 6. If offering interviews, make it clear whether this is an exclusive for one media outlet (could be one print, one radio and one television, as these do not see one another as competing). This can encourage coverage of your issue, whereas a general media conference may not be well attended.
 7. Track coverage to see how and when your information is published.
 8. Be sure to write and thank the journalist, to develop a relationship that may encourage them to work with your organisation in tracking progress on the issue/project, and hence keep the community informed.

3.30. Mediation and Negotiation

Description:

Negotiation is the process of searching for an agreement that satisfies various parties. An agreement may be reached either through a barter or through real negotiation. A barter allows only one party, the one in a position of power, to 'win'. The other party is forced to accept something of lesser value. A real negotiation implies a 'win-win' situation in which all parties are satisfied.

Mediation is the attempt to help parties in a disagreement to hear one another, to minimise the harm that can come from disagreement (e.g. hostility or 'demonising' of the other parties) to maximise any area of agreement, and to find a way of preventing the areas of disagreement from interfering with the process of seeking a compromise or mutually agreed outcome.

Objectives:

Negotiation and mediation aims to deal with conflict in a creative and positive way, and to find a solution or a way for people to hear and appreciate the differences between their perspectives.

Outcomes:

With negotiation and mediation, contentious issues can be discussed and agreements found in which differing opinions are considered and included.

Uses/strengths:

- Generally used when normal participation methods fail.
- Attempts to provide a 'win-win' outcome rather than settling on a single course of action.
- Can improve satisfaction of all parties.
- May allow areas of convergence (areas where there are some mutual goals or agreements).

Special considerations/weaknesses:

- Generally requires a specialist moderator who is independent.
- Moderators can be costly, and their lack of knowledge of the content can be a drawback in the kinds of questions posed.
- Works best when the parties concerned are engaged; less well when a representative is asked to negotiate, as they may not feel they

have the authority to be flexible in their solutions.

- Needs to get beyond set 'positions' (I/we are only willing to do this or that) and look at the interests of all parties (what they are trying to achieve in broad general terms (e.g. do we want clean sand, clean water, access to the beach etc.) to create mutually satisfying outcomes.
- Needs all parties to agree to objective criteria by which to assess the 'fairness' of solutions.
- Can be time consuming; could take months of meetings to find a mutually satisfactory outcome.
- 'Win-win' is not guaranteed.

Resources required:

- Publicity
- Venue rental
- Catering
- Staffing
- Moderator/facilitator
- Expert
- Recorders
- Audio and visual recording and amplification
- Props for working in groups (pens, paper, pins, etc.)
- Furniture
- Children's requirements

Can be used for:

- Engage community
- Discover community issues
- Develop community capacity
- Develop action plan
- Build alliances, consensus

Number of people required to help organise:

- Medium (2–12 people)

Audience size:

- Large (> 30)
- Medium (11–30)

Time required:

- Long (> 6 months)
- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- High (Innovative)

Method:

Negotiation and mediation are highly specialised activities and a simplistic methodology is not available. Specialists are generally required for negotiation and mediation. Other sources of information are outlined on the UNICEF site. The following excerpt has been provided as an introduction:

1. Analyse the interest of the parties: this is important to understand the perceptions, the style of negotiation, and the interests and principles of the counterparts, as well as one's own.
2. Plan the negotiation, and determine:
 - What are the expectations from the negotiation?
 - What are the terms of the negotiation?
 - What are the non-negotiable terms and what can be modified?
 - What is the minimum that an agreement can be reached on?
 - What is the negotiation strategy?
 - What are the most important interests of the other parties?
 - How does one interact with or manage people?
3. Select the appropriate negotiation technique from among the following:
 - Spiralling agreements: begin by reaching a minimum agreement, even though it is not related to the objectives, and build, bit by bit, on this first agreement.
 - Changing of position: formulate the proposals in a different way, without changing the final result.

- Gathering information: ask for information from the other party to clarify their position.
- Making the cake bigger: offer alternatives that may be agreeable to the other party, without changing the terms.
- Commitments: formalise agreements orally and in writing before ending the negotiation.

4. Negotiate: be sensitive and quick to adapt to changing situations, but do not lose sight of the objective. Avoid confrontational positions and try to understand the interests of the other party. Some aspects that could interfere with the negotiation are:

- Personal positions and interests.
- Psychological and emotional aspects of the persons (place, placement of chairs, body language, gestures, etc.).
- Difficulties in communication (differences in languages, different meanings of the same words, etc.).

3.31. Mind Mapping

Description:

The human brain is very different from a computer. Whereas a computer works in a linear fashion, the brain works associatively as well as linearly – comparing, integrating and synthesising as it goes. Association plays a dominant role in nearly every mental function, and words themselves are no exception. Every single word and idea has numerous links attaching it to other ideas and concepts.

Mind Maps™, developed by Tony Buzan, are an effective method of note-taking and useful for the generation of ideas by associations. To make a mind map, one starts in the centre of the page with the main idea, and works outward in all directions, producing a growing and organised structure composed of key words and key images.

Key features are:

- Organisation of ideas
- Key words form the basis of the map
- Association/linkages
- Clustering/grouping of ideas
- Visual Memory – Print the key words, use colour, symbols, icons, 3D-effects, arrows and outlining groups of words
- Originality – every mind map needs a unique centre
- Conscious involvement

Objectives:

Mind maps are a way of representing associated thoughts with symbols rather than with extraneous words – something like organic chemistry. The mind forms associations almost instantaneously, and ‘mapping’ allows you to write your ideas more quickly than expressing them using only words or phrases.

Outcomes:

The key outcome of a mind map is a map of information organised in the way the brain itself functions. Like ideas and themes are linked, and key words stand out, enabling the user to sort large amounts of data and ideas into a format that can then be easily used elsewhere.

Mind maps are beginning to take on the same structure as memory itself. Once a mind map is drawn, it seldom needs to be referred to again. Mind maps help organise information.

Because of the large amount of association involved, they can be very creative, tending to generate new ideas and associations that have not been thought of before. Every item in a map is, in effect, a centre of another map. The creative potential of a mind map is useful in brainstorming sessions. You only need to start with the basic problem as the centre, and generate associations and ideas from it in order to arrive at a large number of different possible approaches. By presenting your thoughts and perceptions in a spatial manner and by using colour and pictures, a better overview is gained and new connections can be made visible.

Uses/strengths:

A mind map has a number of advantages over the linear form of note-taking:

- The centre with the main idea is more clearly defined.
- The relative importance of each idea is clearly indicated. More important ideas will be nearer the centre.
- The links between key concepts will be immediately recognised.
- Recall and review will be more effective and more rapid.
- Addition of new information is easy.
- Each map will look different from other maps, aiding recall.
- In the more creative areas of note making, the open-ended nature of the map will enable the brain to make new connections far more readily.

Special considerations/weaknesses:

- Mind maps should not be used as a planning or decision-making tool.
- Resist the temptation to formally structure your mind map – just let the ideas flow.
- Mind maps should also not be used to present information to others who were not involved in its creation. They may not necessarily follow the thought patterns that underpin its creation.
- Mind maps are most effective at the individual level as they reflect the users thought patterns. With many users in the one mind map, the tool will not be as effective.

Resources required:

- Paper

- Coloured pens
- Space to create

Can be used for:

- Develop action plan

Number of people required to help organise:

- Individual

Audience size:

- Small (≤ 10)

Time required:

- Short (< 6 weeks)

Skill level/support required:

- Low (Traditional)

Cost:

- Low (< AUD\$1,000)

Participation level:

- Low (Information only)

Innovation level:

- High (Innovative)

Method:

1. Start with a coloured image in the centre.
2. Use images throughout your mind map.
3. Words should be printed.
4. The printed words should be on lines, and each line should be connected to other lines.
5. Words should be in 'units' one word per line, allowing each word to have free hooks and giving more freedom and flexibility.
6. Use colours to enhance memory, delight the eye and stimulate the right cortical processes.
7. The mind should be left as 'free' as possible. You will probably think of ideas faster than you can write.

3.32. MODSS (Multi-objective Decision Support Systems)

Description:

Multi-objective decision support systems technology allows programs to be developed that focus on management effects in environmental issues. This technology is part of the science of environmental management, which recognises that natural and social systems are dynamic, interlinked and unpredictable, and need complex systems that allow flexible responses. Management that uses rigid control mechanisms can contribute to the breakdown of socio-ecological systems. Hence, newer approaches stressing flexibility and responsiveness have developed, and decision support technology has developed that allows for the interconnectedness of ecological systems. Such computer programs describe the multiple effects of any change, and provide a structured approach to selecting a management plan based on a group's preferences and tradeoffs.²⁴

Objectives:

MODSS technology creates programs that can address widespread, significant problems, and engage stakeholders in considering the best compromise in complex environmental issues where there are many, often conflicting, criteria.

Outcomes:

MODSS offers better solutions that allow flexible responses to complex environmental issues.

Uses/strengths:

- Can offer ways to assess a variety of options and their consequences in a complex environmental issue.
- Can be incorporated into existing computer programs and operating systems, simply adding the components that are needed for decision-making support.
- Can provide a structured approach to engage stakeholders in complex environmental issues where there are many, and possibly conflicting, criteria to consider.

Special considerations/weaknesses:

- Can be very high cost for specialist programming.
- Can exclude those who are not computer literate.

- Needs to have been sufficiently used to be validated and minimise software bugs.

Resources required:

- Computers, programmers, good-quality data
- Wide range of expertise

Can be used for:

- Develop community capacity
- Develop action plan

Number of people required to help organise:

- Large (> 12 people)

Audience size:

- Large (> 30)
- Medium (11–30)

Time required:

- Long (> 6 months)
- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)

Cost:

- High (> AUD\$10,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- High (Innovative)

Method:

1. Determine the issue or management decision that needs to be addressed.
2. Review existing databases, programs and options.
3. Using a program such as The Facilitator, add on the decision support tools needed.
4. Trial the Decision Support tool.
5. Modify as needed to develop an operational tool for natural resource management decision making.

²⁴ Based on Heilman et al, 2000

3.33. Newspaper Inserts

Description:

An insert is a fact sheet that can be disseminated via a local newspaper. Inserts achieve high-level publicity for a project and normally are used at the commencement of a project. They create interest, describe the issue being considered and outline opportunities for public involvement in the participation process. Newspaper supplements can serve similar purposes, but cover the issue in more detail through features articles and/or advertisements. They can be a paid advertising arrangement, or can be put together by news staff in the public interest. Such supplements may include feedback opportunities, and may outline opportunities for public involvement.

Objectives:

Newspaper inserts aim to reach and inform the majority of people in a targeted geographic area about an issue or proposal.

Outcomes:

Newspaper inserts will increase awareness of a proposal or issue, even though many inserts will not be read.

Uses/strengths:

- Achieves high-level publicity.
- Provides information.
- When a large number of potential stakeholders exist.
- When a large number of people are affected by a development decision (e.g. road works/planning scheme preparation).
- Outlines opportunities for public involvement in a participation process.

Special considerations/weaknesses:

- Content should be simply stated, concise and unambiguous.
- Content should provide basic information (do not overload with too much information).
- Contact information should be provided.
- Cost may be a factor if the newspaper charges for the inserts, or insists on advertising.
- If undertaken as a community service, rather than a commercial transaction, distribution depends on the newspapers willingness to insert the flyers, leaflets, etc.

Resources required:

- Staff to prepare, lay out and deliver insert material
- Expertise in journalistic or advertising style or writing and layout

Can be used for:

- Showcase product, plan, policy
- Engage community
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)

Time required:

- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Decide the size, cost and number of inserts by determining the potential number of stakeholders, and how these match with the delivery areas of the newspaper.
2. Decide on your key messages, including methods for public participation.
3. Write your information in simple, concise and unambiguous language.
4. Outline major events and the duration of the participation process.
5. Include contact information (i.e. key project staff [by name], information hotline numbers,

location of information repository [if any],
phone, email and website addresses).

6. If possible, use trained layout help to ensure the inserts attract interest and are easy to read.
7. Record contact made as a result of the insert, and add to project mailing list.
8. Use to report project outcomes as well as publicising the process.

3.34. Nominal Groups

Description:

Nominal group technique is a process in which a group of people become a group in name only. This technique aims to eliminate social and psychological dynamics of group behaviour which can inhibit individual creativity and participation in group decisions. Everyone is given a structured opportunity to participate. Nominal group technique is a way of organising a meeting to enhance its productivity. Its purpose is to balance and increase participation, to use different processes for different phases of creative problem solving and to reduce the errors in aggregating individual judgments into group decisions. It is especially useful for problem identification, problem solving and program planning.

Objectives:

Nominal group technique aims to increase participation in problem identification, problem solving and program planning, and to make sure that participants represent a balance of the range of opinions available within a community or group.

Outcomes:

Nominal group technique facilitates creative problem solving and delivers group decisions that incorporate individual judgments with greater accuracy.

Uses/strengths:

- Highly effective workshop activity.
- Ensures input from all participants.
- Elicits a wide range of responses.
- Useful for determining democratically derived outcomes.
- Useful for fact-finding, idea generation, or solutions.

Special considerations/weaknesses:

- Good facilitators are required.
- Rules need to be clear at outset.
- The wording of questions must be unambiguous and clear.
- Not for routine business, bargaining, predetermined outcome, or groups requiring consensus.
- Can be difficult to convince people to use nominal groups for the first time.
- Explanations help to overcome this resistance, but a successful experience helps much more.

Resources required:

- Publicity
- Venue rental (meeting room with table to accommodate groups of 5-9 members).
- Catering
- Staffing
- Moderator/facilitator
- Experts
- Recorders
- Gophers
- Artists
- Photographer
- Other
- Audio and visual recording and amplification
- Overhead projectors
- Data projectors
- Video
- Slide projector
- Projection screen
- A flip chart or newsprint for each group.
- Roll of masking tape.
- Pack of 3 × 5 cards for each table.
- Felt pens for each table.
- Paper and pencil for each participants.
- Response sheets

Can be used for:

- Engage community
- Develop community capacity
- Develop action plan
- Communicate an issue
- Build alliances, consensus

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)

Audience size:

- Large (> 30)
- Medium (11–30)

Time required:

- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)

Cost:

- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- High (Innovative)

Method:

1. Advertise group meeting of three to four hours.
2. Select participants to ensure a mix of interests/ community groups/social levels/age/gender, etc.
3. Hire facilitator skilled in nominal group meeting process. Success of the process depends on thorough preparation by the facilitator.
4. Leaders should clarify the questions to be asked, considering what key information they need. Pre-test the question before the meeting. Remember, global questions stimulate global answers. Emotional information (likes/dislikes, etc.) must be asked for directly.
5. For larger groups, organise into subgroups (seven to nine people) on the same or different topics, depending on the range of issues.
6. The facilitator should follow the full step-by-step process, which can include the silent generation and balloting of ideas used strategically in a wide variety of situations and taking relatively little time (e.g. for quick agenda setting).
7. Choose from the following steps, and follow the process:
 - Silent generation of ideas in writing (10–20 minutes).
 - Recorded round-robin listing of ideas on chart (20–40 minutes).
 - A very brief discussion and clarification of each idea on the chart (20–40 minutes).

- Preliminary vote on priorities: silent, independent (10 minutes).
- Meeting break.
- Discussion of the preliminary vote (20–40 minutes).
- Final vote on priorities: silent independent (10 minutes).
- Listing and agreement on prioritised items.

3.35. Open House (or Open Days, Drop-In Centres)

Description:

Open houses provide information, a forum for understanding people's concerns and discussing issues, as well as opportunities for follow up or feedback (see Displays and Exhibits). A relatively informal event designed to allow people to drop in and obtain information at their convenience. Usually, the open house includes display information and presentation material, complemented by printed handout materials and the presence of the sponsor's staff to meet with and answer people's questions one-on-one. Brief presentations should also be made at regular times to inform guests.

Objectives:

An open house aims to provide one venue for people to visit where they can speak to staff or members of the organisation, and obtain a variety of information about an institution, issue or proposal.

Outcomes:

Those who visit during an open house will be more familiar with the venue, will know more about the operations and intention of the organisation or group that set up the open house, and may be more informed about an issue or proposal.

Uses/strengths:

- Useful when a large number of potential stakeholders exist and the issue is of concern to the wider community. Alternatively, it can be used to target a particular group.
- Frequently used as a lead-in to another participation activity and achieves early publicity for that activity.
- Can also be used to provide feedback at the completion of a public participation exercise.
- Can fit people's personal timetables.
- Where the issue is contentious, it provides a relaxed forum where conflict is less likely to occur.
- Fosters small group and one-on-one discussions.
- Allows other team members to be drawn on to answer difficult questions.
- Meets information and interaction needs of many members of the public who are not attracted to typical public meetings.

- Builds credibility.

Special considerations/weaknesses:

- Attendance is difficult to predict at an open house. Therefore, it is important to advertise in a number of ways that target different sections of the community and select the location carefully.
- It is possible to move the location of the open house on a regularly scheduled basis.
- Often, the concerns of a small number of people are well articulated at this forum.
- Lower attendance may mean that fewer people are informed. You need to use other methods to reach a wider audience.
- The low-key nature of an open house may also restrict people from asking questions and participating in discussions.
- Public input can be difficult to document, and may only be reported as hearsay.
- Protesters may use the opportunity to disrupt the event.
- Usually more staff-intensive than a meeting.
- May not provide the opportunity to be heard that some of the public may expect.

Resources required:

- Publicity
- Venue rental
- Catering
- Staffing
- Moderator/facilitator

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Long (> 6 months)
- Medium (6 weeks – 6 months)

Skill level/support required:

- Medium (Computer & other expertise)

Cost:

- High (>AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)
- Low (< AUD\$1,000)

Participation level:

- Medium (Opinions noted)
- Low (Information only)

Innovation level:

- Medium (Some new elements)

Method:

1. The five steps to a successful open house are as follows:
 - Understand your objective and develop a work plan
 - Schedule a place and time
 - Advertise
 - Develop the display and supporting materials
 - Set up
2. Consider the target audience and your objectives to decide whether an open house is the most appropriate public participation tool for the issue being discussed.
3. Some of the considerations in developing the workplan include the cost of the display, how to convey information on the display, how much time it will take to design and produce the display and how the display materials can be transported from place to place.
4. The choice of a central and easily accessible location is critical in the success of the open house. Organisers should maintain a low-key presence and make everyone feel welcome. They should also consider the needs of the particular audience (if there is a target group for the open house). The opening times should be flexible and change in response to the preference of the public. Comment sheets should be provided and staff should be

available to answer questions and record comments.

5. The publicity of the open house is also important to its success so advertising is necessary. The location, opening times and purpose of the open house should be publicised in the media. The open house should be left open as long as possible to allow as many of the public to use the facility as possible.

3.36. Open Space Technology

Description:

A radical participatory approach developed by US management consultant Harrison Owen in the 1980s. Stated simply, open space technology allows participants to offer topics for discussion and others to participate according to their interest.

The theory behind open space technology is that people will take ownership of issues they wish to address.

The open space technology operates on the following four principles:

1. Whoever comes are the right people.
2. Whatever happens is the only thing that could have.
3. Whenever it starts is the right time.
4. When it's over, it's over.²⁵

Objectives:

Open space technology aims to provide an event which is relevant, timely and participatory. Its relevance is determined by the participants, who determine the agenda, the length of the event, and the outcomes.

Outcomes:

The open space technology event puts people of like interests in touch with one another, allows people to exchange views and to understand a wider range of viewpoints, and provides a sense of empowerment to shape the world towards the kind of future the participants might desire.

Uses/strengths:

- Appropriate for use where there is a need for new ideas and the prevailing climate is characterised by uncertainty, ambiguity and a low level of trust.
- Because there is a limited set of rules, the process is driven by the participants.
- Absence of 'control' of the process means participants must be prepared to go where the process takes them.
- Includes immediate summary and discussion.
- Provides a structure by giving participants opportunities and responsibilities to create a valuable product or an experience.

Special considerations/weaknesses:

- Facilities should be flexible to accommodate variable group sizes.
- A powerful theme or vision statement is needed to generate topics.
- A large number of participants are involved in the process (up to 500).
- The most important issues can sometimes be lost in the discussion.
- It can sometimes be difficult to get accurate records of results.

Resources required:

- Venue with room for a large gathering space, plus up to 10 smaller breakout spaces, which offers shelter in case of rain, heat, etc.
- Facilitator trained in open space technology techniques.
- Publicity (which for a large gathering may include a website on which topics or themes can be predetermined).
- Website or other means to disseminate outcomes or issues papers.

Can be used for:

- Discover community issues
- Develop community capacity
- Communicate an issue

Number of people required to help organise:

- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)
- Low (No special skills)

Cost:

- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- Low (Information only)

Innovation level:

- High (Innovative)

²⁵ <http://www.iap2.org> [accessed 15/010/2014]

Method:

1. Determine whether the open space technology process is the most appropriate technique for your situation, considering the people who are likely to take part and their preferences and attitudes, and the venues available to you.
2. Select venue, facilitators and prepare information (open space technology can be successfully used in conjunction with other techniques such as conferences and workshops).
3. Publicise the event.
4. Describe process and rules to the participants, as outlined below:
 - Principles: Whoever comes are the right people: Whatever happens is the only thing that could have: Whenever it starts is the right time: When it's over, it's over.
 - Law of two feet: people are honour bound to walk away from proceedings and sessions which they believe are irrelevant.
 - Follow due process.
5. One by one, each person who wishes to, steps into the centre of the circle and announces their name and topics they feel passionate enough about to be willing to lead a break-out session on that topic.
6. Each passionate person writes the topic on a piece of paper along with time and venue for a discussion.
7. Following announcements of topics by passionate people, the market place becomes open. The marketplace is a wall where all the topics, times and venues are posted to allow participants to decide which session to sign up to.
8. Those who announced the topics facilitate the individual discussions and appoint people to record minutes on provided computers.
9. Reconvene into the larger group and report back, or combine reports into one document

and ensure widespread dissemination to all those who took part, and all those likely to make a decision.

3.37. Participant Observation

Description:

Participant observation is a method of collecting information about the operation of, and attitudes existing in, a community through a researcher living in the area for an extended period.²⁶

The participant observer becomes known within the community, and gets to know the community in a more intimate and detailed way than someone who simply comes to do a survey and then departs. The participant observer consequently is given much more detailed information, and may identify specific issues and assist groups to address these by developing mutually agreed principles and practices.

Objectives:

A participant observer is placed in a community with the aim of collecting more detailed information about a community's habits, opinions and issues and with a view to developing planning and policies that better incorporate the community's needs and wishes.

Outcomes:

Information about a community collected by a participant observer can ensure that planning and decision making incorporate community needs and opinions, and will therefore be more acceptable and more useful to the community.

Uses/strengths:

- Can develop greater understanding of sensitive situations.
- Can be used before developing a consultation program in cases where the nature of community issues is not known to agencies.
- Can be used for scoping information and determining key players when the issue is contentious or controversial.
- Can assist in the development of a more thoughtful consultation program because participant observation is usually conducted incognito. Can allow the development of consultation processes that suit the subject community.

²⁶ Sarkissian, W, Perlgut, D & Ballard, E (eds.) (1986) 'Community participation in practice', *The community participation handbook: resources for public involvement in the planning process*, Impacts Press, Roseville, NSW

Special considerations/weaknesses:

- This method is limited, and needs to be used in conjunction with other methods for collecting information (e.g. surveys, public meetings, and/or displays and exhibits).
- Depends on the ability of the researcher/consultant to correctly observe and draw appropriate conclusions.
- Can create concern in the community.
- Not recommended for use in isolation but in conjunction with other tools and techniques, to offset any bias or inaccuracy in the observer's conclusions.
- Applicable to a wide variety of issues.
- Particularly useful as a technique where the issue is contentious or controversial.
- Takes a long time.

Resources required:

- Staff
- Publicity
- Accommodation
- Observation locations (may include a location for a storefront drop-in centre)
- Record-keeping facilities (computers, notebooks)
- Venues and resources for public meetings (see Workshops)

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues
- Develop community capacity
- Develop action plan
- Communicate an issue

Number of people required to help organise:

- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)

Time required:

- Long (> 6 months)
- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)

Cost:

- High (> AUD\$10,000)

Participation level:

- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Researcher lives in or regularly visits the site/ suburb/organisation.
2. Observations are made by the researcher regarding opinions or reactions to particular issues.
3. Researchers should state their intentions openly, and integrate themselves into the community.
4. The conclusions drawn by the researcher depend largely on the researcher's abilities, and should be seen within this context.
5. Generally, participant observation should be combined with actual participation techniques to be of any value.

3.38. Photovoice

Description:

Photovoice is a process of collecting information and expressing issues and concerns through photos. Photovoice has three main goals:

- To enable people to record and reflect their community's strengths and concerns.
- To promote critical dialogue and knowledge about personal and community issues through large and small group discussions of photographs.
- To reach policy makers.

Photovoice is highly flexible and can be adapted to specific participatory goals (such as needs assessment, asset mapping, and evaluation), different groups and communities, and distinct policy and community issues.

Objectives:

Photovoice aims to add a visual element to participatory processes, and can assist in engaging the community in planning and policy issues.

Outcomes:

Photovoice provides tangible evidence of the visual aspects of an issue or proposal (e.g. before and after photographs of an eroded beach) and provides a visual record of the suggestions and decisions.

Uses/strengths:

- Provides pictorial evidence of community issues (a picture being worth a thousand words).
- Provides an alternative means of expression which may help include those who are more visual than literate.
- Allows detailed information to be collected from individual participants.
- Provides a snapshot of an area or issue from which to develop indicators and to gauge changes/responses.
- Can easily be used in the media (print/television/interactive audiovisual technologies).

Special considerations/weaknesses:

- Can be costly (e.g. photo printing costs).
- Requires staffing and the coordination of participants.

- If photos are pasted onto a larger poster type presentation, can be difficult to store and protect (may need photocopies taken for storage/distribution).

Resources required:

- Disposable cameras
- Publicity
- Venue rental
- Catering
- Staffing
- Moderator/facilitator
- Expert
- Recorders
- Gophers and others
- Audio and visual recording and amplification
- Overhead projectors
- Data projectors
- Video
- Slide projector
- Projection screen
- Props for working in groups (pens, paper, pins, etc.)
- Furniture
- Children's requirements

Can be used for:

- Engage community
- Discover community issues
- Develop community capacity
- Develop action plan
- Communicate an issue
- Build alliances, consensus

Number of people required to help organise:

- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)

Time required:

- Short (< 6 weeks)

Skill level/support required:

- High (Specialist skills)

Cost:

- Medium (AUD\$1,000 – AUD\$10,000)
- Low (< AUD\$1,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- High (Innovative)

Method:

The stages of photovoice include:

1. Conceptualising the problem.
2. Defining broader goals and objectives.
3. Recruiting policy makers as the audience for photovoice findings.
4. Training the trainers.
5. Conducting photovoice training (for participants).
6. Devising the initial theme(s) for taking pictures.
7. Taking pictures.
8. Facilitating group discussion.
9. Critical reflection and dialogue.
10. Selecting photographs for discussion.
11. Contextualising and storytelling.
12. Codifying issues, themes, and theories.
13. Documenting the stories.
14. Conducting the formative evaluation.
15. Reaching policy makers, donors, media, researchers and others.
16. Conducting participatory evaluation of policy and program implementation.

3.39. Planning4real

Description:

Planning4real offers local people a 'voice' to bring about an improvement to their own neighbourhood or community.²⁷ Local people begin by constructing a three-dimensional model of their neighbourhood or catchment area. From this, they construct their vision of their ideal neighbourhood or catchment by placing suggestions cards on a three-dimensional model, then sorting and prioritising the suggestions. The model of the neighbourhood or catchment is made so that it can be moved from venue to venue, allowing more people to participate. Used since the late 1970s in Britain, this planning tool is now used throughout the world. Participants are largely intended to be from the target community, with government officials, local councillors, and professionals present to answer questions, when requested.

Objectives:

Planning4real aims to increase community involvement and knowledge of proposed changes or planning issues through allowing them to place their suggestions and concerns directly on to a three-dimensional model; this also increases the chance that planning and decision making will be made with a fuller knowledge and understanding of community issues and needs.

Outcomes:

Planning4real delivers a design or plan that incorporates community needs and issues, and that will therefore be more acceptable and useful to the community, and will give the community a sense of ownership of the plan that may incorporate elements of community monitoring and maintenance.

Uses/strengths:

- Provides a three-dimensional model that may help people better envisage the changes suggested for the neighbourhood.
- Offers a hands-on approach that allows participants to visualise the preferred future for an area.
- Particularly effective in mobilising community support and interest.

²⁷ Neighbourhood Initiatives Foundation (1995) *A practical handbook for 'planning for real' consultation exercise*, Neighbourhood Initiatives Foundation, Telford, UK

- Specific projects are identified and implementation is set in motion.
- Has advantages for those who are more visual/ tactile in their approach.
- Can help bridge language barriers in mixed language areas.

Special considerations/weaknesses:

- Requires commitment from decision makers to follow through on suggestions.
- Needs commitment from participants to stay for two-and-a-half hours to participate in the whole process.
- Can be expensive to develop a three-dimensional model.
- If building a model with volunteers and found materials, can take three months to collect materials and create the model in easily movable sections.
- Can take two to three months for follow up and feedback.

Resources required:

- Publicity
- Workshop location must be large enough to accommodate the model (common community spaces are preferred)
- Catering
- Staffing
- Moderator/facilitator
- Experts
- Recorders
- Gophers
- Artists
- Photographer
- Modelling equipment: Sheets of polystyrene are suggested as the model base, glued to cardboard or other hardboard for stability
- Props for working in groups (markers, pins, tape, glue and access to photocopying facilities for duplication)
- Tables/chairs
- Children's requirements.

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues

- Develop community capacity
- Develop action plan
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)

Audience size:

Large (> 30)

Time required:

- Long (> 6 months)

Skill level/support required:

- High (Specialist skills)

Cost:

- High (> AUD\$10,000)

Participation level:

- Medium (Opinions noted)

Innovation level:

- High (Innovative)

Method:

1. Hire a knowledgeable moderator to start the process, although a community member with some background in community development could readily pick up the key concepts through the 'kit' which is sold by the Neighbourhood Initiatives Foundation.
2. Assemble the three-dimensional model of the neighbourhood from lightweight material and in easily transportable sections (ask volunteers, a local club, students, or others as a way to involve key people). The model is usually best at a scale of 1:200 or 1:300, which allows people to identify their own home.
3. Use the model to publicise public meetings, by taking it around shopping centres and community meeting points for about two weeks to generate interest and begin the process of identifying problems and opportunities.
4. Begin training sessions with a few local residents to familiarise them with the process.
5. Hold public meetings where cut-outs are placed on the model as a way to identify issues of concern to the community.
6. Form small, ad hoc 'working parties' around these issues (e.g. traffic, shopping facilities, play areas, work opportunities, coastal zone management and planning). These working parties then meet to work out details and to negotiate between conflicting interests and priorities, using a 'now, soon, later' chart as a guide.
7. Plan a series of activities to develop a momentum that continues into specific practical proposals. Sufficient time is needed for an effective exercise. Three months is suggested for the initial stage of mobilisation, setting up a steering group, building the model and publicising the sessions.
8. Circulate steps taken in local newsletter and/or media.

3.40. Poster Competitions

Description:

Poster competitions raise awareness of issues and participation programs (e.g. a poster competition about caring for our catchment or water quality or water conservation will elicit ideas that generate discussion and can lead to planning to incorporate these ideas). Posters provide visual, colourful, simple ways to communicate community issues and events, and are suitable for display in community spaces. Poster competitions that display children's work can reflect the attitudes of much of the community as children between certain ages tend to reflect their parents' ideas. Poster competitions can generate publicity and provide information (see Interactive Displays).

Objectives:

Poster competitions aim to engage the community's interest in an issue, reveal community issues, and raise awareness of an issue in a way that is visual, inclusive, and fun.

Outcomes:

Poster competitions provide a visual display of current states of community knowledge of an issue, community expectations and visions, and provide an opportunity to answer questions about that issue.

Uses/strengths:

- Provides basic information about a process, project or document in a fast, concise and clear way.
- Can allow easy updates on an issue/process/project.
- Can create publicity for an issue/event.
- If the poster competition is displayed in public spaces, they can provide easy ways for people to get information.
- Provides easier ways to absorb information for those more comfortable with pictures than words (and those from other cultures who speak languages other than the dominant language).
- Can be humorous, interesting, colourful and may include cartoons and diagrams.
- Provides an informal gauge of community attitudes to issues.
- Creates interesting graphic material for the project.
- Can lead to greater participation.

- Generates ideas.
- Excellent for children's participation.
- Can encourage people to seek more information.

Special considerations/weaknesses:

- May need descriptions to explain the concept portrayed on the posters.
- Where posters are developed by school children or members of the public, may not cover all aspects of an issue/process/project (may need some knowledgeable staff to accompany a display of the works to answer questions).
- May need continual staffing to watch display to avoid vandalism and explain the display (see above).
- Competitions can cause ill will if the judging is considered to be unfair.

Resources required:

- Staffing
- Publicity
- Judges/prizes
- Venue for display

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues
- Communicate an issue

Number of people required to help organise:

- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Long (> 6 months)
- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)

Cost:

- Low (< AUD\$1,000)

Participation level:

- Medium (Opinions noted)

- Low (Information only)

Innovation level:

- Medium (Some new elements)

Method:

1. Determine issues/aspect for poster competition and the community groups to be asked to participate. Encourage participation from all ages and community groups.
2. Set timeframe for poster competition (one month), size of posters, media, due date and where they are to be delivered. Specify how many words for any captions/explanations.
3. Advertise competition, with details of where, when and how to deliver the posters, and how they will be judged, and where the finalists will be displayed.
4. Select an appropriate local personality/ politician to announce the winners.
5. Sort posters and determine which are suitable for display. Advise contributors whose posters have been selected for display and where they can be seen.
6. Invite the media to the judging, and announce winners.
7. Provide options for visitors to the poster display to make comments/provide feedback.
8. Prepare a report on the issues raised in the posters and the feedback, and forward this to relevant authorities.

3.41. Printed Information

Description:

Printed material is still one of the easiest ways to publicise and provide information on a project/issue, or publicise a participation process such as an event or meeting. Popular forms include: fact sheets, flyers, newsletters, brochures, issues papers, reports, surveys etc. These can be single purpose or be produced as a series for distribution (e.g. newsletters). Printed material can be distributed hand to hand, made available for the public to pick up, or mailed out either directly to a select mailing list, or included as 'bill stuffers' with regular mail-outs such as utility bills, rates notice or other regularly posted bills.

Objectives:

Printed information aims to provide easily scanned details, in words and drawings, to inform a community about an issue or proposal. Printed information can be easily handed out and carried away.

Outcomes:

Printed material, whether handed out, dropped into letterboxes, distributed by mail, or mailed out with other material, is one of the easiest and most familiar methods for increasing awareness of an issue and/or soliciting responses to an issue or proposal.

Uses/strengths:

- Printed public information materials can combine the needs of publicity with information and allow for minor public input.
- They can reach a large amount of people through mailing or via the availability of the information to the public.
- If comment sheets or questionnaires are included the material can allow for limited public input to a project.
- Can facilitate the documentation of the public participation process.
- Can be a low-cost means of publicity.
- Can be economically distributed by doubling up with existing mail-out lists.

Special considerations/weaknesses:

- The problem with most printed materials is the limited space available to communicate complicated concepts.
- Needs time to decide on text, visuals, proofread, print and fold.

- There is no guarantee that the materials will be read.
- If mailed, the guarantee of being read is only as good as the mailing list itself; mailing lists need regular updating to avoid wasted time, energy and paper.
- Appearance of the material should be visually interesting but should avoid a 'sales' look .
- Can be lost if included with many other flyers and bill stuffers (consider using coloured paper and bold headlines if mailing as a bill stuffer, to ensure this is not just binned without reading).
- Without visual elements, this can exclude those who are not print literate.

Resources required:

- Staff or volunteers with expertise in writing, editing and layout
- Paper
- Printing
- Postage

Can be used for:

- Showcase product, plan, policy
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Medium (6 weeks – 6 months)

Skill level/support required:

- Medium (Computer & other expertise)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Available budget, and the use of other publicity methods and tools for distributing project information, will determine just what type of printed material will best suit your need.
2. Plan your messages well. Provide regular updates, but do not bombard people with information.
3. Develop the material with the following considerations in mind
 - Make it eye catching (colour, photos, cartoons)
 - Make it simple and easy to understand
 - Provide points of contact, such as the name of a central information contact or details of the participation program
 - Avoid a 'sales' look
 - Do not overload with information.
4. Limited public input can be sought through printed public information materials by the inclusion of surveys and questionnaires or comment/response sheets.
5. Enclosing a stamped, addressed envelope (or email address/website) with mail-outs will improve the return of comments for posted materials.
6. The material should be easily available to the public and be accessible from a number of locations.
7. It is critical that the information outlines the public's role in the participation process or opportunities for participation.
8. Keep mailing lists up to date and check for duplication to save money, time and paper.
9. If distributing as a bill stuffer, speak to agency/ department which distributes bills and find out when they need the material in order to go out in the appropriate mail-out, and in what format. Check what else is being distributed with bills, and decide whether your flyer will have a good chance of being

read. Deliver/arrange for printer to deliver to agency/department who will stuff and distribute.

3.42. Prioritisation Matrix

Description:

A prioritisation matrix is a technique used to achieve consensus within a specific group of participants about an issue. The matrix helps rank problems or issues (usually generated through brainstorming or other techniques) by a particular criterion that is important to the project, as defined by the participants. This allows participants to clearly see which issues are the most important to work on solving first.

Prioritisation matrices are used to determine what participants consider to be the most pressing issues.²⁸

A prioritisation matrix can use whatever resources are available to create a table of issues and boxes for participants to cast their 'votes'. Tools can include whiteboards, computer databases, or twigs and stones in a field trip setting. The important thing is to list all the issues, to determine the frequency with which problems arise in relation to an issue, the importance the people give to this, and to count the votes to determine what is seen by the majority of people as a priority.

Objectives:

- A prioritisation matrix produces a community view of the priorities in relation to a community issue or proposal.

Outcomes:

- A prioritisation matrix provides a measurable basis for determining the important issues for a community (e.g. what priority they give to foreshore revegetation and/or continuing beachfront development).

Uses/strengths:

- Can assist in defining the most important issues in participation projects with many issues.
- Provides a democratic and transparent device for determining priorities.
- Can provide a focus for action.

Special considerations/weaknesses:

- Setting up criteria can be problematic, if the brainstorming process raises a large number of issues.
- Some issues may not be considered because they are not raised by participants.

Resources required:

- Publicity
- Venue rental
- Catering
- Staffing
- Moderator/facilitator
- Experts
- Recorders
- Gophers
- Artists/photographer
- Audiovisual recording equipment and amplification
- Overhead projectors
- Data projectors
- Video
- Slide projector/screen
- Printed public information sheets
- Response sheets
- Props for working in groups (pens, paper, pins, etc.)
- Furniture
- Children's requirements

Can be used for:

- Engage community
- Discover community issues
- Develop community capacity
- Develop action plan
- Build alliances, consensus

Number of people required to help organise:

- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)
- Medium (11–30)

Time required:

- Short (< 6 weeks)

Skill level/support required:

- Low (No special skills)

Cost:

- Low (< AUD\$1,000)

²⁸ <http://erc.msh.org/quality> [accessed 15/10/2014]

Participation level:

- Low (Information only)
- Innovation level:
- High (Innovative)

Method:

1. Conduct a brainstorming session on issues that participants wish to explore in relation to a proposal, plan or community service (See the Brainstorming tool to learn how to conduct group brainstorming).
2. Fill out the prioritisation matrix chart with the group:
issue/frequency/importance/feasibility/ total points
3. In the first column, write down the issues that were mentioned in the brainstorming session.
4. In the second to fourth columns, define your criteria. Examples of some typical criteria are:
 - Frequency: how frequently does/will this issue affect the participants? Does it occur often or only on rare occasions?
 - Importance: from the point of view of the users, what are the most important issue? Add the issues that the organising agency or group wants to address?
 - Feasibility: how realistic is it that you can find a way to address this issue? Will it be easy or difficult?

You can choose other criteria if they better fit the situation you are discussing (e.g. cost, environmental impact [high to low], number of affected persons can act as criteria). For a more quantitative comparison, you could use cost, amount of time, or other numerical indicators. It is also possible to use number values for each criterion and provide a rank out of 10 for each criterion. Collating total numbers for all criteria against issue can indicate the issues of highest priority
5. Rank/Vote: Each participant now votes once in each of the boxes. Total all the votes together. The totals help you see clearly how to identify the priorities.²⁹

²⁹ ibid

3.43. Public Conversation

Description:

Public conversation and/or individual discussion are informal consultations that allow you to talk to participants in a direct and personal manner. Informal consultation techniques such as these support more formal consultation techniques by identifying key issues, attitudes, skills and knowledge. The personal level of discussion of these tools is generally not possible under more formal consultation approaches and a greater appreciation of project issues can emerge as a consequence. Such informal discussions allow a free-ranging discussion around the issues which may reveal issues or attitudes that would not come to light through more structured surveys which may begin with a preconceived notion of who and what is relevant to the issue.

As well, public conversations can be facilitated with a view to reducing polarisation on contentious issues. Such conversations have been categorised: Talking with the enemy (*Boston Sunday Globe*, 28 January 2001) where this technique was used to encourage those who supported abortion, and those opposed, to begin a dialogue with the intention of preventing further violence after the killing of doctors in the US. Environmental issues can also generate fiercely opposed factions which undertake violent, or potentially violent, actions like driving spikes into trees that are to be cleared. Through engaging the opposing factions in a series of ongoing informal discussions with professional facilitation, some understanding of one another's viewpoints can be established, and this can assist a more formal process of consultation by focusing attention on the issues rather than the actions or assumed misdemeanours of the 'other side'.

Public conversations may involve lay and professional speakers.

Objectives:

To identify issues that are of relevance to community groups or members who are affected by or interested in an issue. This may include revealing the reasoning behind groups or individuals taking very polarised positions, with a view to finding ways for those who are polarised in this way to hear one another's viewpoints and be able to work together.

Outcomes:

Public conversations will reveal unknown issues and aspects of community views on a plan or

project that will allow the plan to be improved or modified to take these into account. They can also reveal the thinking behind polarised viewpoints, which provides the possibility for people to work together in a consultative process who might otherwise be disruptive or distract the focus from the desired outcome.

Uses/strengths:

- Can help identify individuals and groups who should be consulted as well as how they should be notified or invited.
- Can help gather information and understand people's viewpoints prior to formalised programs.
- Maintains and establishes good community relations.
- Directly involves individuals.
- Offers insight into issues prior to the development of a consultation program, or may suggest alternative approaches.

Special considerations/weaknesses:

- Can be costly.
- Can be time consuming.
- Time and cost constraints can limit the number of participants.
- Discussions may be difficult to incorporate into participation findings.
- Opinions may not be representative.

Resources required:

- Facilitator
- Staff
- Volunteers
- Unobtrusive recording mechanisms (audiotape, notebook, computers)

Can be used for:

- Engage community
- Discover community issues
- Develop community capacity
- Build alliances, consensus

Number of people required to help organise:

- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)
- Medium (11–30)

Time required:

- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- Low (Information only)

Innovation level:

- Medium (Some new elements)

Method:*Individual discussions*

1. Approach people who are potential stakeholders in the following ways:
 - On the telephone
 - On the street
 - At places of work
 - In public places
2. Identify yourself and ask if the person is interested in discussing the issue.
3. Arrange venue, times.
4. Allow the participant flexibility in steering the discussion to areas of their interest
5. Take notes (or tape/type notes).
6. Use findings to modify a participation program and/or target specific stakeholder groups.

Group public conversations

1. Identify the issue or issues to be discussed.
2. Advertise public meeting time and issue.
3. Hire a facilitator who can bring a non-adversarial approach to the discussion.
4. Record discussion points.
5. Write up and distribute a report of the discussions, acknowledging the differing viewpoints and highlighting areas of overlap and difference.

6. If such a discussion is part of a decision-making process, describe the final recommendations and reasons that come from the public discussion.

3.44. Public Involvement Volunteers

Description:

Public involvement volunteers are people from the community who are temporarily enlisted to assist in developing and implementing a public involvement program. These volunteers can take on various roles according to the nature of the participation program (e.g. they might show people around a facility or site, hand out or letterbox drop information brochures, engage passers-by in a survey, answer telephone queries or undertake a telephone survey).

Public involvement volunteers would normally have an interest in the issue or the community, and be willing to assist. Such volunteers will extend the staffing for an event or outreach without a great deal of additional cost. For example, if dunes are being stripped of vegetation and eroded, a public awareness campaign may be needed to enlist community involvement in planning and acting to revegetate and protect the foreshores. The volunteers need to be clear about the purpose of the event or process, and to be well briefed at the outset and kept up to date so that they can undertake their work effectively.

Objectives:

The purpose for the organising committee or group may be to expand the available people to staff an event or activity without increasing the budget. However, the volunteers may find that participating increases their skills and knowledge, and therefore there can be a gain for all parties

Outcomes:

Outreach can be extended further and more work undertaken in a campaign or project; as noted above, the volunteers can also become more skilled and informed as a result of participating.

Uses/strengths:

- Public involvement volunteers can help a group or agency that is undertaking a public information campaign or a public consultation process. For example, public involvement volunteers may be enlisted to do the following:
 - Handle general administration (fold, staple, telephone, file)
 - Staff open days or open house.
 - Distribute material door-to-door or at meetings.

- Act as a volunteer speakers' bureau.
- Stretch a limited budget.
- Having public involvement volunteers can also:
 - Expand possibilities for community participation. More volunteers offer more choices for meeting community groups at a place of their choosing, which increases the number of participants in a planning process.
 - Help the organisation understand community viewpoints.
 - Help the community understand the issue and/or process.
 - Add vigour to the public involvement process.
 - Help assemble a community perspective on a project or program.
 - Add a level of person-to-person communication.
 - Bridge communication gaps.
 - Offer an advantage in eliciting concerns and issues.
 - Help identify people for leadership positions.³⁰

Special considerations/weaknesses:

- The organising agency or group has less control over unpaid volunteers.
- These techniques do not substitute for professional staff involvement.
- Volunteer loses credibility and standing in the community if things go awry.
- Must allow some training time and costs.³¹

Resources required:

- Staff
- Telephones
- Computers/printing
- Trainers in the skills or knowledge needed by volunteers.

Can be used for:

- Showcase product, plan, policy
- Communicate an issue

³⁰ Department of Transportation (1997) *Public involvement and techniques for transportation decision-making*, US Department of Transportation, Washington

³¹ *ibid*

Number of people required to help organise:

- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)

Cost:

- Low (< AUD\$1,000)

Participation level:

- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Plan to recruit and train volunteers before you need them. These may be members of partnership agencies, consultants, researchers, agency board members, local government members, or community residents.
2. Plan what you can achieve with the number of volunteers available. Match your volunteers' capacities to the task they will be given. For example, those who are confident public speakers could be sent to speak to public meetings or local government representatives. Those with secretarial skills could be allocated to typing information sheets and/or creating databases to record feedback and information received. Those with media skills could work on developing promotional materials. In an open house situation, volunteers can be shown the facility or site and key issues explained so that they can effectively usher community groups around the site.
3. Organise training for your volunteers, which should be simple and should continue throughout the campaign or event, as new information or issues are discovered. Training

may include: public speaking practice and feedback, meeting facilitation, media liaison, writing reports, entering data.

4. Appoint a coordinator for volunteers. This person will be responsible for liaising with volunteers to ensure they are clear what is expected of them, when and where. This person would be the central information point for further queries, or for letting organisers know if a volunteer cannot do what they have undertaken to do.
5. Provide a budget for volunteer work which includes costs of background briefing papers, handouts, transport, accommodation, phone calls made from home, and other out-of-pocket costs incurred by volunteers.

3.45. Public Meeting

Description:

A meeting is a coming together of people for a specific purpose. The meeting can involve a large number of people, or a smaller (under 10) number of people who focus on a specific problem or purpose. Meetings generally have a facilitator who encourages two-way communication, and a recorder who records suggestions and issues that are revealed at the meeting.

Public meetings provide a good focal point for media interest in an event, and photos can provide a visual indicator of levels of interest and the range of people who attended. Public meetings are often the springboard for a movement or for the establishment of a common-interest group which will continue to act on the issues raised and suggestions made.

Public meetings are familiar, established ways for people to come together to express their opinions, hear a public speaker, or plan a strategy. They can build a feeling of community and attendance levels provide an indicator of the level of interest within a community on a particular issue.

Smaller focus group meetings can be made up of people with common concerns who may not feel confident speaking up in a larger public gathering (e.g. women, those who speak English as a second language, Indigenous groups). In a separate venue, these people can speak comfortably together, share common issues and a common purpose. The findings from focus group meetings can be presented to larger group meetings, giving a 'voice' to those in the community who are unable to speak up in a larger meeting (See also Focus Groups).

Objectives:

Public meetings are held to engage a wide audience in information sharing and discussion.

Outcomes:

Public meetings increase awareness of an issue or proposal, and can be a starting point for, or an ongoing means of engaging, further public involvement.

Uses/strengths:

- Allows the involvement and input of a wide range of people
- Can develop consensus for action on complex issues that affect the broad community.

- Disseminates detailed information and decisions throughout the community.
- Provides opportunities for exploring alternative strategies and building consensus.

Special considerations/weaknesses:

- Unless well facilitated, those perceived as having power within the community, or those who are most articulate and domineering in their verbal style can dominate the meeting.
- Participants may not come from a broad enough range to represent the entire community.
- Organisers must be aware of potential conflicts.
- Community members may not be willing to work together.
- May not achieve consensus.
- Can be time and labour intensive.

Resources required:

- Venue rental
- Catering
- Staffing
- Moderator/facilitator
- Overhead projectors
- Data projectors
- Video
- Slide projector
- Projection screen
- Props for working in groups (pens, paper, pins, etc.)
- Children's requirements

Can be used for:

- Showcase product, plan, policy
- Communicate an issue

Number of people required to help organise:

- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Medium (6 weeks – 6 months)
- Short (< 6 weeks)

Skill level/support required:

- Medium (Computer & other expertise)

Cost:

- Medium (AUD\$1,000 – AUD\$10,000)
- Low (< AUD\$1,000)

Participation level:

- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Establish why you need to consult the community. Do not hold a public meeting or consult unnecessarily – this wastes people’s time, and may create disinterest for the future.
2. Consider the circumstances of the community and the issues.
3. Schedule a series of meetings. A suggested series follows:
 - Meeting 1:
 - Introduce project and key personnel
 - Supply project information
 - Allow the community to ask questions and identify issues of concern
 - Provide contact points
 - Identify groups with specific concerns for targeted consultation
 - Meeting 2:
 - Break between meetings allows participants to consider views and concerns
 - Reintroduce project
 - Activate good listening skills
 - Clarification and expansion of issues
 - Meeting 3:
 - Information and feedback on how issues and concerns are being met
 - Presentation at the conclusion of a project or make recommendations for the community’s consideration
 - Discuss ongoing participation in the process
4. Publicise and advertise the meeting:

- Advertise weekly in local media
5. Book a venue and arrange catering with flexibility as to numbers as attendance is difficult to predict:
 - Venue should be neutral territory
 - Provide no alcohol
 - Provide refreshments at the conclusion of the meeting
 6. Timing: Conduct the meeting at a time where the largest number of participants can attend.
 7. Inform participants of chairperson/facilitator/guest speakers.
 8. Determine the conduct of the meeting:
 - Work closely with the chair
 - General format is presentation followed by question time
 - Present agenda
 - Field questions
 - Record comments
 9. Considerations:
 - Widely advise the ways feedback from the community is being incorporated into the project. Avoid allowing the meeting to be taken over by a vocal community members
 - Be prepared to change tack during the meeting
 - Cater for people with disabilities or from non-English speaking backgrounds
 - Never lose your temper
 - Set up early³²

³² Sarkissian, W, Perlgut, D & Ballard, E (eds.) (1986) ‘Community participation in practice’, *The community participation handbook: resources for public involvement in the planning process*, Impacts Press, Roseville, NSW

3.46. Questionnaires and Responses

Description:

Questionnaires are the basic research tool used to collect information, and are usually developed and tested to ensure that they are easily understood and will collect the information required.

Questionnaires ensure that exactly the same questions are presented to each person surveyed, and this helps with the reliability of the results. Questionnaires can be delivered via face-to-face interviews, telephone interviews, self-complete forms, mail-outs or online. Questionnaires can be distributed by email as well as posted or faxed. Response sheets can be collected at a workshop, or can be picked up at a workshop and mailed back. These can also be mailed out in ways that reduce postage costs, when they are included in routine mail-outs such as the distribution of fact sheets or accounts.

Objectives:

Questionnaires and response sheets are a measure of community opinion and/or issues at a certain time or in a certain area.

Outcomes:

Questionnaires and response sheets provide information on which to base decisions about planning and management of community and/or natural resources.

Uses/strengths:

Questionnaires offer the following advantages:

- Less personal than interviewing, their anonymity can encourage more honest answers.
- Works well to reach respondents who are widely scattered or live considerable distances away.
- Provides information from those unlikely to attend meetings and workshops.
- Permits expansion of the mail list.
- Can be used for statistical validation.
- Allows results to be extrapolated by subgroups.
- Allows the respondent to fill out at a convenient time.
- More economical and less labour intensive than interviews and telephone surveys as they provide larger samples for lower total costs.

Special considerations/weaknesses:

- Generally only useful for qualitative data.
- Low response rates can bias the results. Can involve follow up telephone calls and letters to encourage returns.
- Needs a return envelope/freepost address to encourage participation.
- Depends on a high degree of literacy.
- Wording of questions needs to be unambiguous to avoid bias, and should be pre-tested on a sample audience to ensure that you receive the information you desire.

Resources required:

- Staff or volunteers
- Access to expertise in developing questionnaires
- Small trial group for trialling questionnaire and ensuring that the data you collect is the data you are seeking.

Can be used for:

- Engage community
- Discover community issues

Number of people required to help organise:

- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)

Time required:

- Short (< 6 weeks)

Skill level/support required:

- Low (No special skills)

Cost:

- Low (< AUD\$1,000)

Participation level:

- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Draft questions. Keep as short as possible.
2. Trial questions with a small sample (pilot group) to determine whether they are

unbiased, straightforward and not open to misinterpretation.

3. Indicate the purpose of the questionnaire at outset.
4. Include qualitative data (e.g. age, sex, address, education etc.) to allow for further extrapolation of the results.
5. Include any new names/addresses in the mailing list.
6. Send out with printed information materials.
7. If the budget allows, provide free mail reply (stamped addressed envelope; freepost mailbox, etc.) to improve responses.
8. Document responses as part of the public involvement process.

3.47. Role Plays

Description:

An activity where participants take on designated roles and act out characters according to predetermined situations, followed by an evaluation of the activity. People may choose from a range of set roles (e.g. local council environment planner, environmentalist, surfrider, developer, natural resource manager and Chamber of Commerce member). By getting people to take on a role that may be unfamiliar to them, this process enhances understanding of the issue from another perspective. However, role-playing requires skilled facilitation, and everyone must be 'debriefed' and clearly directed to step out of role and return to their own persona before leaving the exercise, or confusion can ensue.

Highly useful as an ice-breaker, to get people talking and interacting with one another about the issue, and also to gain some empathy for the position of other stakeholders.

Role playing can involve risks. A person must try to understand another's point of view to the extent that they can act in ways that are appropriate and recognisable.

Objectives:

Role plays help people see other viewpoints, and the range of different perspectives that may affect decisions and planning in relation to natural resources. To develop team-building as people see how different roles are necessary in the total natural resource management perspective.

Outcomes:

Role plays provide greater awareness of other people's roles in a group, or in relation to an issue or proposal, and the relevance or importance of these roles.

Uses/strengths:

- Participants can take risk-free positions and view situations from other perspectives.
- Great as an ice-breaker.
- Leads to greater understanding of issues.
- Can be a fun activity that encourages team building within the participation program.
- Good for scoping the extent of conflicts.

Special considerations/weaknesses:

- People may have little appreciation of other's positions.

- Can insult unless treated in a light-hearted manner.
- Participants often require encouragement to take on another's role.
- Requires clear direction that the role-playing is now over, and ensure that everyone knows that they are now speaking for themselves alone, or confusion can ensue. Having badges or costumes that are taken off at the end of the role-play can help this process.
- Needs a skilled facilitator with experience of role playing and debriefing.

Resources required:

- Publicity
- Venue rental
- Catering
- Staffing
- Moderator/facilitator
- Recorders
- Gophers
- Other
- Audio and visual recording and amplification
- Printed public information materials
- Response sheets
- Props for working in groups (pens, paper, pins, etc.)
- Furniture
- Children's requirements

Can be used for:

- Build alliances, consensus

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)

Audience size:

- Large (> 30)
- Medium (11–30)

Time required:

- Short (< 6 weeks)

Skill level/support required:

- High (Specialist skills)

Cost:

- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- Medium (Opinions noted)

Innovation level:

- Medium (Some new elements)

Method:

1. Determine all the agencies or individuals that are likely to influence a particular issue (e.g. commercial organisations, government agencies, non-government organisations, community 'personalities') and develop badges, lists or costumes to develop a number of roles to make for interesting interactions.
2. Assign roles. Generally, greatest success occurs when people opposed to one another take on each other's roles, thus allowing them to put themselves into the other person's position. This works best when there is some visual indicator or the role being played (e.g. a cap or badge).
3. Describe a scenario that introduces the issue in a non-threatening way. This technique can cause conflict when used for a contentious issue, so ensure that trained facilitators are available to defuse any confrontations and address the conflict in more constructive ways.
4. Treat the activity as a light-hearted exercise and encourage participation by indicating the lack of consequence from the activity.
5. The person playing the role may be advised by someone with experience in the role they are playing (e.g. a resident who is playing a natural resource manager may be advised by someone experienced in management in that area). Role plays are then adlibbed, based on the understanding of the activities/attitudes of the person whose role they are taking.
6. Facilitate the role play to maximise understanding of other's positions. Hence, ask participants why they take a position, or express a certain opinion, while in role.
7. Follow up the activity with a debriefing session that seeks to clarify the variety of potential positions as a precursor to the actual participation process.
8. Make clear the point at which the role play is over: allow people to say any last things 'in role', then make it clear that when they return to their own seat they return to being themselves.

3.48. Samoan Circles

Description:

The Samoan circle is a leaderless meeting intended to help negotiations in controversial issues. While there is no 'leader', a professional facilitator can welcome participants and explain the seating arrangements, rules, timelines and the process. As with the Fishbowl process, the Samoan circle has people seated in a circle within a circle, however only those in the inner circle are allowed to speak. The inner circle should represent all the different viewpoints present, and all others must remain silent. The process offers others a chance to speak only if they join the 'inner circle'.

Objectives:

Samoan circles are similar to Fishbowls.

The aim to stimulate active participation by all parties interested in or affected by an issue, and allows insights into different perspectives on an issue

Outcomes:

All present at a Samoan circle hear the range of opinions and ideas expressed, and are therefore better informed on the issue, and the aspects of the issue that are under debate. Those who do not speak nonetheless have the chance to hear whether someone else expresses their views, and the chance to speak out if someone in the 'inner circle' steps out and allows them to take their place.

Uses/strengths:

- Works best with controversial issues.
- Can avoid severe polarisation.
- Allows a large number of people to be involved in discussing a controversial issue.

Special considerations/weaknesses:

- Dialogues can stall or become monopolised.
- Observers may become frustrated with their passive role.

Resources required:

- Suitable venue to take central table with concentric circles
- Roving microphones
- Staff
- Facilitators
- Recorders

Can be used for:

- Engage community
- Develop community capacity
- Build alliances, consensus

Number of people required to help organise:

- Medium (2–12 people)

Audience size:

- Large (> 30)
- Medium (11–30)

Time required:

- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)

Cost:

- Low (< AUD\$1,000)

Participation level:

- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Set room up with centre table surrounded by concentric circles of chairs.
2. Arrange roving microphones.
3. Select one or two representatives for each of the views present to constitute the core of the Samoan Circle.
4. Seat these people in a semicircle surrounded by two to four open chairs.
5. Clarify that once the discussion begins, the facilitator may withdraw and watch as a silent observer or facilitate the discussion.
6. Before the discussion begins, arrange for the facilitator to announce the rules and ask for agreement from all:
 - People in the larger group can listen, but there is no talking, booing, hissing or clapping.
 - Anyone from the larger group who wishes to join the conversation may do so by coming forward at any time and taking

one of the 'open chairs' on either end of the semicircle.

7. Indicate that the discussion may begin with a brief statement from each representative and then proceeds as a conversation. Representatives discuss issues with each other as the larger group listens.
8. Record viewpoints expressed and commonalities identified, and agreements or outcomes reached.

3.49. Scenario Testing

Description:

Scenarios are a way of developing alternative futures based on different combinations of assumptions, facts and trends, and area where more understanding is needed for your particular scenario project. They are called 'scenarios' because they are like 'scenes' in the theatre – a series of differing views or presentations of the same general topic. Once you see several scenarios at the same time, you better understand your options or possibilities.

Scenario testing is useful to:

- Identify general, broad, driving forces, which are applicable to all scenarios
- Identify a variety of PLAUSIBLE trends within each issue or trend (trends that vary depending on your assumptions so you get positive and negative perspectives)
- Combine the trends so you get a series of scenarios (for example, mostly positive trends identified in relation to an issue would give a positive scenario).

Scenario testing's greatest use is in developing an understanding of the situation, rather than trying to predict the future.³³

Objectives:

Scenario testing is a way to test alternative (hypothetical) futures so as to make better choices today.

Outcomes:

Generally, scenario testing would deliver three scenarios: a positive (or optimistic), negative (or pessimistic), and neutral (or middle of the road) scenario. These allow a more realistic assessment of future possibilities which does not assume either the best or worst outcomes. The scenarios could also include an unlikely event but one that would have a large impact were it to occur.

Uses/strengths:

- Avoids having to model complex situations.
- Allows you to alter combinations and play 'what if' games (e.g. change the assumption and see what happens).
- Provides understanding of events and possible combinations.

³³ <http://ag.arizona.edu/futures/tou/tut2-buildscenarios.html> [accessed 15/10/2014]

Special considerations/weaknesses:

- Agreement may not be reached on what is the 'right' scenario to include (if the questions are controversial).
- Scenarios must be recognised as possibilities only, not firm predictions.

Resources required:

- Publicity
- Venue rental
- Catering
- Staffing
- Moderator/facilitator
- Experts
- Recorders
- Gophers
- Artists
- Photographer and other audio and visual recording and amplification
- Overhead projectors
- Data projectors
- Video
- Slide projector
- Projection screen
- Printed public information materials
- Response sheets
- Props for working in groups (pens, paper, pins, etc.)
- Furniture
- Children's requirements

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues
- Develop community capacity
- Develop action plan

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Short (< 6 weeks)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)

Cost:

- Medium (AUD\$1,000 – AUD\$10,000)
- Low (< AUD\$1,000)

Participation level:

- Low (Information only)

Innovation level:

- High (Innovative)

Method:

1. Invite participants who have knowledge of, or are affected by, the proposal or issue of interest.
2. Invite participants to identify the underlying paradigms or unwritten laws of change, trends or driving forces, and collect into general categories (e.g. economy, socio-political and wildcards or uncertainties).
3. Consider how these might affect a situation, either singly or in combination, using these steps:
 - Review the big picture
 - Review general approaches to future studies
 - Identify what you know and what you don't know
 - Select possible paradigm shifts and use them as an overall guide
 - Cluster trends and see which driving forces are most relevant to your scenario
4. Create alternative scenarios (similar to alternate scenes in a play) by mixing wildcards with trends and driving forces. Keep the number of scenarios small (four is ideal because it avoids the either/or choice of two, and the good/bad/medium choice of three).
5. Write a brief report that states assumptions and future framework; provides observations and conclusions, gives a range of possibilities, and focuses on the next steps coming out of

this study. Each scenario should be about one page.

3.50. Search Conference

Description:

A search conference is a large-group task-oriented 'conversation'.³⁴

Search conferences emphasise face-to-face interaction among stakeholders to create a new community. The process of meeting and discussion engenders new ideas. The venue and seating plan of the conference are designed to engender conversation and good relationship building.

Search conferences have been used to help organisations to merge when they have differing visions and to bring together trade experts to develop curricula based on their tradecraft and skills. In a community setting, search conferences have allowed 'ordinary' citizens to use their local knowledge in developing plans for economically depressed regions.

Search conferences are held over one or more full days, during which participants explore ambiguity and difference in the interests of forwarding research and action.

Objectives:

Search conferences seek future plans or visions that are practical and can be implemented for an organisation, community or environment.

Outcomes:

The search conference will identify specific actions which must be taken. Empowering the people responsible to make these changes allows search conferences to produce much more useful results than standard strategic planning methods.

Uses/strengths:

- Develops creative and achievable strategies.
- Produces collaborative and participative approaches.
- Generates consensus.
- Develops shared values.
- Develops commitment to strategies formulated.
- Combines formulation and implementation.
- Integrates cultural, regional and/or value differences.

- Achieves completion of a task in two or three days (and sometimes evenings) that would take months if left to specialised analysts and experts.

Special considerations/weaknesses:

- Focus is on learning, not teaching.
- Conflict and differences are acknowledged, but not dealt with.
- Equal status of participants is supported.
- Personal commitment and ownership are emphasised.
- Self-managing teams are used.
- Shared meaning is developed.
- Can be logistically challenging.
- Can be time consuming (two to three days).

Resources required:

- Publicity
- Venue rental
- Catering
- Staffing
- Moderator/facilitator
- Experts
- Recorders
- Gophers
- Artists/photographer
- Audiovisual recording equipment and amplification
- Overhead projectors
- Data projectors
- Video
- Slide projector/screen
- Printed public information sheets
- Response sheets
- Props for working in groups (pens, paper, pins, etc.)
- Furniture
- Children's requirements

Can be used for:

- Engage community
- Develop community capacity
- Develop action plan
- Communicate an issue

³⁴ Emery, M & Purser, R (1996) *The search conference: a powerful method for planned organizational change and community action*, Jossey-Bass Publisher, San Francisco

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Long (> 6 months)
- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- High (Innovative)

Method:

Search conferences have three broad stages: pre-planning; the conference; and implementation.

Pre-planning:

1. First planning session: (6-8 hours) Determine whether a search conference will meet your needs. If it will, decide on the conference themes and purpose, arrange a venue and draw up an invitation list.
2. Secure keynote speakers. Their presence should break the ice and set the flavour of the event, but not dominate it.
3. Second planning session: (3-4 hours) This serves as a progress 'check-in' and a time to redirect efforts if necessary. Questions are answered and all conference plans are finalised. It is best to hold this session with the facilitator present, however, when travel costs are a major concern it is possible to substitute an extensive telephone conference call between the planning group and the facilitator.

The Conference:

The search conference: (1 full day or more). The participants will share information, discuss issues, and complete a series of small and large group tasks, which culminate in a strategic goal-setting and action-planning session. These tasks should encompass the following:

1. Analyse the environment (background, possible future, what is working/not working)
2. Analyse the 'SYSTEM' – what routines, practices, restrictions, rules and structures influence the present known community issues, the community itself and its environment.
3. Plan how our system can best flourish, within our environment (this should develop realistic action plans engendered through new understandings).

Implementation:

1. Follow-up session(s): This is a time to celebrate individual and group successes. Evaluate the ultimate success of the conference by how easily the action plans can be implemented. Progress is assessed and plans are modified as needed.
2. People are given roles and deadlines set.
3. The action plans are put into practice.

3.51. Shopfront

Description:

Shopfronts (or site offices) are attempts to improve participation in programs by bringing a participatory venue into a heavily used public area, such as a main street or shopping centre. They are designed to allow people to drop in at their convenience and therefore display materials are usually provided along with project staff to answer questions. They have a relaxed atmosphere and can act as a semi-permanent meeting place / kitchen table discussion forum so providing refreshments is recommended. Shop fronts run for the duration of a participation program. While many of the objectives and outcomes of shopfronts are similar to those of an open house, an open house is usually at an existing site or establishment, whereas shopfronts can be set up wherever they will attract the target audience. This may be in the main street, in a shopping centre, or in accommodation that is temporarily rented for the occasion.

Objectives:

Shopfronts or site offices provide a temporary 'headquarters' where people can come for information or to see and talk to the people who are knowledgeable about or planning about an issue or project.

Outcomes:

Shopfronts can produce a better informed community, and allow people to feel greater ownership of a process, organisation, or community.

Uses/strengths:

- To access participants who are not generally interested in formal participation programs.
- To improve public relations.
- For convenience.
- To facilitate informal participation.
- To locate project stakeholders.

Special considerations/weaknesses:

- Community members may not consider this a legitimate avenue to have a say.
- The shopfronts can be easily targeted by activists.

Resources required:

- Publicity
- Venue rental

- Catering
- Staffing
- Facilitators
- Recorders
- Overhead projectors
- Data projectors
- Video
- Slide projector
- Projection screen
- Printed public information materials
- Response sheets
- Props for working in groups (pens, paper, pins, etc.)
- Furniture
- Children's requirements

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Long (> 6 months)
- Medium (6 weeks – 6 months)

Skill level/support required:

- Medium (Computer & other expertise)

Cost:

- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- Medium (Opinions noted)
- Low (Information only)

Innovation level:

- Medium (Some new elements)

Method:

1. Select a centralised venue that has a lot of passer-by traffic. Usually owners of vacant

shops are very happy to lease over short periods of time.

2. Select staff/volunteers with strong public relations skills and knowledge of the project and participatory processes (i.e. who will encourage people to chat and discuss issues and be aware of offering different feedback options).
3. Provide display materials, printed public information materials, technical reports, maps, photographs etc. that will be provide all sectors of the community with a means to understand the issues or proposals.
4. Advertise the variety of opportunities for public participation throughout the participation program.
5. Provide a variety of opportunities for feedback, including speaking person-to-person, filling in feedback sheets and contacting email/website addresses.
6. Provide adequate seating and consider visitors comfort (e.g. drinks, toilets, childcare, accessibility).
7. Staff should record visits to document participation process and to note issues, concerns and suggestions and report these to the organisation/organisers.

3.52. Simulation (electronically generated)

Description:

Simulations attempt to display the outcomes of particular choices through changing the inputs to a computer model that simulates the likely outcomes of a system with choices. Simulation can also be set up as games (e.g. the Quest Envision programs that encourage community participation through games where they make choices, and are then given feedback on the consequences of those choices).

This participation method uses mathematical relationships to explain a system (e.g. the regulations to do with vegetation clearing and proposed changes to legislation) and then when it is understood, extrapolations into the future can be made. The overriding consideration is that you 'know and understand' the system you are trying to model. In relatively simple systems, or those that have been used a long time and have many revisions from experience (like current economic forecasting), the relationships can be modelled fairly accurately.

Two major components are:

- Knowing the relationships relative to what event is connected to what other event(s).
- The relative magnitude of that relationship.

In anything but a very simple model, the interactions and feedback loops (results of one step affect an earlier step) are very difficult to determine. This is especially true for models that predict more than a few years. For complex situations, it is nearly impossible to model accurately both the relationships and their magnitude when appropriate feedback loops are considered.

Electronically generated simulations can be set up in such a way that they are accessible and understandable to the general public, or may be designed for technical and professional use in determining the consequences of a projected change in regulations or laws.

Objectives:

Electronic simulation allows broad scenarios to be given a 'virtual trial run' on a computer that allows the consequences to be observed and considered, and decisions made. Simulations can allow testing of the environmental consequences of choices and decisions to an entire catchment area.

Outcomes:

Electronic simulation gives a chance to 'trial' a change and its consequences prior to implementation of those changes, without affecting the community or environment. Testing the consequences allows modification of suggested changes or innovations to produce a better outcome for the environment and community.

Uses/strengths:

Gives better results, even with limitations, when you cannot make simple extrapolations or modify trends or non-linear processes.

Offers the option to change the conditions and see what would happen under a variety of assumptions. The latter are 'what if' options, and you learn a great deal about the subject and its future possibilities by determining which changes cause what type (and how big) of an effect.

Special considerations/weaknesses:

- Model results are only as good as the model and the assumptions on which it is based.
- Very expensive to set up, including data for validation.
- Assumes an understanding of all variables.
- Need trained programmers and technical staff.

Resources required:

- Staff, computers, specialists
- Publicity
- Venue rental
- Catering
- Staffing
- Moderator/facilitator
- Experts
- Recorders
- Gophers
- Artists/photographer
- Audiovisual recording equipment and amplification
- Overhead projectors
- Data projectors
- Video
- Slide projector/screen
- Printed public information sheets
- Response sheets

- Props for working in groups (pens, paper, pins, etc.)
- Furniture
- Children's requirements

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues
- Develop community capacity
- Develop action plan
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)

Audience size:

- Large (> 30)

Time required:

- Long (> 6 months)

Skill level/support required:

- High (Specialist skills)

Cost:

- High (> AUD\$10,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- High (Innovative)

Method:

1. Collect background information on issue or scenario.
2. Determine as many factors and influences as possible, and possible/probable outcomes of changes.
3. With the assistance of programmers, set up model to allow simulations.
4. Invite representatives of relevant groups to view and discuss the scenarios.
5. Discuss understanding and insights gained.
6. If relevant, develop future planning options based on preferred scenarios.

3.53. Sketch Interviews

Description:

A visualisation technique applicable to planning, design and problem solving. This tool provides for the visual articulation of ideas facilitated through drawings and sketches. Sketch interviewing allows the participant to articulate ideas that are not easily expressed through words and the interaction between facilitator and participant allows for the refinement and modification of the ideas visually to avoid misinterpretation.

Sketch interviews can be used in conjunction with surveys.

Objectives:

Sketch interviews aim to provide a visual perspective to the process of community consultation by providing people with paper and pens to sketch their ideas. This process may allow inclusion of those unable to express their views in writing or speaking (those who lack confidence, or have poor language skills or English as a second language).

Outcomes:

Sketch interviews provide tangible illustrations of community visions and issues, and allow inclusion of those who feel more comfortable making sketches of their ideas.

Uses/strengths:

- Highly applicable to planning and design or where visual communication using images is preferred to text-oriented consultation.
- Where participants are uncomfortable in traditional participation forums.
- Where participants are more comfortable in communicating ideas visually.
- Flexibility in venue: can be conducted on-site or at any number of venues.

Special considerations/weaknesses:

- Facilitators require some drawing/sketching ability and the interpersonal skills to work closely with participants.
- Limitations to the number of participants given the need for one-on-one or small group interactions.
- Costly and time consuming if large numbers of facilitators and participants are required.
- Need to articulate the purpose of the exercise and the role of the sketches.

- Suggested that catering be supplied and an informal atmosphere is facilitated.

Resources required:

- Publicity
- Venue rental
- Catering
- Staffing
- Facilitators
- Recorders
- Artists
- Photographer
- Audio and visual recording and amplification
- Props for working in groups (pens, paper, pins, etc.)
- Furniture
- Children's requirements

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues
- Develop community capacity
- Develop action plan
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)

Audience size:

- Large (> 30)
- Medium (11–30)
- Small (> 11)

Time required:

- Medium (6 weeks – 6 months)
- Short (< 6 weeks)

Skill level/support required:

- Medium (computer & other expertise)

Cost:

- Low (< AUD\$1,000)

Participation level:

- Low (Information only)

Innovation level:

- High (Innovative)
- Low (Traditional)

Method:

1. Publicise the sketch interviews through a number of publicity tools.
2. Arrange for facilitators with drawing (as well as interpersonal) skills to be present.
3. Schedule a meeting time on site or at a location convenient to the participants.
4. During interviews:
 - Provide an overview of the purpose of the exercise.
 - Describe the role of the sketches in the project or process.
 - Provide catering and refreshments
 - Conduct interviews one-on-one or in very small groups.
 - Pin up all the sketches and have participants present their ideas to the larger group to maintain a sense of ownership.
 - Ask the group: ‘Where to from here?’ Describe opportunities for ongoing involvement or where the sketches are being used in the consultation process or project.

3.54. Snowball Sampling

Description:

Snowball sampling is an approach for locating information-rich key informants.³⁵ Using this approach, a few potential respondents are contacted and asked whether they know of anybody with the characteristics that you are looking for in your research. For example, if you wanted to interview a sample of vegetarians/cyclists/people with a particular disability/people who support a particular political party etc., your initial contacts may well have knowledge (e.g. through a support group) of others.

Snowball sampling is not a stand-alone tool; the tool is a way of selecting participants and then using other tools, such as interviews or surveys. Having identified those with the skills and/or knowledge or characteristics you require, you would then approach these people to invite them to participate in a community consultation process.

Objectives:

Snowball sampling is designed to identify people with particular knowledge, skills or characteristics that are needed as part of a committee and/or consultative process. Snowball sampling uses recommendations to find people with the specific range of skills that has been determined as being useful, as such, snowball sampling aims to make use of community knowledge about those who have skills or information in particular areas.

Outcomes:

Snowball sampling allows you to identify the resources within a community and to select those people best suited for the needs of a project or process.

Uses/strengths:

- Helps to determine stakeholders.
- Increases the number of participants in process.
- Builds on resources of existing networks.
- Determines stakeholders unknown to you.

Special considerations/weaknesses:

- Choice of initial contacts is most important.

- Participation process should be drafted prior to the sampling to encourage participation from potential contacts.

Resources required:

- Staff
- Telephones
- Recording materials (notebooks, audiotapes)

Can be used for:

- Engage community
- Discover community issues
- Develop community capacity
- Communicate an issue

Number of people required to help organise:

- Medium (2–12 people)

Audience size:

- Large (> 30)
- Medium (11–30)

Time required:

- Medium (6 weeks – 6 months)
- Short (< 6 weeks)

Skill level/support required:

- Medium (Computer & other expertise)

Cost:

- Medium (AUD\$1,000 – AUD\$10,000)
- Low (< AUD\$1,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- Low (Traditional)

Method:

1. Draft up a participation program (likely to be subject to change, but indicative).
2. Approach stakeholders and ask for contacts.
3. Gain contacts and ask them to participate.
4. Community issues groups may emerge that can be included in the participation program.
5. Continue the snowballing with contacts to gain more stakeholders if necessary.

³⁵ Patton, M (1990) *Qualitative evaluation and research methods*, Sage Publications, Newbury Park, California

6. Ensure a diversity of contacts by widening the profile of persons involved in the snowballing exercise.

3.55. Speakout (version 1)

Description:

A speakout is an event where a group of people give testimony about a particular issue. The people speaking can be 'experts' giving factual information to educate the audience and media, or they can be lay people who are personally affected by the issue talking about their lives, or a combination of both.³⁶

Speakouts/soapboxes can be organised events or events that are arranged by participants. They are a venue for public comment and debate and are usually informal with a limited agenda. Formally organised speakouts/soapboxes should be relaxed and should not attempt to steer a discussion and hence set an agenda.

Objectives:

Speakouts aim to provide people with specific information on an issue with a venue in which to share their expertise. In this way, speakouts determine issues and gain insight into various perspectives in relation to a community issue or proposal.

Outcomes:

Speakouts allow participants to express their views to a wide audience, and result in a wider airing of views, and greater awareness of other people's contributions to a particular process or issue. Speakouts open up possibilities of collegiate action when participants are experts working in similar fields

Uses/strengths:

- Useful when conflicting viewpoints exist.
- Useful when debate is required to refine understanding of issues.
- Useful when a particular group or individuals are affected by a project.
- Can educate.
- Allows organisers to meet people and develop networks.

Special considerations/weaknesses:

- Can be difficult to direct (often speakouts occur because groups feel their voices are not being heard).
- Popular with activists, and may not have a balance of opinions.

³⁶ <http://www.actupny.org/YELL/zine/speakout.html>
[accessed 15/10/2014]

- The discussion may be difficult to incorporate into a formal consultation program.

Resources required:

- Publicity
- Venue rental
- Catering
- Staffing
- Facilitators
- Recorders and other audio and visual recording and amplification
- Overhead projectors
- Data projectors
- Video
- Slide projector
- Projection screen
- Printed public information materials
- Response sheets
- Furniture
- Children's requirements

Can be used for:

- Engage community
- Discover community issues
- Develop community capacity
- Communicate an issue

Number of people required to help organise:

- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)
- Medium (11–30)

Time required:

- Medium (6 weeks – 6 months)

Skill level/support required:

- Low (No special skills)

Cost:

- Medium (AUD\$1,000 – AUD\$10,000)
- Low (< AUD\$1,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- Low (Traditional)

Method:

1. Identify the issue of interest.
2. Book venue and invite experts.
3. Publicise speakout/soapbox.
4. Take care of legal and other responsibilities.
5. Hire facilitator.
6. Organise recorders.
7. Explain time limits to each speaker (five minutes maximum).
8. After the event, prepare statement/report for media and authorities.

3.56. Speakout (version 2)

Description:

This speakout variation was designed by Wendy Sarkission to ensure that 'all the voices are heard'. In this version, the main emphasis is on establishing an environment in which individuals feel comfortable and able to give their views on a range of topics. All community members are invited to attend the nominated venue and give their view on the selected topics. Their input is documented and later collated and circulated. It is a productive and useful alternative to a public meeting in which only a few people are given the opportunity to actually speak, the majority there only to listen. They are particularly useful where there are a number of sub-topics around a main theme or issue affecting a wide number of stakeholders.

The two major elements are:

- A 'listener' and a 'scribe' is allocated for each sub-topic.
- The venue is open over a period of time or series of times (such as a weekend and some evenings).

Whilst there might be information made available about the theme for the event, the main purpose is to hear what stakeholders' views are about the sub-topics. They are not a mechanism for trying to convince stakeholders of a particular viewpoint.

Objectives:

For community members to be able to have their say on a topic in a safe and friendly environment that is flexible to their daily timetable.

Outcomes:

Organisers get to hear a wide variety of views around a number of topics or sub-topics of an issue, while members of the community get to be heard.

Uses/strengths:

- Use instead of a public meeting.
- Great for getting people's input.
- Good to demonstrate that people have been listened to.

Special considerations/weaknesses:

- Needs 'facilitators' as the listeners and scribes, not specialists on the topic.

- Best if another person is available to type up topics 'on the go' rather than waiting to the end of the session.
- Credibility can be compromised by people wanting to use the event to promote a particular point of view. These can be organisers as well as associated special interest groups wanting to 'set up a stall'. This is not the place unless carefully structured.

Resources required:

- Venue (e.g. library, hall, tent, sheltered outside place)
- Personnel (e.g. 'listeners' and 'scribes' for each topic)
- Tables and chairs
- Butcher's paper
- Pens

Can be used for:

- Engage community
- Discover community issues
- Develop community capacity
- Develop action plan
- Build alliances, consensus

Number of people required to help organise:

- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Short (< 6 weeks)

Skill level/support required:

- Low (No specialist skills)

Cost:

- Low (< AUD\$1,000)

Participation level:

- High (Stakeholders participate in decision)
- Medium (Options noted)

Innovation level:

- Medium (Some new elements) Low (Traditional)

Method:

1. The organisers identify a number of 'hot' issues or topics that they would like members

of the community to consider and have input into.

2. A suitable location, such as a hall, library or other accessible public place, is rented for a period of time (e.g. one or two days).
3. A table and flip chart are provided for each topic, together with a 'listener' and a 'scribe'. This is most important, and comprises the largest organisational part of the project.
4. The event is advertised, and members of the public invited to attend at their convenience over the allocated time.
5. Community members go to each topic table that interests them, the listener 'actively listens' to what they have to say, with the scribe writing it down on the flip chart. No attempt is made to enter into a dialogue around the topic, the role of the listener being to ensure that the participant remains 'on topic', and expresses their view for the scribe to write it down.
6. At the end of the time period, the comments collected from all participants are 'themed' by the organisers, and the results distributed.

3.57. Stakeholder Analysis (CLIP)

Description:

Stakeholder analysis is an essential part of developing a useful engagement plan. CLIP (Collaboration/Conflict, Legitimacy, Influence, Power) is both a powerful tool and a process for providing insights into the stakeholders of a project. It is especially useful for more complex projects, with a large and diverse range of stakeholders.

Objectives:

The tool aims to assist a community engagement planner to more fully understand the stakeholders in a project, and their relationships with each other.

Outcomes:

Using the CLIP tool will enable a more targeted approach to community engagement, resulting in a more effective process.

Uses/strengths:

- Provides detailed stakeholder analysis.
- Best for complex projects.

Special considerations/weaknesses:

- Can make a simple project complicated.
- Needs to be remembered that it is only a method of organising value judgements, and not a science.
- Results in not only making but also recording value judgements about people, which requires careful consideration as to what happens to the material generated.
- Can become an end in itself, making busy work for bureaucrats needing to demonstrate that they are 'doing something'.

Resources required:

- Pens
- Paper
- Copies of Worksheet B – Stakeholder Collaboration and Conflict Matrix and Worksheet C – Stakeholder Profile Card from *Book 2: the engagement planning workbook*

Can be used for:

- Engage community
- Develop community capacity
- Develop action plan

- Build alliances, consensus

Number of people required to help organise:

- Individual

Audience size:

- Large (> 30)
- Medium (11–30)
- Small (≤ 10)

Time required:

- Short (< 6 weeks)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)

Cost:

- Low (< AUD\$1,000)

Participation level:

- High (Stakeholders participate in decision)
- Medium (Options noted)
- Low (Information only)

Innovation level:

- High (Innovative)

Method:

1. Develop a list of stakeholders in your project and write their names in the second column of Worksheet B – Stakeholder Collaboration and Conflict Matrix.
2. Working through your list of stakeholders from top to bottom, consider their relationship with each of the other stakeholders listed from left to right, from *their* perspective (the same two stakeholders may have very different perspectives of their relationship). Use the appropriate symbol to indicate whether the relationship is one of collaboration, conflict, mixed/neutral or unknown.
3. Make copies of Worksheet C – Stakeholder Profile Card for each of your stakeholders.
4. Enter the name of the stakeholder, the reference number and the stakeholders they

are in collaboration or conflict with from the Collaboration and Conflict Matrix.

5. Enter the goal for engaging this stakeholder as it relates to your overall project objective.
6. Rate the control or resources the stakeholder can use to promote or oppose the project objectives. Give each stakeholder a rating for each individual means of power, and then give them an overall score. If the stakeholder has medium to high power overall, tick the column with a 'P'.
7. Rate the interests of each stakeholder – their potential net gains or losses arising from the project. Give the stakeholder a rating for net gains or losses, including an overall score. If the stakeholder has medium to high potential net gains or losses, tick the column with the 'I'.
8. Rate the degree to which the other stakeholders recognise the rights, responsibilities and resolve of the stakeholder. Give each stakeholder a rating for these three measures of legitimacy, and then give them an overall score. If the stakeholder has medium to high legitimacy overall, tick the column with the 'L'.
9. Based on whether you ticked the 'P', 'I' and 'L' for the stakeholder's power, interests and legitimacy, circle the appropriate CLIP descriptor. For example, if a stakeholder has medium to high power and interests but low or no legitimacy, the CLIP score is 'PI' and the CLIP descriptor is 'forceful'.
10. Based on your CLIP descriptor, develop your engagement plan to use the appropriate level of engagement for each stakeholder. Use the suggested level of engagement at the bottom of the Stakeholder Profile Card as a guide.

3.58. Stakeholder Analysis (Stakeholder Matrix)

Description:

Stakeholder analysis is an essential part of developing a useful engagement plan. A common method of stakeholder analysis is a stakeholder matrix. This is where stakeholders are plotted against two variables. These variables might be plotting the level of 'stake' in the outcomes of the project against 'resources' of the stakeholder. Another is the 'importance' of the stakeholder against the 'influence' of the stakeholder. The concept is the same, though the emphasis is slightly different.

Boxes A, B and C are the **key stakeholders** of the project. The implications of each box is summarised below:

Box A

These are stakeholders appearing to have a high degree of influence on the project, who are also of high importance for its success. This implies that the implementing organisation will need to construct good working relationships with these stakeholders, to ensure an effective coalition of support for the project. Examples might be the senior officials and politicians or trade unions.

Box B

These are stakeholders of high importance to the success of the project, but with low influence. This implies that they will require special initiatives if their interests are to be protected. An example may be traditionally marginalised groups (e.g. Indigenous people, youth, seniors), who might be beneficiaries of a new service, but who have little 'voice' in its development.

Box C

These are stakeholders with high influence, who can therefore affect the project outcomes, but whose interests are not necessarily aligned with the overall goals of the project. They might be financial administrators, who can exercise considerable discretion over funding disbursements. This conclusion implies that these stakeholders may be a source of significant risk, and they will need careful monitoring and management.

Box D

The stakeholders in this box, with low influence on, or importance to, the project objectives, may

require limited monitoring or evaluation, but are of low priority.

		Importance of Stakeholder			
		Unknown	Little / No importance	Some importance	Significant importance
Influence of Stakeholder	Significant influence	C		A	
	Somewhat influential	C		A	
	Little / No influence	D		B	
	Unknown	D		B	

Objectives:

To provide a clearer understanding of stakeholders and, as a result, provide insights as to how best to engage them.

Outcomes:

Better community engagement plans and project outcomes.

Uses/strengths:

- Use for projects either in the early stages, or with a group developing a stakeholder plan. Not as rigorous or as time consuming as a CLIP analysis.

Special considerations/weaknesses:

- All analytical tools are only models. The tool is dependant on subjective data, and will vary according to the person and situation being used. It should probably not be a public document.

Resources required:

- Paper
- Stakeholder Matrix (see above)

Can be used for:

- Engage community
- Develop action plan

Number of people required to help organise:

- Individual

Audience size:

- Large (> 30)
- Medium (11–30)
- Small (≤ 10)

Time required:

- Short (< 6 weeks)

Skill level/support required:

- Medium

Cost:

- Low (< AUD\$1,000)

Participation level:

- High (Stakeholders participate in decision)
- Medium (Options noted)
- Low (Information only)

Innovation level:

- Medium (Some new elements)
- Low (Traditional)

Method:

1. Make a list of all stakeholders.
2. Write the name of each stakeholder on a post-it note or index card.
3. Rank the stakeholders on a scale of one to five, according to one of the criteria on the matrix, such as 'interest in the project outcomes' or 'interest in the subject'.
4. Keeping this ranking for one of the criteria, plot the stakeholders against the other criteria of the matrix. This is where using post-it notes or removable cards are useful.
5. Ask the following questions:
 - Are there any surprises?
 - Which stakeholders do we have the most/least contact with?
 - Which stakeholders might we have to make special efforts to ensure engagement?

3.59. Stakeholder Analysis (Venn Diagrams)

Description:

Stakeholder analysis is an essential part of developing a useful engagement plan. Venn diagrams are a simple tool to provide a visual 'map' of the relationships between stakeholders. Used either on its own, or as part of a broader stakeholder analysis, this technique can provide useful insights for a project development team. It is especially useful when working in a facilitated group, as it allows group members the opportunity to discuss their individual understandings of the relationships between stakeholders, and come to a common understanding.

Objectives:

To provide a visual image of the relationships between stakeholders.

Outcomes:

A better understanding of the influence and relationships between stakeholders in a project.

Uses/strengths:

- When working with a group developing a project it is especially useful in generating discussion around on the topic of relationships between stakeholders.
- Time efficient.

Special considerations/weaknesses:

- Allow an hour creating the various card circles in advance.

Resources required:

- Coloured card circles, about five sizes, five of each size, ranging from 50 mm to 300 mm diameter

Can be used for:

- Engage community
- Discover community issues
- Develop community capacity
- Develop action plan
- Build alliances, consensus

Number of people required to help organise:

- Individual

Audience size:

- Large (> 30)
- Medium (11–30)

- Small (≤ 10)

Time required:

- Short (< 6 weeks)

Skill level/support required:

- Medium

Cost:

- Low (< AUD\$1,000)

Participation level:

- High (Stakeholders participate in decision)
- Medium (Options noted)
- Low (Information only)

Innovation level:

- Medium (Some new elements)
- Low (Traditional)

Method:

1. Make a list of all stakeholders.
2. Rank stakeholders on a scale of one to five according to a common criterion, such as 'interest in the project outcomes' or 'interest in the subject'.
3. Write the name of each stakeholder on the card circle that corresponds to the importance of the stakeholder. The more important, the larger the circle.
4. Take two of the largest circles, and place them to illustrate the level of relationship between them. If no relationship, the circles will be separate. If a slight relationship, one will overlap the other a small amount. If a high relationship, they will almost cover each other. Working from the largest to the smallest, keep adding each card circle in such a way that it illustrates the relationships between it and the other stakeholders.

Questions that the map can be used to elicit answers being:

- Are there any surprises?
- Which stakeholders have the most influence?
- Which stakeholders do we have the most/least contact with?

- Which stakeholders might we have to make special efforts to ensure engagement?

3.60. Study Circles

Description:

The study circle is a simple process for small-group deliberation. For example, a study circle might be formed to discover more about a specific interest (e.g. the vegetation in a particular area, or more about a process like community involvement in water quality monitoring).

A study circle comprises 10–15 people who meet regularly over a period of weeks or months to address a critical public issue in a democratic and collaborative way.

A study circle is facilitated by a person/facilitator who is there not to act as an expert on the issue, but to serve the group by keeping the discussion focused, helping the group consider a variety of views, and process difficult questions.

A study circle examines many perspectives.

The way in which study circle facilitators are trained and discussion materials are written gives everyone 'a home in the conversation' and helps the group deliberate on the various views and explore areas of common ground. A study circle progresses from a session on personal experience ('how does the issue affect me?') to sessions providing a broader perspective ('what are others saying about the issue?') to a session on action ('what can we do about the issue here?').

Study circles can take place within organisations, such as schools, unions, or government agencies. Yet, they have their greatest reach and impact when organisations across a community work together to create large-scale programs. These community-wide programs engage large numbers of citizens in a community – in some cases thousands – in study circles on a public issue such as race relations, crime and violence, or an environmental education issue.³⁷

Objectives:

Study circles provide a venue for in-depth, regular, lengthy discussions that allow exchange of information on a particular topic or issue.

Outcomes:

Study circles develop better informed citizens who are then in a better position to manage their local natural resources, or to contribute to planning initiatives in relation to these resources.

Uses/strengths:

- Allows citizens to gain ownership of the issues, discover a connection between personal experiences and public policies, and gain a deeper understanding of their own and others' perspectives and concerns.
- Since the dialogue does not promote one particular point of view or try to persuade people to take a specific action, potential coalition partners can usually find ways to work through ownership issues, mistrust, or genuine disagreement.
- Fosters new connections among community members that lead to new levels of community action.
- Can create new connections between citizens and government, both at an institutional level and at the level of parents and teachers, community members and social service providers, residents and police officers.

Special considerations/weaknesses:

- Building a coalition that represents many points of view takes time and effort.
- This kind of coalition building for democratic participation requires leadership, a working knowledge of community dynamics, and a willingness to learn by trial and error.

Resources required:

- Venue
- Facilitator
- Publicity
- Background information
- Food (can be 'bring a plate' if not catered)

Can be used for:

- Engage community
- Discover community issues
- Develop community capacity
- Communicate an issue
- Build alliances, consensus

Number of people required to help organise:

- Medium (2–12 people)
- Individual

Audience size:

- Medium (11–30)

³⁷ <http://www.pbs.org/ampu/sc.html> [accessed 15/10/2014]

Time required:

- Medium (6 weeks – 6 months)
- Short (< 6 weeks)

Skill level/support required:

- Low (No special skills)

Cost:

- Low (< AUD\$1,000)

Participation level:

- Medium (Opinions noted)

Innovation level:

- Medium (Some new elements)

Method:

1. Identify an issue of broad community concern. Some of the issues communities have started with include race relations, crime and violence, understanding environmental impact statements, or exploring the issues involving proposed developments.
2. Let people start where they are. It must be clear from the outset that the dialogue is not just for conservatives, or for liberals, or for 'the civic crowd' or for any one group. By bringing personal stories and experiences into the discussions early on, the dialogue will naturally welcome people of all backgrounds and points of view.
3. Arrange a venue for study circles, and determine whether there will be one facilitator, or shared facilitation within the group.
4. For large, community-wide study groups, build a broad coalition to implement and sponsor the dialogue. Community members will get involved in the dialogue when people they know and respect make it clear that their participation is essential.
5. For small-scale study circles, an individual or group within a grassroots organisation (churches, neighbourhood associations, businesses, schools, and clubs) need only find

a topic of community interest and invite people.

6. Aspects of the topic can be determined from one meeting to the next, depending on current issues or specific aspects of interest to the group.
7. Facilitators should try to move the group from the personal to seeing the issue within the wider systems at work within their community.

3.61. Submissions

Description:

Submissions are intended to allow participants to respond to proposals or ideas in some detail. They are used widely in urban planning development decisions and are intended to allow interested parties to make detailed responses to development proposals in this context. They can be used in a broader context to allow the community to have their say or present their ideas in written detail. Submissions may be in the form of a letter, a short document or a substantial paper.

They may include appendices and other supporting documents. The best submissions are those that provide reasons and justifications for specific comments.

Objectives:

Submissions allow interested community members or groups to make a detailed response to a proposal, which would usually be a development or resource management proposal.

Outcomes:

Submissions provide government agencies and decision makers with more detailed information on which to base planning or development decisions.

Uses/strengths:

- Allows a group to provide details of their position on an issue.
- Can satisfy statutory or legal requirements.
- Allows people to have a say.
- Review of written response submissions helps get a sense of the range of concerns of interested parties, their contact details and a mailing list for subsequent project information.

Special considerations/weaknesses:

- They are passive in nature. The communication is one way and there is no chance for discussion.
- They are mainly used by persons with a significant stake in a project.
- Requires time and energy, often with short timelines, which may discourage under-resourced community groups.
- Communication is limited to the written form.
- Is not well used as a participation tool.

- With the advent of electronic submissions, avoid sending multiple submissions.

Resources required:

- Staff/volunteers

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)
- Medium (11–30)

Time required:

- Medium (6 weeks – 6 months)
- Short (< 6 weeks)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)
- Low (No special skills)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)
- Low (< AUD\$1,000)

Participation level:

- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Keep an alert for calls for submissions from government departments or other organisations responsible for management decisions in areas of direct concern to your community. Any individual or organisation can make a submission to a parliamentary committee.

2. When possible, designate a group to work on the submission and allow plenty of time to develop a well thought-out, clearly argued statement of your position, with explanations and reasons for the attitudes and positions adopted.
3. Ensure your submission meets the terms of reference in the call for submission.
4. Check the requested format (e.g. the Australian Government requests that submissions be printed on A4 paper, electronic submission on disc or CD-ROM in Microsoft Word). In printed submissions, include a cover page with a title that clearly indicates what your submission is about, the full name of your organisation, and contact details (return address and telephone numbers). On the next page, include a brief summary of the main points in the submission. Submissions should be signed, and clearly indicate whether the individual is signing on behalf of an organisation, or submitting a personal opinion. Add any helpful documentation in an appendix.
5. If a request for submissions has a very short lead time, consider what you can do. One page with your key concerns (with explanations) and your preferred outcome, is better than no communication at all.
6. Ensure that submissions are delivered to the correct address and by the due date.
7. Request feedback on the submission process, and any decision and outcomes that result.

3.62. Surveys

Description:

Surveys are a method used to collect information from a specific population. Surveys are used to gauge the level of public information about an issue and provide a 'snapshot' of attitudes and ideas at a particular time. They can be used to determine community attitudes or target a particular group.

Surveys can be used to collect broad general information from or about a large audience or specific information from targeted groups. Surveys can seek information that can be quantitative (facts and figures) and/or qualitative (opinions and values). Surveys can use questionnaires to collect information, and these can be delivered through face-to-face interviews, self-completion written forms, telephone surveys, or electronic surveys. (See also Questionnaires and Response Sheets.)

For a well-conducted survey using a large, random sample, surveys are usually high cost. Small-scale surveys using opportunistic sampling and volunteers can be relatively low cost, but may not produce results that can be generalised beyond the specific people sampled. Sampling so that you can generalise from your results to the general community or a specific segment of the community requires expert knowledge.

Objectives:

Surveys are designed to collect information from community groups in relation to a particular issue or issue. The results of the surveys provide information about the demographics and/or opinions of a specific group of people. This information can permit decision-making bodies to make better informed decisions or to better inform the community in relation to an issue or proposal.

Outcomes:

Surveys provide information about a community and its opinions (e.g. a survey can indicate the number of people who support or oppose specific proposals, their reasons and their demographics).

Uses/strengths:

- Provides traceable data.
- Can serve an educational purpose.
- When properly constructed using good sampling techniques can reach a broad, representative public or targeted group.

- Can derive varied information from the results.
- Can help in future planning.

Special considerations/weaknesses:

- Poorly constructed surveys produce poor results.
- Can be expensive if surveying a large audience.
- Care must be taken that wording of questions is unambiguous to prevent skewed results.
- Care is needed in sampling to make sure representative samples are taken.
- Surveys with tick boxes are the fastest and easiest to process, however this limits the detail in the information collected.
- Can be seen as 'counting heads' without necessarily telling you what is in them.

Resources required:

- Staff/volunteers

Can be used for:

- Engage community
- Discover community issues
- Communicate an issue

Number of people required to help organise:

- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)

Time required:

- Long (> 6 months)
- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)
- Medium (Computer & other expertise)

Cost:

- High (>AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)
- Low (< AUD\$1,000)

Participation level:

- Medium (Opinions noted)

Innovation level:

- Low (Traditional)

Method:

1. Find out what is already known, and what relevant surveys are being done or planned elsewhere. This will avoid duplication, and will help establish what you need to find out from your survey.
2. Talk to locals with strong views and local knowledge to sharpen the focus of the questions.
3. Survey writing is a skill that improves with practice and feedback, so seek expert advice on the pitfalls and requirements of survey writing, but rely on your own understanding of the issue or topic.
4. Preliminary investigations (e.g. focus groups or interviews) with people on a 'convenience' basis (outside the town hall, or in a shopping centre) can help to develop some of the issues/range of questions needed.
5. Determine how the information is to be obtained. Surveys can be done by asking people questions through the mail (see Questionnaires) in personal interviews, or by a combination of methods.
6. Select your target audience. How will you sample them? What stratas of the society or organisation do you need to reach? How will you ensure that your survey gives a representation of the ideas of the group?
7. Draft the questionnaire or interview guide.
8. Trial this with a pilot study to ensure the answers will give you the information you wanted (check readability and clarity of questions).
9. Undertake the survey.
10. Collate and analyse the results.
11. Write a report and make available to those surveyed to appropriate authorities and to the media. If the report is lengthy and/or detailed, provide a synopsis of the key points.

3.63. Technical Assistance

Description:

Technical assistance is intended to provide the public with understanding of complex issues and concepts. Publicising the availability of technical assistance adds transparency and positive public relations to a public participation process. Often technical issues associated with a project are complex and stakeholders require one-on-one discussions to improve their understanding or gain information.

Objectives:

Technical assistance aims to provide accurate and informed advice on complex issues and concepts.

Outcomes:

Technical assistance offers consistent, accurate information that increases community understanding of an issue or proposal.

Uses/strengths:

- Builds credibility and helps address public concerns.
- Can be effective as a conflict resolution technique where facts are clarified.
- Assists in the dissemination of information.

Special considerations/weaknesses:

- Availability of resources can be limited.
- Technical experts may resent working with members of the community.
- Can be costly if outside experts are required to provide assistance.

Resources required:

- Suitably trained and knowledgeable staff
- Publication facilities for reports/publications
- Telephone/computer communications facilities

Can be used for:

- Showcase product, plan, policy
- Discover community issues
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)
- Individual

Audience size:

- Large (> 30)

Time required:

- Medium (6 weeks – 6 months)
- Short (< 6 weeks)

Skill level/support required:

- High (Specialist skills)

Cost:

- High (> AUD\$10,000)

Participation level:

- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Advertise the name of the person providing technical assistance and their specialisation so the public can directly access the person (at predetermined times) and discuss the issue to improve understanding.
2. Brief staff and train in public consultation. They need to be polite, courteous and patient with all callers, regardless of their attitude or level of understanding.

3.64. Technical Reports and Discussion Papers

Description:

Technical reports can outline research and policy findings, and can also be used to outline proposals. The most popular format is the discussion paper which, when combined with calls for submissions, can provide both information and public input. Consultation activities often require plain language documents that ensure technical information is presented comprehensively to a wide range of stakeholders. Technical reports are widely used for this purpose.

Objectives:

Technical reports give detailed information on complex or technical issues.

Outcomes:

Technical reports provide background information that can be used in making decisions about complex issues, or that allows good-quality, accurate information to be provided to those members of the community who are interested or affected by a proposal or issue.

Uses/strengths:

- Can provide a large number of people and organisations with information.
- Can be well thought out and prepared by those with considerable knowledge, interest and expertise in the issue.
- Provides for a thorough explanation of project issues.

Special considerations/weaknesses:

- Some participants may find the reports too detailed.
- Can be costly to produce.
- Unless clearly written, can cause confusion.
- Generic nature may not make it relevant to local issues.
- Cannot ensure people have received, read or understood the information.
- Some people are not comfortable responding in writing.
- Time consuming to develop.
- Time allowances for people to prepare responses.
- Follow up consultation activities are generally required.

Resources required:

- Staff
- Printed public information materials
- Access to layout and publication expertise/facilities (reports produced for public access should be as brief as possible and include a balance of words/illustrations/maps)

Can be used for:

- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)

Cost:

- High (>AUD\$10,000)

Participation level:

- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Consider the target audience, the agency or group budget, and production costs, to determine the appropriate media via which to distribute the report (e.g. internet, print or CD-ROM).
2. Prepare mailing list, in accordance with access to addresses and the scope of the mail-out.
3. Prepare the reports and discussion papers using simple language with an emphasis on visual communication.
4. Publicise the availability of the reports and/or discussion papers. If options are available, ask in what form (email, print, website address or CD-ROM) the person would like to receive the material.

5. Provide opportunities for submission of responses, that is, allow sufficient time for detailed consideration and development of responses, and provide a variety of ways for the responses to be delivered (post, drop off points, or email).
6. Provide contact details for people with queries.
7. Advise on the opportunities for participation.
8. Collate and monitor responses.

3.65. Telephone Trees

Description:

Telephone trees allow a message to be conveyed by a number of people simultaneously when it is necessary to speak to a large number of people quickly about an event, issue or proposal.

Telephone trees rely on each person on a committee undertaking to telephone a number of specific people. These may be those people who cannot be reached by email, or those who check their email infrequently but who need to know urgently. If one person calls 10 people, and each of those 10 call another 10 people, you can reach a hundred people with only two 'rounds' of calls. Another way of organising a telephone tree is for each person to agree to telephone one person, and that person telephones one person, and so on, so that the message is spread sequentially, and no one person has to spend their time or money making a number of calls.

An agreed message can then be spread quite quickly, and the expense and/or time involved in telephoning can be shared by all members of the committee.

Electronic telephone tree products are now available commercially that provide organisations with the opportunity to deliver information to each member of a group with the push of a button. The telephone then automatically continues to dial and deliver the messages to each of the designated numbers. The main drawback is that the automated voice delivers the message regardless of who picks up the telephone, and there is no way of ensuring that the message gets to the intended recipient.

As well, an electronic message option which allows a large number of telephones to be reached is sending messages from one computer to a number of mobile telephones using text messaging. This is helpful where a team of workers all have mobile telephones out in the field.

Objectives:

Telephone trees allow information to reach a number of people by telephone in the shortest possible time.

Outcomes:

A telephone tree ensures that people have been given a message or piece of information, so that there is a clear understanding of the issue, and of how many people have been informed.

Uses/strengths:

- Allows a group to reach all those who need quick notification of an event or proposal, and to reach them quickly by telephone.
- Can allow a quick survey of people's responses to the event or proposal at the same time that people are notified.
- Ensures that people have heard about an important event, because you have immediate confirmation when you speak to them.
- Can be useful in community emergencies (e.g. closure of schools caused by severe weather conditions).

Special considerations/weaknesses:

- This is more costly and time consuming than sending one email to an electronic mailing list.
- Telephoning may involve some time if the caller has to keep calling until they reach their targeted audience.
- Electronic telephone trees deliver their messages via an automated voice which may not reach the desired recipient.

Resources required:

- Staff or volunteers
- Telephone
- Agreed lists of names and phone numbers

Can be used for:

- Showcase product, plan, policy
- Engage community
- Discover community issues
- Develop action plan
- Communicate an issue

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)

Audience size:

- Large (> 30)

Time required:

- Long (> 6 months)

Skill level/support required:

- Low (No special skills)

Cost:

- Low (< AUD\$1,000)

Participation level:

- High (Stakeholders participate in decision)
- Medium (Opinions noted)
- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Decide if the issue or proposal is important enough to require urgent notification.
2. If urgent notification is required, you might combine email mailing lists and telephone trees to reach all affected people.
3. Starting with a core group or organising committee, agree on who will telephone whom, and ensure that names and telephone numbers are correct.
4. If in a work situation, people may telephone from their own desks or in an emergency or polling situation, a bank of telephones may be set up with operators working through their agreed lists. If in a volunteer situation, volunteers may telephone from their own homes or from an organisation's office or shopfront.
5. When all those on the list have been telephoned, and especially when it is vital that all those affected are reached, callers should report back to the organising committee who can take other steps to contact anyone who has not been able to be reached.

3.66. Visioning

Description:

Visioning exercises are used to define and help achieve a desirable future. Visioning exercises are regularly used in urban and strategic planning and allow participants to create images that can help to guide change in the city. The outcome of a visioning exercise is a long-term plan, generally with a 20–30 year horizon. Visioning exercises also provide a frame for a strategy for the achievement of the vision. Alternatively, some visioning tools may be used to promote thought and encourage discussion of future land use and planning options, without the need to create a future-orientated document.

Games can be developed to do this. For instance, the Wheel of Coastal Fortune, a game in which participants post cards to decide where facilities will be sited, is a planning exercise which encourages a holistic approach to planning and considering the impacts from the whole catchment area on the coastal zone (See also Scenario Testing).

Objectives:

Visioning aims to develop a preferred future scenario.

Outcomes:

Visioning develops future scenarios, together with the steps that are needed to achieve this vision, and a group of participants who have ownership of the vision, and therefore have a reason to help make this happen.

Uses/strengths:

- Use when integration between issues is required.
- Use when a wide variety of ideas should be heard
- Use when a range of potential solutions is needed.
- Visioning encourages participation for developing a long-range plan.
- Visioning is an integrated approach to policy making. With overall goals in view, it helps avoid piecemeal and reactionary approaches to addressing problems. Visioning uses participation as a source of ideas in the establishment of long-range policy. It draws upon deeply held feelings about overall directions of public agencies to solicit opinions about the future.

- When completed, visioning presents a democratically derived consensus.
- Using games such as Wheel of Coastal Fortune as a visioning tool offers the following advantages:
 - Can access sections of the population who are typically disempowered in traditional consultative processes
 - Can be used to assess willingness to pay to preserve specific environmental attributes or willingness to accept the loss of these attributes
 - Can involve a broad range of participants (in demographic terms).

Special considerations/weaknesses:

- Organisation of the visioning exercise can be costly.
- Vision can be difficult to transfer into strategy and policy
- In relation to using the Wheel of Coastal Fortune with visioning: playing the game when visioning presents problems in recording and analysing data and interpreting social preferences for land use management. (It is important to be clear about the questions or issues to be addressed so that these can be incorporated into the game design as simply as possible.)

Resources required:

- Recorders
- Resources for group participation (paper/pens/ tables/chairs)
- Food

Can be used for:

- Engage community
- Discover community issues
- Develop community capacity
- Develop action plan
- Communicate an issue
- Build alliances, consensus

Number of people required to help organise:

- Large (> 12 people)

Audience size:

- Large (> 30)

Time required:

- Long (> 6 months)

- Medium (6 weeks – 6 months)

Skill level/support required:

- Medium (Computer & other expertise)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)
- Low (< AUD\$1,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- High (Innovative)

Method:

In a typical visioning exercise a facilitator asks participants to close their eyes and imagine they are walking along their shoreline as they would like to see it in 15 years. What do they see? What do the buildings look like? Where do people gather? How do they make decisions? What are they eating? Where are they working? How are they travelling? What is happening on the street? Where is the centre of the neighbourhood? How do green space and water fit into the picture? What do you see when you walk around after dark?

People record their visions in written or pictorial form: in diagrams, sketches, models, photographic montages and written briefs. Sometimes a professional illustrator helps turn mental images into drawings of the city that people can extend and modify. To play games such as Wheel of Coastal Fortune, which promote thought and encourage discussion of future land use and planning options without developing any documentation, the following steps are taken:

1. The kit can be borrowed from the developer of the game, Katrina Luckie, or, with enough preparation time and funds, you could make your own.
2. Develop a map of the coastal zone beginning in the hinterland and flowing down to the sea. This should be sturdy and able to be transported for frequent use, and may be in the form of a patchwork rug, or a model in segments.
3. Develop cards that indicate the facilities likely to be proposed for the area (e.g. national

parks, native forest, high-rise development, tourist developments, sewage outlets, shopping centres, wetland reserves, etc.)

Develop boxes or cans into which these cards can be slotted, marked with the various natural resources of the region (e.g. island, wetlands, native forest, town, beach, forested hills) with two fewer receptacles than there are cards. Two cards will be jettisoned by each player.

4. Ask for volunteers, provide each with a full range of cards to 'post' and invite them to consider how they will match the facilities with the most suitable environments. They may throw out two cards each, and can post only one card per environment (can).
5. Once people have made their choices, record what was placed in each site, and invite the group to comment on these choices.
6. Invite the participants to discuss what was easy and what was difficult about the process, what they learned, and how they might use the game in the future.

3.67. Websites

Description:

Websites that contain project information, announcements and documents can use various media formats. The array of computer software and graphics packages and capacity of the internet as a publicity tool and information source and forum for public input or electronic democracy is expanding, increasing the application of this participatory tool.

Websites are particularly useful for people in remote areas accessing project information and are more effective than information repositories in this regard.

As well, websites make ideal community noticeboards for small organisations and provide sources for interaction when they invite feedback and provide email addresses or chat options. They are easily updated and can be used to dispatch information with relative ease. The internet and websites are emerging consultation tools and their applications and number of users continue to expand. (See also Electronic Democracy.)

Objectives:

A website aims to make information available, freely and in forms that are easily accessible (click and go information, multimedia options for accessing information, and/or the option of collecting and/or providing feedback).

Outcomes:

A website allows community groups, industry and government agencies to obtain information quickly, effectively, and at low cost, that will assist their members to undertake whatever tasks need to be done. Websites provide the chance to inform a wider range of people about issues and to invite the website visitors to become involved in some way.

Uses/strengths:

- Can provide publicity, information and limited public input.
- Capable of reaching very large numbers with enormous amounts of information.
- Offers a low-cost way of distributing larger documents.
- Offers a highly accessible forum for posting project updates.

Special considerations/weaknesses:

- Many people still cannot access the web.

- Many people are still not web literate.
- Its success as a participatory tool is still relatively unknown.
- Information overload and poor design can prevent people from finding what they need.

Resources required:

- Staff
- Internet access
- Web design skills

Can be used for:

- Showcase product, plan, policy
- Communicate an issue

Number of people required to help organise:

- Medium (2–12 people)
- Individual

Audience size:

- Large (> 30)

Time required:

- Medium (6 weeks – 6 months)

Skill level/support required:

- High (Specialist skills)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)

Participation level:

- Low (Information only)

Innovation level:

- Low (Traditional)

Method:

1. Contact a web designer, or find someone within the organisation with web design skills.
2. Discuss the 'architecture' – all the levels of information, links and illustrations available and necessary to inform and engage the user.
3. Do some background research, web surfing in your chosen area or field. Discover what works well on other websites, what they cover, what they omit, and use this information to improve your own website.

4. Trial the website before releasing it to the public. A bad experience with a website can mean people do not return. Ensure all links are working, and that the material scrolls smoothly with minimum delays.
5. Launch the website with suitable coverage in the media, in newsletters, and in a public forum
6. Ensure that you have alternative communication options for those who are not web literate or do not have access to the internet.
7. Place the website address on all correspondence and other printed material from the organisation.

3.68. Workshops

Description:

A structured forum where people are invited to work together in a group (or groups) on a common problem or task. The goals are to resolve issues and build consensus for action, rather than provide information and answer people's questions.

If the workshop is intended as a community event focusing on a community issue, the selection of participants is determined by knowledge, expertise or by selecting a cross-section of views. Alternatively, workshops can be organised to target particular groups (e.g. young people, women).

Workshops require a facilitator who is able to engage all participants in the discussion. Workshops are a participatory tool that are best used with smaller numbers of participants.

The Ontario Public Consultation Guide suggests a workshop can meet three key objectives of the public consultation program:

- Understanding the public: workshops allow you to learn in detail the views and suggestions of participants.
- Discussing the issues: other viewpoints and ideas and possible solutions can be heard in a non-confrontational atmosphere.
- Building consensus for action: participants can have a free-flowing discussion of new approaches that can lead to group decisions or positions.

A variety of tools can be used in a workshop. These include many of the tools listed in this toolbox (e.g. focus groups, visioning).

Objectives:

Workshops aim to bring participants together in a structured environment (that is, through large and small-group activities, discussions, and reflection) to plan, decide or overcome difficulties.

Outcomes:

Workshops can deliver a report, opinions, suggestions or plans that have been collaboratively developed and agreed to by all participants, on an issue or proposal.

Uses/strengths:

- Excellent for discussion of criteria or analysis of alternatives.

- Fosters small group or one-on-one communication.
- Offers a choice of team members to answer difficult questions.
- Builds ownership and credibility for the outcomes.
- Maximises feedback obtained from participants.

Special considerations/weaknesses:

- Ability to draw on other team members to answer difficult questions.
- Builds credibility.
- Fosters public ownership in solving the problem.
- Hostile participants may resist what they may perceive as the 'divide and conquer' strategy of breaking into small groups.
- Facilitators need to know how they will use the public input before they begin the workshop.
- Several small group facilitators are usually needed.³⁸

Resources required:

- Publicity
- Venue rental
- Catering
- Staffing
- Moderator/facilitator
- Experts
- Recorders
- Gophers
- Artists/photographer
- Audiovisual recording equipment and amplification
- Overhead projectors
- Data projectors
- Video
- Slide projector/screen
- Printed public information sheets
- Response sheets
- Props for working in groups (pens, paper, pins, etc.)
- Furniture

³⁸ <http://www.iap2.org> [accessed 15/10/2014]

- Children’s requirements

Can be used for:

- Engage community
- Discover community issues
- Develop community capacity
- Develop action plan
- Communicate an issue
- Build alliances, consensus

Number of people required to help organise:

- Large (> 12 people)
- Medium (2–12 people)

Audience size:

- Large (> 30)
- Medium (11–30)
- Small (≤ 10)

Time required:

- Medium (6 weeks – 6 months)

Skill level/support required:

- Medium (Computer & other expertise)

Cost:

- High (> AUD\$10,000)
- Medium (AUD\$1,000 – AUD\$10,000)
- Low (< AUD\$1,000)

Participation level:

- High (Stakeholders participate in decision)

Innovation level:

- Low (Traditional)

Method:

Responsibility of the organiser:

1. Engage and brief facilitator. Brief to comprise:
 - Date, time and expected duration of workshop.
 - Description of target participants.

- Relationships between participants.
 - Topic to be considered.
 - Clear definition of current situation, including decisions already made.
 - Area of topic to be covered, with the questions and problems requiring participants to be involved in and developing solutions.
2. Identify and book appropriate location (including wall space for posting notes and cards, tea/coffee area, required break-out areas), tables and chairs.
 3. Arrange suitable catering.
 4. Arrange transport/child care/special facilities for target participants.
 5. Supply special equipment.
 6. Approve facilitators running sheet design.
 7. Enable and ensure target participants attend.
 8. Introduce the facilitator on the day.

Responsibility of the facilitator:

1. Collect brief from organiser.
2. Ensure that participants are not expected to ‘rubber stamp’ decisions already made (other than confirming those decisions), or provide unrealistic outputs for the time available.
 - Detail design of the day, identifying what participants will be required to consider, and methodology for this to be achieved (running sheet).
 - Ensure that organiser has carried out all functional aspects as above.
 - Run the event.
 - Write up and provide organiser with proceedings within agreed timeline.

Appendix A Bibliography

A.1 Publications

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