City of Joondalup

PUBLIC PARTICIPATION STRATEGY
2005

MAY 2005

CONTENTS

1. INTRODUCTION

Increasingly local government is expected to engage citizens in key public decision-making processes. A new, more collaborative style of decision-making is not only required but results in better decisions.

The City of Joondalup has a demonstrated commitment to public participation in its decision-making processes by bringing people of different perspectives together to talk about problems and potential solutions. We recognize that this approach has the highest potential for building long-term and well-supported solutions.

The goal of this Strategy is to provide a process and choices for involving citizens in decision-making and to enhance current opportunities and processes for that to happen.

Citizen participation cannot nor should it replace the democratic process of decision making by duly elected and accountable public representatives. Rather, through public participation the community assists its elected members in understanding and factoring community aspirations, preferences, concerns and desires into their deliberations and decision-making.

This Strategy provides information on the following:

- The context for a Public Participation Strategy
- Benefits of public participation
- The objective and requirements of the Public Participation Policy 1-2
- The differences between consultation and public participation
- A process for public participation projects
- Evaluation of public participation projects
- A public participation toolkit

Contributions to the development of the Strategy have included:

- Extensive research into public participation practices of Local Government
- Support from staff of the Citizens & Civics Unit from the Office of the Premier & Cabinet in application of the "*Consulting Citizens*" guides
- The practical experiences of staff from a variety of professional backgrounds in working with the community
- The community perspective of the Sustainability Advisory Committee (SAC)

2. CONTEXT FOR A PUBLIC PARTICIPATION STRATEGY

The City's commitment to public participation is supported by the fact that the community is currently participating in a range of activities. It is also formalized in a number of documents of Council.

Examples of public participation
- Community representation on an established committee of Council.
- Community representation on the City's community funding program assessment panels where recommendations on which applicants should receive funding are considered
- Community working parties such as those for redeveloping a local park or for resolving traffic problems
- Community workshops to address such matters as regional tourism, economic development and strategic planning
- Volunteer work with City staff on cultural events such as the Joondalup Festival or local heritage projects or environmental projects

Opportunities such as these appeal to people with very different interests, skills and knowledge to contribute and are advertised in the community newspapers. A list of the committees that include community representation can be found in the Appendix on p. 13.

Policy Context
The City has a Public Participation Policy 1-2 that calls for the development of a Strategy to implement public participation processes.

The City's Strategic Plan 2003 – 2008 states that the decisions of Council will be guided by a number of underlying principles that have been developed to guide the City's decision making. Two of the Guiding Principles highlight Councils' commitment to public participation:

1. ***Community Focus***
   We will work in partnership with our community to build capacity, and develop community ownership and identity.
2. ***Leadership through Partnerships and Networks***
   We will develop partnerships and networks throughout the community
   We will develop a supportive and trusting relationship with our community

Further, objective 4.3 of the Strategic Plan is "to ensure the City responds to and communicates with the community" and identifies the following strategies to meet this objective:

- *Provide effective and clear community consultation*
- *Provide accessible community information*
- *Provide fair and transparent decision-making processes*

3.   BENEFITS

Public participation does not remove the responsibility of Council for decision-making in the interests of "the good government of the district" - a requirement of the Local Government Act – but does result in the following benefits:

- Long term financial savings to the organising agency
- Increased user satisfaction in services
- Increased likelihood of policy/program acceptance
- Reduced conflict
- Improved relationship with citizens
- Improved public image
- Stronger communities
- Reinforced legitimacy in the decision-making process
- Actual or potential problems revealed
- Increased citizenship capacity

Source: Consulting Citizens: Planning for Success, (June 2003), Department of Premier and Cabinet Citizens and Civics Unit.

4.   STRATEGY OBJECTIVE AND REQUIREMENTS

Specifically, the Strategy aims to achieve the following objective outlined in the City's Public Participation Policy (1-2).

To actively involve the community in Council's planning, development and service delivery activities.

The Policy also sets out the following requirements for a Public Participation Strategy:

- Identification of issues requiring public participation
- Inclusion in the annual budget process of funding for public participation activities
- Increasing staff awareness and skills in public participation techniques
- How all sectors and groups within the community can have the opportunity to participate in the City's activities and
- A community education program relating to public participation in the City's affairs

Each of the Strategy requirements will be addressed in turn.

Identification of the issues requiring public participation

It is preferable that public participation should be planned, rather than reactive. In this way there will be sufficient time for designing and implementing a program of participation that can deliver acceptable outcomes for all those involved.

Previous research has shown that there is considerable public interest in a range of issues including policy, planning, expenditure, strategic planning and others. These matters may be construed as 'big picture' issues or major projects for the City in that they are:

- Clearly aligned to [achievement of] the Strategic Plan or
- Have significant impact across the organisation or the community in terms of benefits, risks, and use of financial and other resourcing capabilities.

Public participation is therefore warranted where there are community-based issues that are likely to have a significant and potentially long term impact on:

- Policy development
- The financial and other resourcing capabilities of the City
- The lifestyle and amenity of the community

Inclusion in the annual budget process

Planning is a necessary prerequisite for conducting public participation exercises and for ensuring that there are sufficient funds and other resources available for the process.

Currently, responsibility for developing a budget for public participation processes rests with the Business Units. Past experience with public participation projects conducted by the City has identified a number of costs associated with the process. Therefore Business Unit Managers should give consideration to including costs such as these in their annual business plans and budget as part of a project:

- Advertising of public participation initiatives
- Independent professional facilitation services
- Public speakers' fees
- Consultancy fees for analysis of information obtained through the participation process
- Venue and equipment hire
- Printing of workshop materials – workbooks, worksheets, maps etc
- Catering/Refreshments
- Overtime payments for staff working out of hours
- Remuneration for travel to venue/costs of child care
- Incentives

Increasing staff awareness and skills in public participation techniques

In order to implement the Public Participation Strategy it will be necessary for staff training to be provided in the following skills and knowledge:

- Community engagement
- Managing diversity
- Public speaking
- Presentation
- Facilitation
- Negotiation
- Conflict resolution
- Program/Project Management
- Business research methods for analysing and reporting on information received and lastly,
- Evaluation of social programs

The Corporate Training Program will be updated to include training in the skills/knowledge associated with public participation that is accredited or otherwise professionally recognised.

In-house training on the new public participation process and associated documentation will need to be provided regularly as an adjunct to the current Corporate Training Program. It is envisaged that this training will be delivered as part of the implementation process.

How all sectors and groups can have the opportunity to participate

To ensure that all sectors and groups within the community can have the opportunity to participate in the City's activities the new public participation process includes the following:

- Expressions of Interest to be sought from the public on all relevant projects using advertising in the community news, signs on site, posters and, where appropriate, targeted mail outs.
- Preliminary research will be required to identify stakeholders, their issues with respect to the project and participation ground rules.
- To ensure consensus on matters to be addressed through the participation process, the City will work with identified stakeholders to create the agenda.
- All participation projects to address issues of access and equity to ensure that people with disabilities (including aged people) and people from culturally and linguistically diverse backgrounds can participate satisfactorily.

A community education program

Community education on public participation will include the following provisions:

The City's Schools Connection program provides civics education that can be tailored to meet the needs of any age level or area of study. In future, the program will include the notion of active citizenship or how students can contribute to the good of their local communities.

The City's website includes the facility for the public to provide comment on projects of Council. There is also a facility for online discussion groups on a range of topics. A 'hands on' computer training course on the use of the Internet for accessing Council information, providing feedback to the City on current projects, services and programs and the use of the online discussion forum to raise issues for community deliberation will be available in 2005.

To ensure that future community education programs are effective in helping members of the public to take up opportunities to participate, a program of research is planned that will identify and then profile members of the community with an interest in participative exercises. In this way, programs can be appropriately resourced and tailored to needs of potential participants.

5. DIFFERENCES BETWEEN CONSULTATION AND PARTICIPATION

The Public Participation Policy 1-2 clearly states that public participation can include the following elements, but it is far more than:

- Public consultation
- Public relations
- Information dissemination
- Conflict resolution

To ensure that the differences between the objectives of public consultation, public relations, information dissemination and conflict resolution and public participation are understood, the following table has been provided that identifies:

- Each process
- The objective of each process
- Examples of when each process is best used

PROCESS	OBJECTIVE	EXAMPLES
Public consultation	To obtain public feedback on analysis, alternatives and/or decisions	• Planning/Building Approvals • Scheme amendments and structure plans • Road/PAW closures • Local laws • Planning/Development Policies • Principal Activities Plan • Customer Service Monitor
Public relations	To manage the relationship between an organization and its publics to achieve effective public relations, i.e. a shift in public, awareness, attitude or behaviour.	• Press releases • TV 'news' • Public service documents
Information dissemination	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives and/or solutions	• Annual Report • Firebreaks
Conflict resolution	To develop a method for resolving conflicts through which individuals and/or groups can reach consensus on an issue	• Mediation
Public participation	**To actively involve the community in Council's planning, development and service delivery activities.**	• **Development of the Strategic Plan** • **Development of 'external' policies** • **Development of new services & or products** • **Formal Committees of Council – see Appendix on p.13** • **Short-term working groups – traffic studies, park development, Joondalup Festival** • ***Major projects eg; Major Town Planning Scheme Reviews and associated studies; Major Road Proposals (Ocean Reef Road extension); Major Reserve Development Proposals.**

*The extent of participation processes will in part be determined by any statutory obligations.

6.   PUBLIC PARTICIPATION PROCESS

The City has developed a public participation process based on the Citizens and Civics Unit guides. The process is described in a flowchart which can be accessed online on the City's Intranet in the Knowledge Bank. The process includes a number of phases, which are described below.

Phase 1 -Task Definition

During this phase, the following matters must be documented.
- The background/history to the project
- The purpose of the public participation project
- How the information obtained through the process will be used
- The non-negotiable aspects of the project eg financial constraints, legislative requirements, Australian Standards etc;
- The timescale for the project

Phase 2 - Representation

Activities during the phase include:
- Seeking Expressions of Interest from the community
- Identifying, listing and recording details of local networks/individuals/groups with an interest in the matter.

Phase 3 - Gathering Stakeholder Information

Contact is made with the people identified during the representation phase to determine:

- Any background/history regarding the matter
- Any other groups/networks that they know of or are connected with & contact details
- Issues that they would like addressed
- Outcomes they would like to see from the participation process
- How they can contribute to the participative process
- Ground rules they would like included in the process

During this phase, it will be possible to identify issues that are

- 'Out of scope' for the City or that can be referred to a more appropriate agency and
- To advise participants of the non-negotiable aspects of the process.

Phase 4- Building the Agenda

All stakeholder information can now be collated to identify:

- Issues in common
- Outcomes in common
- Ground rules in common

This information is then circulated to contributing participants for their information and sign off.

A reference group of participants can then be formed to 'build the agenda' for the participative process.

Phase 5- Program Development and Implementation Phase

From the information obtained in the previous phases, the following decisions must be taken:

- What is needed in the way of background or technical information for participants to work together to resolve the problems/issues on the agenda?

- Who has that background or technical information?

- What is the best method for communicating that background or technical information in ways that will be understandable to all participants?

- What is the best method for participants to be able to work together/interact?

- Where should that interaction take place?

- What materials, equipment etc will be needed to support the process

The final program for a participative process will be dependent on the number and complexity of the issues to be addressed. One or more sessions may be appropriate.

Phase 6 – Evaluation

During this phase the participative process will be evaluated to determine its efficacy from the perspective of participants.

Feedback received from the participative process will be analysed and a report produced on the findings. The complete process will be recorded using the documentation developed for that purpose.

The Public Participation Strategy is supplemented with a toolkit to guide future publication participation processes. The toolkit is provided as an attachment to the Strategy.

7. EVALUATION

Public participation projects must be evaluated to determine their efficacy from the perspective of all stakeholders and to identify opportunities for process improvement.

The following elements have been identified as contributing to successful participation processes:

- Incorporation of public values into decisions
- Improvement in the quality of decisions is substantive
- Conflict among competing interests is resolved
- Trust in institutions is built and
- The public are educated and informed.

Beierle and Cayford (2002)

A survey instrument has been developed (see Toolkit) for determining the overall quality of a discrete Public Participation Project and incorporates questions based on the elements identified previously. To identify the extent to which participants have been satisfied with the process, the survey also includes questions on presentation, content and coordination.

APPENDIX – COMMITTEES OF COUNCIL

Committee Title	Purpose
The Central Business District Enhancement (CBD) Committee	• To make recommendations to Council in relation to creating a sustainable business environment in the Joondalup CBD that includes a coordinated approach to marketing and promotion. • To provide advice to Council on issues that affect the viability of the Joondalup CBD, and items that are referred to the Committee from the City of Joondalup
The Conservation Advisory Committee	• To liaise with community groups and the general public to promote the importance of conservation and rehabilitation of bushland and the natural environment. • To provide technical and practical advice on Management Plans and implementation of conservation strategies within the City. • To promote the importance of conservation, biodiversity and the rehabilitation of bushland and the natural environment
The Joondalup Eisteddfod	• To encourage and assist development of the Eisteddford • To facilitate the day to day operations of the Eisteddfod • To assist the Coordinator of the organization , set up and operation of the Eisteddford • To promote artistic excellence • To improve the performance skills of participations • To provide opportunities for public performance
Joondalup Youth Advisory Council	To advise Council on any issues of importance to the youth population of the City.
Youth Affairs Advisory Committee	• To oversee the strategic ccordination of all youth issues across Council • To oversee the implementation of the Future Directions for Youth Services Action Plan • To oversee the regular review and updates of the Future Directions for Youth Services Action Plan.

Committee Title	Purpose
Seniors Interests Advisory Committee	• To oversee the strategic coordination of all seniors' issues across Council. • To provide advice to Council to ensure that concerns of seniors are adequately represented in the City's planning processes and the strategic directions being developed for older people across the City.
The Sustainability Advisory Committee	• To recommend to the City of Joondalup Council on policy, advice and appropriate courses of action which promote sustainability, which is (1) environmentally responsible, (2) socially sound and (3) economically viable. • To provide advice to Council on items referred to the committee from the City of Joondalup.

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AUGUST 2006

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2. CONTEXT FOR A PUBLIC PARTICIPATION STRATEGY

One of the four goals espoused in the Local Government Act (1995) is:

Greater community participation in the decisions and affairs of Local Governments

In support of this, the City developed a Public Participation Policy and subsequently this Strategy to support implementation of the Policy. Currently there is a range of opportunities for the community to participate in local governance.

Examples of public participation

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Each of the Strategy requirements will be addressed in turn.

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Public participation is therefore warranted where there are community-based issues that are likely to have a significant and potentially long term impact on:

- Policy development
- The financial and other resourcing capabilities of the City
- The lifestyle and amenity of the community

Inclusion in the annual budget process

Planning is a necessary prerequisite for conducting public participation exercises and for ensuring that there are sufficient funds and other resources available for the process.

Currently, responsibility for developing a budget for public participation processes rests with various sectors of the organisation. Past experience has identified a number of costs associated with conducting a public participation process. Therefore Business Unit Managers should give consideration to including costs such as those identified below in annual business plans and budget:

- Advertising of public participation initiatives
- Independent professional facilitation services
- Public speakers' fees
- Consultancy fees for analysis of information obtained through the participation process
- Venue and equipment hire
- Printing of workshop materials – workbooks, worksheets, maps etc
- Postage costs
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In order to implement the Public Participation Strategy it will be necessary for staff training to be provided in the following skills and knowledge:

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- Program/Project Management
- Business research methods for analysing and reporting on information received and lastly,
- Evaluation of social programs

The Corporate Training Program will be updated to include training in the skills/knowledge associated with public participation that is accredited or otherwise professionally recognised.

In-house training on the new public participation process and associated documentation will need to be provided regularly as an adjunct to the current Corporate Training Program. It is envisaged that this training will be delivered as part of the implementation process.

How all sectors and groups can have the opportunity to participate

In circumstances where the City undertakes public participation, representation will be sought from all sectors and groups (stakeholders) likely to be directly affected by an issue. Where the issue is at the level of a specific suburb, participation should be sought from people within that suburb. Where the issue is considered to impact on all residents of the City, participation should be sought from each ward of Council. In the event that the issue is located within a discrete suburb but has wider implications, representation should weighted toward those most directly affected in the first instance and then to other identified stakeholders proportionate to how they will be affected.

Participation targets are identified in the table following. Participation targets may be achieved through:

- Random selection of residents from the City's databases with a personalised invitation to participate
- Identifying and contacting individuals and groups with a special interest in the issue and inviting their participation
- Advertising through Public Notices for Expressions of Interest in community newspapers to the wider community
- Design, delivery and targeting of community education programs which are effective in empowering stakeholders to participate

However representation on an issue is determined, the decision should be made public in the interests of good governance.

WARD	SUBURB	NO. PEOPLE BY SUBURB	Targets for suburb specific issues	% TOTAL POPULATION for City wide issues	PARTICIPATION TARGETS BY WARD for City wide issues
North Ward	Burns	207	30	17.1%	96
	Connolly	2588	30		
	Currambine	4378	30		
	Iluka	2435	30		
	Joondalup	4698	30		
	Kinross	4588	30		
	TOTAL	18894			
North Central Ward	Edgewater	3650	30	17.3%	97
	Heathridge	5216	30		
	Ocean Reef	5870	30		
	Mullaloo	4435	30		
	TOTAL	19171			
Central Ward	Beldon	3124	30	16.7%	94
	Craigie	4566	30		
	Kallaroo	4073	30		
	Woodvale	6708	34		
	TOTAL	18471			
South West Ward	Hillarys	7344	37	17.7%	99
	Padbury	6614	34		
	Sorrento	5663	30		
	TOTAL	19621			
South East Ward	Kingsley	9907	50	16.1%	90
	Greenwood	7882	40		
	TOTAL	17789			
South Ward	Marmion	1664	30	15.0%	84
	Duncraig	11850	60		
	Warwick	3096	30		
	TOTAL	16610			
TOTALS		110556		100.0%	560

NOTE:

Participation targets have been developed from Australian Bureau of Statistics (2005) report on estimated resident population as at 30 June 2004 for people aged 20+

- *Column 4 - Participation targets for suburbs with lower populations have a greater target number set (30+) in order to ensure statistical validation*
- *Column 5 shows percentages based on the total population sample per ward and will be applied for broader citywide issues requiring public participation*

A community education program

Current programs that provide information on these opportunities include civic education delivered through the Schools Connection Program and a 'hands on' Internet course provided by the Library and Information Services.

Civic education through the School Connection Program is targeted toward young people and assists them in understanding the functions of their local government, its connection to the State and Federal levels of government and how they, as citizens, can participate in their communities. The program satisfies the learning outcomes of the State education curriculum framework and also links to the City's Strategic Plan.

A hands on Internet experience is offered at all Joondalup libraries on a monthly basis where the public can be shown how best to access Council information and to 'have their say' on current projects, services and programs provided by the City.

To increase community uptake of all the opportunities to participate, an extensive process of research was conducted to identify the factors that would encourage people to become involved. The major findings were identified as follows:

1. **Level of authenticity and trust**
   People who feel they will be able to make a genuine contribution to the final outcome of any participative process are more likely to take up opportunities to participate.

2. **Proximity to the issue**
   People who strongly identify with their communities are those most likely to take up opportunities to participate.

3. **Level of understanding of impact**
   People who can understand the potential impact of the outcomes of participation on themselves and their communities will be more likely to participate.

4. **Structure, 'safety' and equity**
   People who feel the process is being managed well and conducted in a 'safe' environment will be more likely to participate.

These four findings indicated that the focus of community education should be to inform, support and empower the public to participate. To that end, four community education objectives have been developed.

Community Education Objectives

1. To demonstrate authenticity and build trust, community education initiatives will employ a range of techniques to provide the public with the following information:
   - The purpose of a specific public participation project
   - The background/history of the project

- The non-negotiable aspects of the project e.g., financial constraints, legislative requirements, Australian Standards etc
- The potential impact of the project on their lifestyle/personal situation
- How the public will be able to participate
- How public input will be used to inform final decisions
- The timescale of the project and how the public will be able to assist in evaluating the effectiveness of the process.

2. To ensure that the people most directly affected by an issue for participation are provided with community education on the matter in hand by:
   - Using participation targets
   - Seeking Expressions of Interest
   - Using random selection processes
   - Using displays

3. To ensure that members of the public understand what a specific participation process means for them, community education should be provided on the following:
   - The roles and responsibilities of local government with respect to the participation project
   - Any technical matters likely to arise in the course of a participative process that are 'participation specific' e.g., Strategic Planning, Traffic Management

4. To demonstrate the City's capacity to manage and conduct public participation exercises that will meet participant expectations for structure, safety and equity, community education should be provided on:
   - Community working parties or reference groups such as those for redeveloping a local park or resolving traffic problems
   - The design and evaluation of public participation processes

Delivery of Community Education Programs

Based on the research findings, a two-pronged approach to provision of community education for participation will be taken. Firstly, a generic community education program will be offered to new citizens of the City, which identifies how local people can contribute to the City's planning, development and service delivery activities. Secondly, there will be 'participation specific' community education provided for projects such as the reviews of the District Planning Scheme and the Strategic Plan 2003 – 2008.

The focus of the generic program will be on:
- The role of the City in local governance
- Why community participation in local governance is important
- The difference between consultation and participation
- Typical opportunities to participate e.g. community representation on an established committee of Council, volunteer activities
- How opportunities to participate will be communicated and managed

- How the community will be able to evaluate the City's performance in managing a participative process

'Participation specific' programs which will be delivered in Phase Three of a Public Participation Process (see page 14), will also set out how opportunities to participate will be communicated and managed and how the community will be able to evaluate the City's performance. However, they may be targeted at particular suburbs or at the ward level and be delivered in various ways:

- By randomly selecting and inviting people in the affected area to attend a session at a venue near their homes
- By extending invitations to representatives from a range of community groups to attend a session at a venue near their homes
- By negotiating with community groups to make a brief presentation at one of their scheduled meetings

Evaluation of Community Education Programs

As the purpose of community education is to increase levels of participation in local governance through empowering the community, evaluation of its effectiveness is necessary. In this way, a process of continuous improvement for design and delivery of community education - whether generic or specific - will be in place. Evaluation will therefore be based on the extent to which the community education objectives are met.

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Public participation	To actively involve the community in Council's planning, development and service delivery activities.	• Development of the Strategic Plan • Development of 'external' policies • Development of new services & or products • Formal Committees of Council – see Appendix on p.17. • Short-term working groups – traffic studies, park development, Joondalup Festival • *Major projects eg; Major Town Planning Scheme Reviews and associated studies; Major Road Proposals (Ocean Reef Road extension); Major Reserve Development Proposals.

*The extent of participation processes will in part be determined by any statutory obligations.

6. PUBLIC PARTICIPATION PROCESS

The City has developed a public participation process based on the Citizens and Civics Unit guides and research conducted by the City in 2005. The process is described in a flowchart that can be accessed online on the City's Intranet in the Knowledge Bank. The process includes a number of phases, which are described below.

Phase 1 -Task Definition

During this phase, the following matters must be documented in a Public Participation Plan:
- The purpose of a specific public participation project
- The background/history of the project
- The stakeholders (participation target group)
- The potential impact of the project on the lifestyle and personal situation of the stakeholders
- How stakeholders will be able to participate
- How input from stakeholders will be used to inform final decisions
- The timescale of the project and how stakeholders will be able to assist in evaluating the effectiveness of the participation process
- The non-negotiable aspects of the project e.g., financial constraints, legislative requirements, Australian Standards and decisions of Council

This information must be made available to the public and form part of 'participation specific' community education and communication strategies.

This information is to be provided as a guide in instances where a contractor project manages a public participation process.

Phase 2 - Representation

Activities during the phase include:
- Identification, listing and recording of details of stakeholders based upon the extent to which they are likely to be directly affected by an issue e.g., residents of a specific suburb or Ward or community of interest.
- Identification of participation targets for the project
- Identification of process for achievement of participation targets for the project e.g., random selection, direct mail, displays at local venues
- Ensuring that process for seeking representation includes participation targets and is publicised.

Phase 3 – Community Information and Education

Activities during this phase include:
- Development of 'participation specific' information package for delivery to all stakeholders
- Delivery of 'participation specific' information package using a variety of media including advertisements, online information, direct mail outs or email outs, and public notices/displays. The focus will be on opportunities for individuals to make a difference in their community through assisting the City to achieve participation targets.
- Design of 'participation specific' community education programs, which will restate and augment the information package using a workshop/presentation format. Community education programs will provide an opportunity for the public to interact with and ask questions of staff involved in the participation process.
- Delivery of community education program to stakeholders
  - By randomly selecting and inviting people in the affected area to attend a session at a venue near their homes
  - By extending invitations to representatives from a range of community groups to attend a session at a venue near their homes
  - By negotiating with community groups to make a brief presentation at one of their scheduled meetings
- Evaluation of community education program

Phase 4 - Gathering Stakeholder Information

Contact made with stakeholders during the previous phases provides an opportunity to gather and document information on:
- Their knowledge on the background/history of the issue
- Their connections with other groups/networks with an interest in the issue
- Issues that stakeholders would like addressed
- Outcomes stakeholders would like to see from the participation process
- How stakeholders can support and contribute to the participative process itself

- Ground rules they would like included in the process

During this phase, it will be possible to identify issues that are
- 'Out of scope' for the City or that can be referred to a more appropriate agency and
- To advise participants of the non-negotiable aspects of the process.

Phase 5 - Building the Agenda

All stakeholder information can now be collated to identify:
- Issues in common
- Outcomes in common
- Ground rules in common

This information is then circulated to contributing participants for their information and sign off.

A reference group of participants can then be formed to 'build the agenda' for the participative process.

Phase 6 - Program Development and Implementation Phase

This phase is the point at which stakeholders come together to deliberate on the issue. From the information obtained in the previous phases, the following decisions must be taken:
- What is needed in the way of background or technical information for participants to work together to resolve the problems/issues on the agenda?
- Who has that background or technical information?
- What is the best method for communicating that background or technical information in ways that will be understandable to all participants?
- What is the best method for participants to be able to work together/interact?
- Where should that interaction take place?
- What materials, equipment etc will be needed to support the process

The final program for a participative process will be dependent on the number and complexity of the issues to be addressed. One or more sessions may be appropriate.

Phase 7 – Evaluation

During this phase the completed participative process will be evaluated to determine its efficacy from the perspective of participants.

Feedback received from the participative process will be analysed and a report produced on the findings. The complete process will be recorded using the documentation developed for that purpose

The Public Participation Strategy is supplemented with a toolkit to guide future publication participation processes. The toolkit is provided as an attachment to the Strategy.

7. EVALUATION

Public participation projects must be evaluated to determine their efficacy from the perspective of all stakeholders and to identify opportunities for process improvement.

The following elements have been identified as contributing to successful participation processes:

- Incorporation of public values into decisions
- Improvement in the quality of decisions is substantive
- Conflict among competing interests is resolved
- Trust in institutions is built and
- The public are educated and informed

Beierle and Cayford (2002)

A survey instrument has been developed (see Toolkit) for determining the overall quality of a discrete Public Participation Project and incorporates questions based on the elements identified previously. To identify the extent to which participants have been satisfied with the process, the survey also includes questions on presentation, content and coordination.

APPENDIX – COMMITTEES OF COUNCIL INVOLVING COMMUNITY MEMBERS

Committee Title	Purpose
The Conservation Advisory Committee	- To liaise with community groups and the general public to promote the importance of conservation and rehabilitation of bushland and the natural environment. - To provide technical and practical advice on Management Plans and implementation of conservation strategies within the City. - To promote the importance of conservation, biodiversity and the rehabilitation of bushland and the natural environment
The Joondalup Eisteddfod	- To encourage and assist development of the Eisteddford - To facilitate the day to day operations of the Eisteddfod - To assist the Coordinator of the organization, set up and operation of the Eisteddford - To promote artistic excellence - To improve the performance skills of participations - To provide opportunities for public performance
Seniors Interests Advisory Committee	- To oversee the strategic coordination of all seniors' issues across Council. - To provide advice to Council to ensure that concerns of seniors are adequately represented in the City's planning processes and the strategic directions being developed for older people across the City.
The Sustainability Advisory Committee	- To recommend to the City of Joondalup Council on policy, advice and appropriate courses of action which promote sustainability, which is (1) environmentally responsible, (2) socially sound and (3) economically viable. - To provide advice to Council on items referred to the committee from the City of Joondalup.

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