



## Building sustainable neighbourhoods

LIVEABILITY AND DIVERSITY FOR FUTURE GENERATIONS

# Stakeholder Strategy

Endorsed by Council: 19 April 2022

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LIVEABILITY AND DIVERSITY FOR FUTURE GENERATIONS



## Contents

1. Introduction.....	4
2. Project Background.....	5
3. Engagement Principles .....	11
4. Stakeholders .....	15
5. Level of Engagement.....	22
6. Engagement Objectives .....	24
7. Engagement Methods.....	25
8. Project Key Messages .....	28
9. Project Communications .....	30
10. Safe consultation practices.....	33
11. Evaluation and reporting.....	35

## 1. Introduction

*Building sustainable neighbourhoods: liveability and diversity for future generations* is a significant strategic planning project being delivered by the City of Joondalup, which will review the housing component of the Local Planning Strategy. The project forms part of a broader review of the City's local planning strategy.

Stakeholder and community engagement is a critical component of the project scope, and an important input to project deliverables.

### 1.1. Purpose of Report

This report establishes the framework for engaging with stakeholders for *building sustainable neighbourhoods*.

This strategy outlines the project approach to communicate with stakeholders who hold interest or potential interest in the project. The strategy identifies potential stakeholders, their interest levels and influence, and the key strategies for engaging with each stakeholder.

The principles, strategies, and level of engagement established in this strategy provides the context for individual community consultation plans which will be prepared to guide community consultation associated with particular project phases.



## 2. Project Background

The *Planning and Development Act 2005* requires all local governments to maintain a local planning scheme, including regular five-yearly review of the scheme.

Commencing a review of the City’s Local Planning Strategy was scheduled for the 2022/23 financial year. At its May 2021 meeting, Council agreed to bring forward the review of the housing component of the Local Planning Strategy to 2021/22 in response to ongoing, expressed community concern regarding the impacts of infill housing.

The project follows a number of preceding projects, community consultations, and decisions with respect to housing and infill in the City of Joondalup, as listed in the timeline below.

### Timeline of consultations and decisions

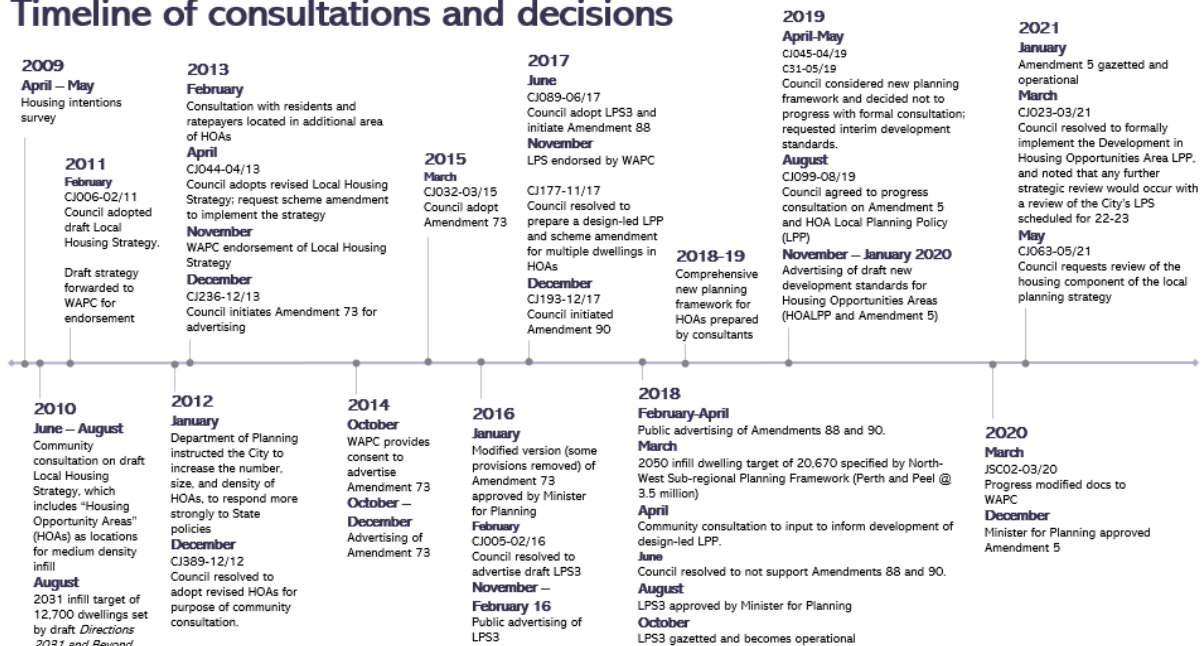


Figure 1 - Timeline of consultations and decisions regarding housing policy in the City of Joondalup

Previous projects and consultation, resulting in the City’s most recent design policy for infill development, have not alleviated enduring community concerns that the current planning framework is under-delivering liveability outcomes for the community. Ongoing community advocacy around these issues has led to the need for the project to be undertaken ahead of schedule, and is a key contextual influence for the project.

## 2.1. Project scope

All processes associated with preparing, reviewing, and amending local planning schemes and strategies are specified in the *Planning and Development (Local Planning Schemes) Regulations 2015*. To align the requested review of the City’s housing component of the local planning strategy with available regulated pathways, the project will undertake a review of the local planning scheme in accordance with Part 6, Division 1 of the Regulations.

The overall project will review the City of Joondalup Local Planning Strategy and Local Planning Scheme No. 3. This will involve two sub-projects: a “housing review” and an “other matters review”, as inputs to the key statutory deliverable of a Report of Review as shown in the pathway diagram in Figure 2.

### *Planning and Development (Local Planning Schemes) Regulations 2015* Part 6, Division 1 – Review of local planning scheme

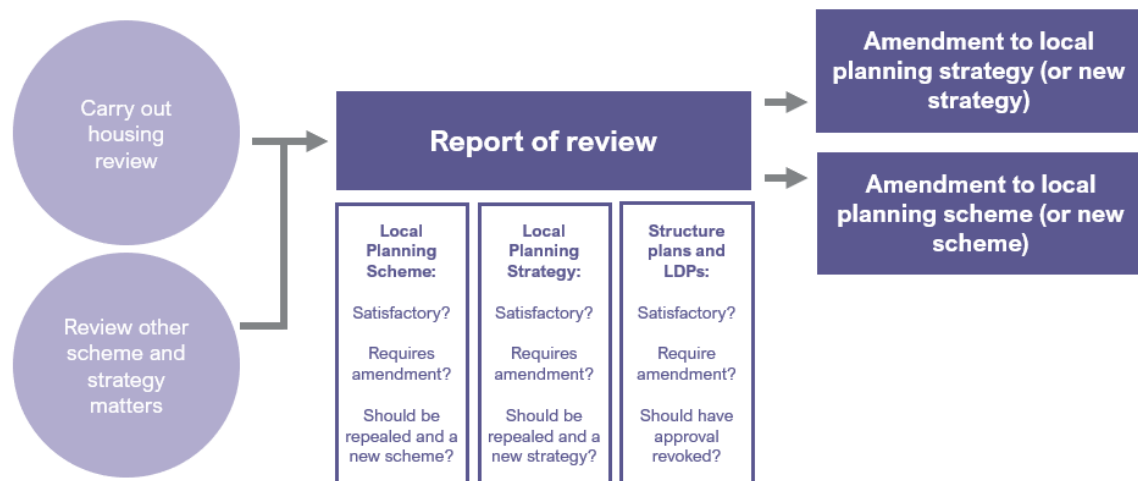


Figure 2: Statutory Pathway

This Stakeholder Strategy relates to the “housing review” sub-project, which is the *building sustainable neighbourhoods* project.

*Building sustainable neighbourhoods* will be a comprehensive review of housing and density issues across the entire City of Joondalup. The scope of the review will include all housing and accommodation matters for the City, not just infill. The first phase will include community consultation to confirm the issues to be investigated in the review, and will inform the scope of works, including technical studies, carried out in subsequent project phases.

The scope of *building sustainable neighbourhoods* will be confirmed following delivery of the first phase (Problem Definition and Scoping), which will confirm the issues for the remaining project phases to examine and respond to. The anticipated project phases are shown in Figure 3.

## Project phases

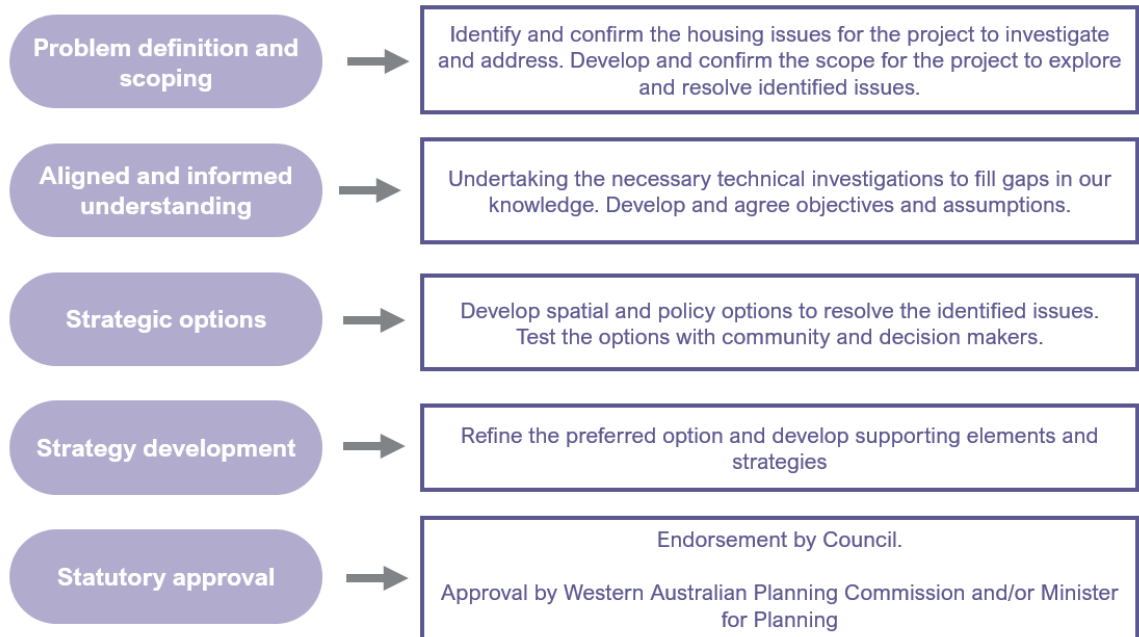


Figure 3 - Anticipated Project Phases

The “other matters review” will be a minor review of non-housing matters within the City’s local planning strategy and scheme, identifying where policy change or newly available information would influence planning objectives, strategies, and actions in relation to:

- Joondalup City Centre
- Commercial Centres
- Transport
- Employment
- Heritage
- Public open space
- Environment

The current scheme and strategy are fairly contemporary and, beyond the housing element, are unlikely to be out of date, therefore the “other matters review” will be restricted to changes in state policy. Stakeholder and community consultation associated with the other matters review will be subject to separate community consultation plans targeted to the stakeholders identified for those themes.

## 2.2. Previous consultation

There have been several major consultation processes over the last 10 years with respect to infill in the City of Joondalup, in addition to statutory consultation associated with the local planning strategy and scheme which were progressed separately. These are shown

by the timeline in Figure 1. The scale and frequency of previous consultation presents risk of consultation fatigue and frustration which must be considered in the development of successful and authentic consultation as part of *building sustainable neighbourhoods*.

Meta-analysis of previous consultation has analysed levels of engagement in previous consultation phases. The number of stakeholders participating and the recorded response rate of consultation activities are shown in the graphs below. Previous consultation phases have largely utilised self-selection sampling and has observed declining participation and, with the exception of a single consultation associated with a scheme amendment within Duncraig, low response rates. This suggests that previous consultation outcomes have been effective at eliciting the concerns and aspirations of the most engaged stakeholders, however there are likely to be groups within the community and local development industry who have been under-represented in consultation outcomes.

The City has received feedback from community members indicating dissatisfaction with previous consultation processes, in particular where consultation was highly targeted and was not viewed as providing sufficient opportunity for all affected community members to participate.

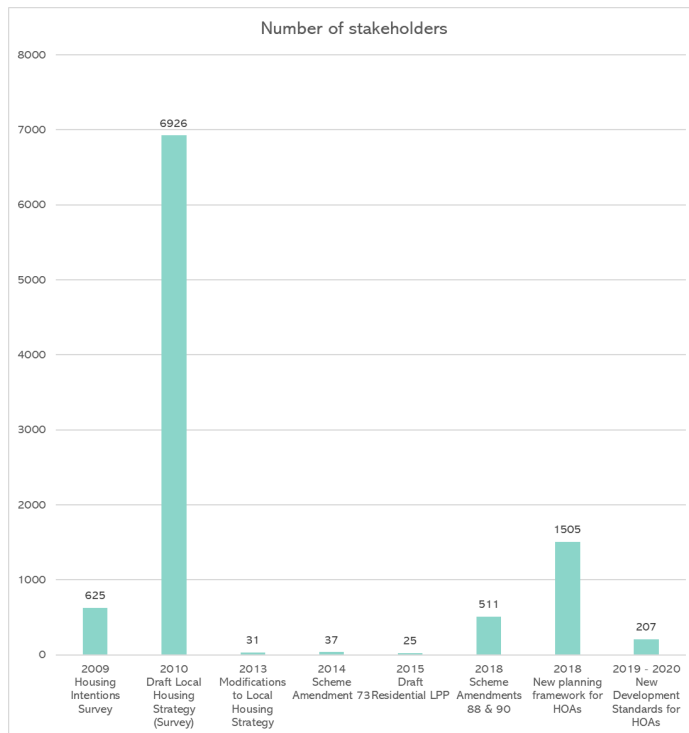


Figure 4 - stakeholder participation in previous housing consultations



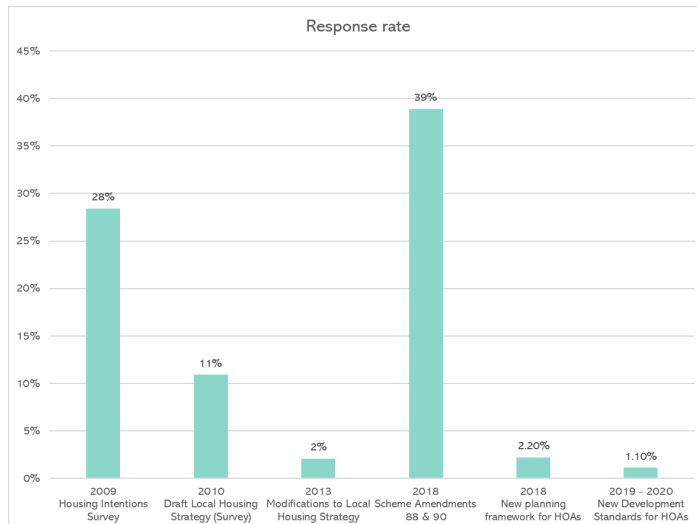


Figure 5 - response rates in previous housing consultations

### 2.3. Non-negotiables and project givens

The significant influence of state policy and planning legislation, which can limit the extent to which community feedback can be acted upon in decision-making, presents a key challenge for community consultation. Council is not the final decision maker, and State Government, through the Western Australian Planning Commission and the Minister for Planning, has the ability to instruct modifications to local planning schemes and strategies to align with state and regional planning frameworks. This limits the ability of Council to seek feedback of the community on some matters that the community cannot influence. As a result, community engagement associated with *building sustainable neighbourhoods* will be influenced by non-negotiables and project givens.

It is important to identify the “givens” or “non-negotiables” early on as this will assist in managing the future expectations of all stakeholders in the project, understanding the influence that stakeholder groups have, and facilitating an authentic engagement process in line with that level of influence.

Articulation of project givens and non-negotiables are also a critical component of key messages for the project to ensure stakeholders are properly informed.

Project “givens” or “non-negotiables” should be reasonable and should not be unachievable. The reasonable “givens” and “non-negotiables” for the project are:

- The City of Joondalup needs to produce a local planning strategy that shows how the City can enable achievement of the housing targets set for us by the State Government.
- The strategy developed by this project will need to demonstrate how it aligns with State Government policy with respect to allocation and distribution of density.

- Consultation processes and methods must be robust, defensible, and clear - and that they give us the best chance of engaging with and hearing from a representative cross-section of the broader Joondalup community (including young people).
- The strategy needs to take account of the greater good of the Joondalup community – now and into the future, meeting the housing needs of a diverse and changing community. It cannot be tailored to respond only to the most engaged residents.
- The review will not be restricted to the current Housing Opportunity Area boundaries, and will review density and housing across the entirety of the City of Joondalup.

Authentic consultation requires acknowledgement and communication on project aspects that participants may not be able to influence. When these influences are known, acknowledged and understood, the engagement approaches and participants are able to focus attention on things that can be influenced, therefore facilitating greater overall contribution to project outcomes. For example, as listed above, there is a State requirement for infill housing within the City of Joondalup and how that infill is achieved must be approved by the State, therefore consistent with State policy. Once that influence is acknowledged, engagement can focus on how infill consistent with State policy might be achieved, and explore the community's preferences of various, compliant infill models.

## 3. Engagement Principles

This stakeholder strategy is informed and underpinned by a series of engagement principles, established through policy, industry accepted practice, and particular project needs. These principles provide the context for the objectives, level, and engagement activities included in this strategy.

### 3.1. City of Joondalup Community Consultation Policy

The City of Joondalup's policy for community consultation outlines the City's commitment to effective, transparent and accessible community consultation to inform decision-making.

The policy principles are:

- a. The City will identify stakeholders by considering any persons, groups or organisations that could be affected by, or are interested in, the matter under consideration.
- b. The City will identify and implement the most appropriate methodology to both meet the needs of stakeholders and to best inform the City's decision-making processes. Methods of engagement could include questionnaires, meetings, focus groups, interviews, forums or workshops, amongst others.
- c. The City will ensure that the timing and duration of consultation activities has due regard for conflicting priorities such as public holidays, school holidays, Council elections and/or other consultation activities.
- d. The City will endeavour to make appropriate background information and contextual material available to consultation participants to support understanding of the relevant legal, statutory, strategic and/or local context.
- e. The City will employ sound social research and data collection methods and will adhere to professional, ethical standards and codes of practice for the analysis and reporting of consultation outcomes.
- f. The City will ensure that consultation outcomes are shared with the community where appropriate.

### 3.2. City of Joondalup Planning Consultation Local Planning Policy

This local planning policy applies to all community consultation activities in the City of Joondalup related to planning proposals; the outcome of the project will include a scheme amendment(s) which reflect a strategic planning proposal in line with that policy.

The policy principles to ensure consultation practices are effective, transparent and accessible are:

#### 5.1.1.Stakeholders:

- a. The City will identify stakeholders for consultation activities based on the following:
  - The consultation requirements of the R-Codes.
  - Scale and scope of the planning proposal.
  - Location and proximity to the property in question.
  - Potential impact of the planning proposal on local amenity, such as vehicle movements, streetscapes and landscaping.
- b. Stakeholders will include landowners and occupiers of residential properties.

#### 5.1.2.Methodology:

- a. The City will ensure consultation activities are communicated to stakeholders in accordance with the communication methods listed in Tables 1–3.
- b. Unless stated otherwise, the City will only accept feedback on planning proposals in writing, either electronically or in hard-copy.

#### 5.1.3.Timing and Duration:

- a. While the City will endeavour to avoid consultation over extended holiday periods, the timing of consultation activities may be prescribed under legislation depending on the type of planning proposal. Where the timing is set to occur over the Easter or Christmas public holidays, the City will extend the duration of the consultation by seven days, where legislative timeframes can still be met.
- b. The City will ensure that the duration of consultation activities is planned in accordance with those listed in Tables 1–3.

#### 5.1.4.Supporting and Technical Material:

In addition to any development plans required as part of a planning proposal, the City will ensure appropriate supporting and technical material is made available to consultation participants for the duration of the consultation period to support understanding of the planning proposal. These materials may include transport studies, environmental and acoustic reports, the applicant's planning justification, and similar.

#### 5.1.5.Consultation Outcomes:

- a. The City will make a summary of the consultation outcomes available to the applicant of a planning proposal on request.
- b. The City will ensure consultation participants can register their details and 'optin' to receive information about the progress of a planning proposal. Information may

be provided on the following, as relevant:

- Dates of Council Meetings and meetings of the Joint Development Assessment Panel.
- Initiation of State Administrative Tribunal applications.
- Any additional community consultation required.
- Final outcome/decision.

*Note – consultation activities referred to include in Tables 1-3 include duration of advertising planning proposals and the communication methods associated with advertising.*

### **3.3. International Association for Public Participation (IAP2) Principles**

In addition to the City's policies, this strategy has been prepared to align with the International Association for Public Participation (IAP2) engagement principles set out in the IAP2 Code of Conduct.

The IAP2 principles and engagement spectrum (described later) provide a framework for identifying the appropriate level of engagement based on the level of involvement and decision-making abilities of the stakeholders on the project.

These principles are - Public Participation:

- is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
- includes the promise that the public's contribution will influence the decision.
- promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
- seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
- seeks input from participants in designing how they participate.
- provides participants with the information they need to participate in a meaningful way.
- communicates to participants how their input affected the decision.

## 3.4. Project specific engagement principles

In addition to the broader policy principles from policy and practice, which are largely based on consultation to inform a decision-point, the engagement framework established in this stakeholder strategy includes principles that recognise how *building sustainable neighbourhoods* can benefit from engagement of community and stakeholders. These additional principles are for the project to:

- Inform the community about the project and decisions made
- Be informed by a representative range of stakeholders
- Provide opportunities for authentic and meaningful participation in the project

## 4. Stakeholders

The following analysis identifies those stakeholders who are potentially affected or interested in *building sustainable neighbourhoods*, considers their current level of interest and influence, and identifies key strategies to facilitate their engagement in the project, in line with the consultation principles.

### 4.1. Stakeholder identification

Identified stakeholder groups for *building sustainable neighbourhoods* are shown in Figure 5, and described in the following section.

Initial consultation to identify housing issues in Phase 1 of the project will further explore and consider the impact and interest of stakeholder groups, and the stakeholder analysis will be reviewed and updated accordingly.

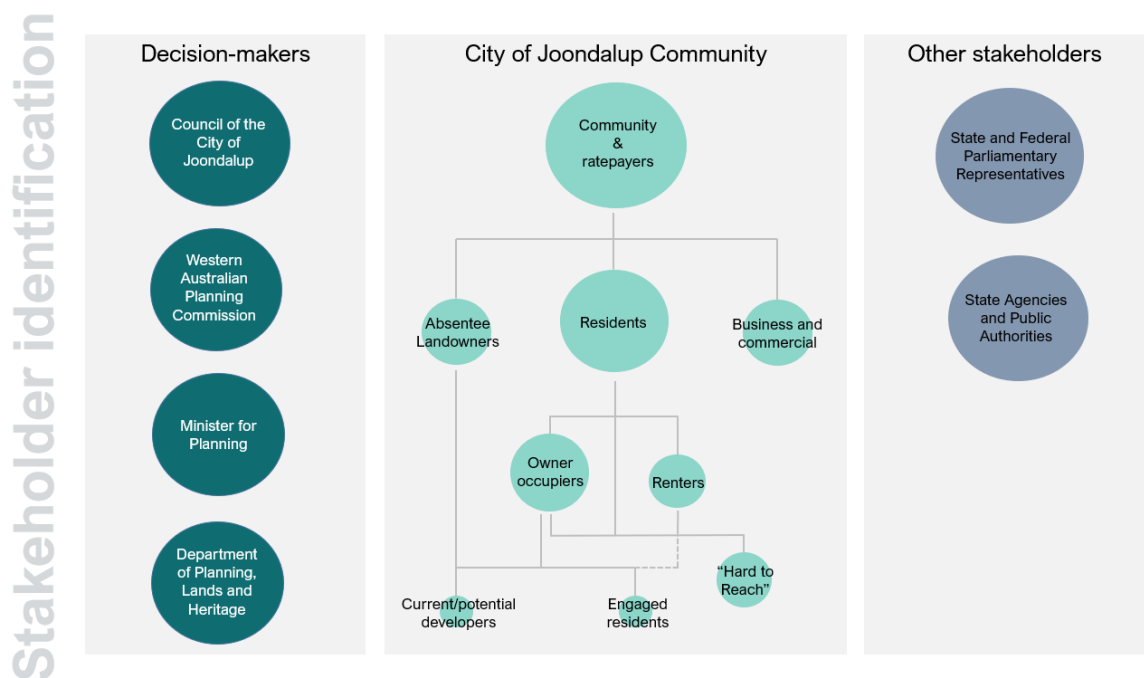


Figure 6 - Stakeholder Identification

#### Statutory decision-makers

The implementation of *building sustainable neighbourhoods* will be via the City's local planning strategy and scheme. All processes associated with preparing, reviewing, and amending local planning schemes and strategies are specified in the *Planning and Development (Local Planning Schemes) Regulations 2015*. As a statutory process, the decision-makers are prescribed within the Regulations.

## **Council of the City of Joondalup**

Council is required to endorse statutory documents associated with the review prior to their submission to the Western Australian Planning Commission and/or Minister for Planning for final approval. Whilst a statutory decision-maker, Council is not the final decision maker. In addition, planning documents must comply with state and regional planning policies and strategies, therefore Council's influence and decisions are framed by compliance with state requirements.

## **Western Australian Planning Commission**

The WAPC are a statutory authority for planning in Western Australia. The WAPC has state-wide responsibility for urban, rural, and regional strategic and statutory land use planning and land development.

The WAPC's responsibilities include, but are not limited to:

- Advising the Minister for Planning on local planning schemes and
- Approving local planning strategies

The responsibilities above extend to directing changes to documents that are endorsed by Council.

## **Minister for Planning**

The Minister for Planning has portfolio responsibility for the Department of Planning, Lands and Heritage and the Western Australian Planning Commission. The *Planning and Development (Local Planning Schemes) Regulations 2015* require the Minister's approval of local planning schemes and strategies. The Minister also has the power to put in place

The Minister also has the power to direct modifications to a draft local planning scheme or amendment. The Planning and Development Act 2005 gives the Minister the power to order a local government to adopt a scheme or an amendment.

## **Department of Planning, Lands and Heritage**

The Department of Planning, Lands and Heritage provides professional and technical expertise, administrative services and corporate resources to the WAPC. Some WAPC functions such as decisions on subdivision and development applications are also delegated to the Department. Officers of the DPLH are required to assess local planning strategies and schemes against state planning policy and regional strategies, and provide recommendations to the WAPC on their compliance with state requirements.



## Community and ratepayers

Previous consultation outcomes have indicated declining engagement across the community in previous consultations regarding housing. This reflects varied levels of interest in the subject across the community, therefore this stakeholder group has been further broken down to identify the critical stakeholder groups to be engaged in the project to achieve the principle of representative engagement outcomes.

Figure 5 illustrates how identified stakeholder groups within community and ratepayers are subsets of larger community stakeholder groupings; there is likely to be some overlap between the suggested stakeholder groups as individual community members will have multiple interests in the project.

### Engaged residents

Engaged residents are those individuals who are currently engaged with the project and the City's consultation process; including those who have registered interest on a project-specific database and/or the City's Community Engagement Network therefore have an existing awareness of the project, and through existing contact can be directly invited to participate. Engaged residents are also represented by community organisations including progress and ratepayer associations.

Engaged residents are directly impacted by the project, in particular with respect to how the City's planning framework delivers their desired amenity, enjoyment and liveability of where they live, and the suitability of housing supply to meet their needs.

Local, engaged residents that may wish to develop their property are considered as part of the "current/potential developers" stakeholder group.

### Current/potential developers

Current and potential developers can include both absentee owners and residents, reflecting that some ratepayers have purchased property in the City for the purpose of development, and some residents may have aspirations to develop their properties in the short, medium or long term future.

Current and potential developers includes development companies and private individuals.

Current engagement for this stakeholder group is mixed; some local developers are and have been previously engaged, however some local residents with development intentions, in particular those outside existing Housing Opportunity Areas which have been the focus of more recent consultations, may not be aware and would require targeted communications and awareness.

Current and potential developers are directly impacted by the project as changes to the local planning framework may impact on the financial viability and anticipated return on investments made into local property. This includes reduction or increase in yield as a

result of density change, or where policy change affects the form and cost of development at certain densities.

### Renters

Renters are residents that do not own the residential property in which they live.

Renters within the City are directly impacted by the project, in particular with respect to how the City's planning framework delivers their desired amenity, enjoyment and liveability of where they live, and the suitability of housing supply to meet their needs now and in the future. Particular areas of interest and impact for people renting within the City include:

- Affordability of rental options
- Security of rental properties, for example loss of tenancies if a house is redeveloped
- Affordable housing and available housing supply for those looking to purchase property in the local area

### Owner occupiers

Owner occupiers are residents that own the residential property in which they live, within the City of Joondalup.

Owner occupiers are directly impacted by the project, in particular with respect to how the City's planning framework delivers their desired amenity, enjoyment and liveability of where they live, and the suitability of housing supply to meet their needs.

Previous consultation results indicate that a low proportion of owner-occupiers in the City of Joondalup have engaged in consultation on matters of housing.

### Absentee owners

Absentee owners are ratepayers who reside outside of the City. This stakeholder group includes investors in residential properties in the City. This group may also overlap with local residents who live locally, but also own a local investment property.

Absentee owners that may wish to develop their property are considered as part of the "current/potential developers" stakeholder group.

Absentee owners are directly impacted by the project as changes to the local planning framework may impact on the anticipated return on investments made into local property.

### "Hard to reach"

Some demographics experience specific barriers to engaging in the City's projects and consultation processes, and targeted consultation approaches are required to provide confidence that their particular needs and aspirations are captured. Previous consultation

processes have not elicited feedback from these groups, therefore their perceptions around housing issues are unknown. These groups include:

- Young people
- Culturally and linguistically diverse
- People experiencing or at risk of homelessness
- Aged and elderly residents
- People with disabilities

People within these stakeholder groups are directly impacted by the housing review, in particular regarding the suitability of housing to meet their current and future needs. As members of the community, they are also directly impacted with respect to how the City's planning framework delivers their desired amenity, enjoyment and liveability of where they live.

### Other stakeholders

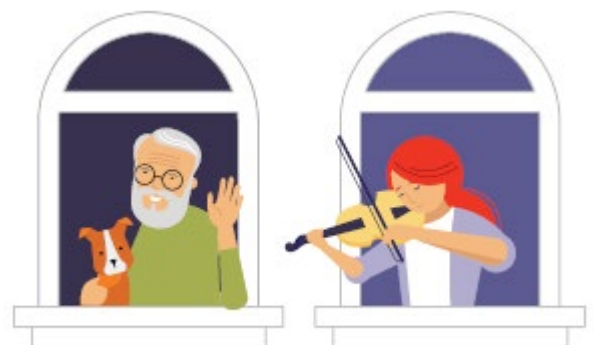
#### State and Federal Parliamentary Representatives

State and Federal Parliamentary Representatives are advocates for their constituents. Whilst these representatives may not have a direct role in approving aspects of the local planning framework, these stakeholders can advocate to parliamentary colleagues on behalf of the local community, and have interest in the project where it impacts on their constituents.

#### Infrastructure agencies and authorities

Infrastructure agencies and authorities have a responsibility to service the community, including the provision of infrastructure for the City's residential areas. Changes in density and infill development influence the infrastructure and servicing programs of these authorities to ensure that infrastructure capacity meets the needs of the community. These agencies and authorities include:

- Main Roads Western Australia
- Public Transport Authority
- Water Corporation
- Western Power
- Telecommunications providers



## 4.2. Stakeholder analysis

Figure 6 illustrates an influence-interest matrix which facilitates the mapping and analysis of stakeholders. Stakeholder mapping establishes the key project and engagement strategy for each identified stakeholder group based on their interest and influence in the project. These strategies provide context for the level of engagement for *building sustainable neighbourhoods* and specific consultation techniques recommended by this Stakeholder Strategy and individual phase consultation plans.



Figure 7 - Stakeholder Influence-Interest Matrix

Each identified stakeholder group has been mapped based on their level of interest and influence to identify the key strategy to facilitate their involvement in *building sustainable neighbourhoods*; this is presented in Figure 7.

The level of “interest” considers to what extent a particular stakeholder group is impacted by the project and to what extent the stakeholder group is currently engaged on housing and development issues. As illustrated in Figure 7, this analysis identifies that the overall interest of several groups of highly impacted community stakeholders is artificially lowered by current lack of engagement. A key strategy is to increase engagement of these groups so that all impacted residents are captured by the project as “significant” stakeholders.

# Building sustainable neighbourhoods

LIVEABILITY AND DIVERSITY FOR FUTURE GENERATIONS

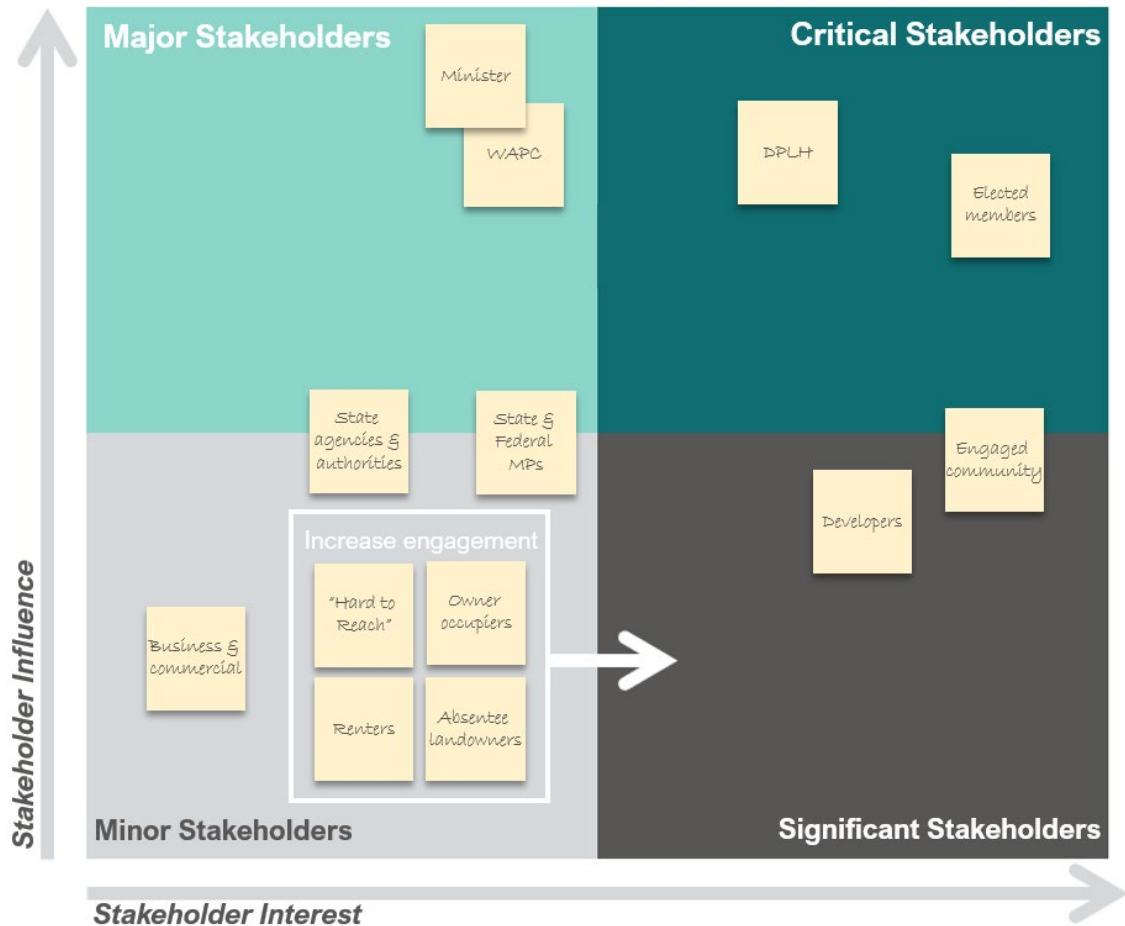


Figure 8 - Stakeholder Mapping


## 5. Level of Engagement

IAP2 has developed a framework that defines the level of public participation in a spectrum that begins with Inform and Consult and moves to Involve, Collaborate and Empower (see Figure 2). In the IAP2 spectrum, the further to the right of the spectrum, the greater the ability of the public to influence or impact decision-making.

### IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION 					
	<b>INFORM</b>	<b>CONSULT</b>	<b>INVOLVE</b>	<b>COLLABORATE</b>	<b>EMPOWER</b>
<b>PUBLIC PARTICIPATION GOAL</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
<b>PROMISE TO THE PUBLIC</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Figure 9: IAP2 Spectrum of Public Participation

The level of engagement will vary over the course of the project. Some project aspects can be influenced by participants therefore permitting a greater level of engagement. Conversely, the level of engagement will be framed by non-negotiable elements that participants cannot influence, in particular matters of state government planning processes and policy requirements.

The stakeholder strategy attempts to provide opportunities for the engagement process to achieve a minimum level of “Consult” for the project, whilst identifying opportunities to reach the level of “Involve” for those parts of the project where a greater level of engagement can authentically be offered.

An engagement level of “Inform” will be relevant to project aspects influenced by external decision-makers and state directions, and will endure across the entirety of the project, and not be restricted to identified consultation phases.

In line with the varying levels of engagement relevant to this project the Public Participation Goals for the project are to:

- At all times, provide the community with balanced, objective, and accessible information to assist them in understanding housing issues in the City of Joondalup, the external and non-negotiable influences on the City's planning framework regarding housing, the options being considered by decision-makers, and the rationale for decisions made regarding future housing and infill.
- To obtain data from the community to inform analysis and development of options, and to obtain public feedback on options for future housing and infill.
- To identify parts of the project that can be authentically influenced by community participation, where increased participation would not be unreasonably limited by external and non-negotiable influences, and, for those project aspects, to work directly with the community to ensure that public concerns and aspirations are understood and considered.

The associated Promise to the Public are:

- We will keep you informed about the project, including the status of the project, decisions made by local and state decision makers, and the external and non-negotiable influences on the City's Local Planning Strategy.
- When making decisions on options, we will inform you of the options available, listen to and acknowledge community concerns and aspirations, and provide feedback on how public feedback influenced recommendations and the decision. We will listen to your concerns and acknowledge them, even if we cannot act on them as a result of external and non-negotiable influences.
- We will identify parts of the project where we can work with you to ensure that your concerns and aspirations are directly reflected in the alternatives and options developed and provide feedback on how public input influenced the decision. Where we cannot provide that opportunity, we will inform you about what external and non-negotiable influences limit the extent of involvement we can offer.

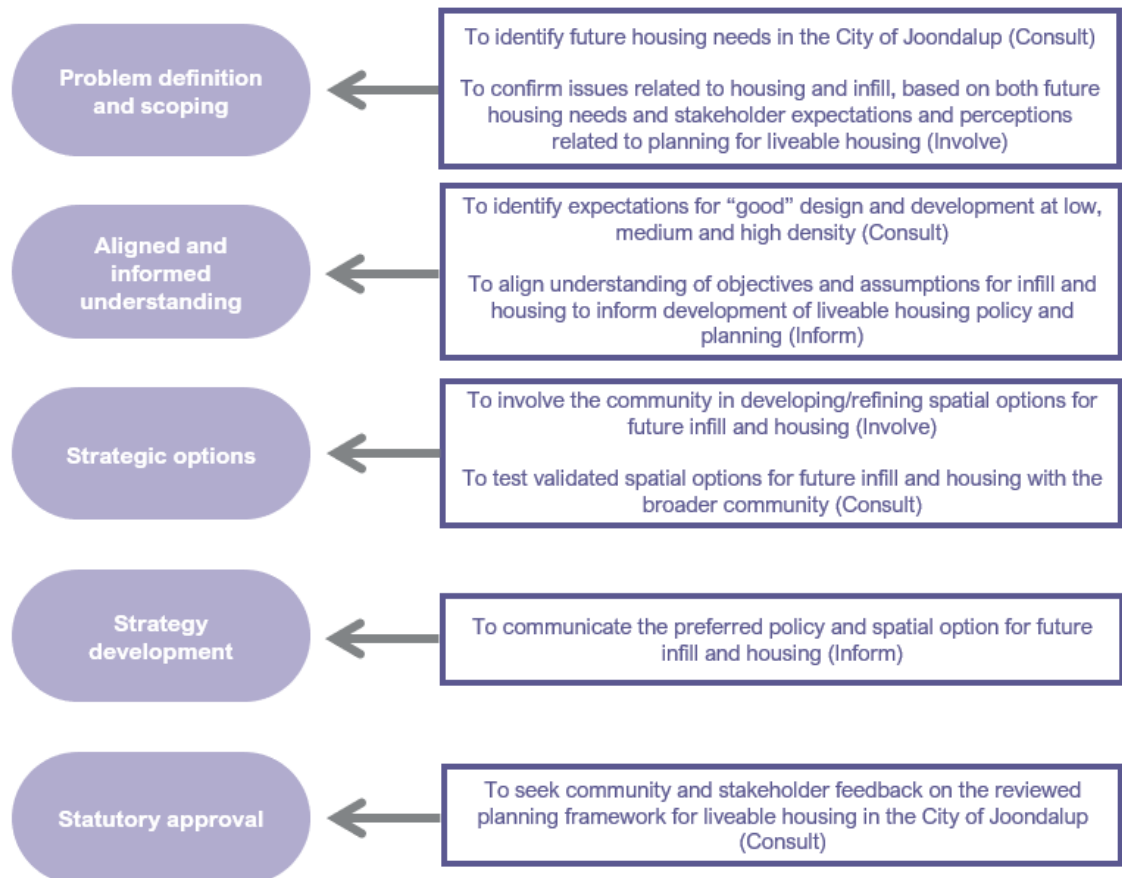
The engagement objectives and techniques included in actions plans for each phase of engagement will align with the defined level of engagement for that phase, therefore providing an authentic commitment to participants regarding the extent to which they can influence a particular part of the project.

## 6. Engagement Objectives

A detailed consultation plan will be prepared for engagement associated with each project phase, informed by the principles and level of engagement established in this strategy.

The engagement objectives for each project phase will be confirmed in the development of the action plan for each engagement phase; nominal engagement objectives and anticipated level of engagement for each project phase are:

### Consultation objectives



Engagement objectives are subject to confirmation following the first phase of consultation (Project definition and scoping) after which the scope of works for the overall project will be developed and the engagement objectives can be confirmed.



## 7. Engagement Methods

Engagement methods for each phase of consultation for *building sustainable neighbourhoods* will be identified in specific community consultation plans, considering the purpose and level of engagement for that phase.

The table below describes and considers the suitability of various engagement methods against the consultation principles set out in this document. This will be considered in selecting the most appropriate tools in community consultation plans. Consultation plans may also consider methods in addition to those described below.

Method	Description	Suitability
Briefings/ information sessions	Presentations and discussions with community or stakeholder groups. Can vary widely from informing to gathering feedback, ideas or options.	Suitable for sharing information in a manner that allows participants to question and discuss it to develop a better understanding.  Does not elicit validated, quantifiable data therefore is limited to informing stakeholders or seeking qualitative feedback and perspectives.
Community reference / Advisory / Liaison groups	A structured group of community or stakeholder representatives that meet regularly to operate under a Terms of Reference. Can vary from members providing their own feedback or ideas, to members acting as a conduit between the broader community and organisation.	Not suitable; participation is limited to a small group and would exclude opportunity for participation by all engaged community members, and limit the ability of the project to also hear from currently unengaged stakeholder groups.
Focus group	A small group discussion hosted by a facilitator about a focused topic. Designed to allow for an open discussion that is guided by a series of questions, but which may follow the flow of participant's discussions.	Where recruited through stratified random sampling, this technique provides confidence results are less influenced by self-select bias.  Where openly recruited, this technique provides opportunity for involvement by engaged community members. Whilst influenced by self-select bias, results can be considered alongside results from randomised sampling to account for self-select bias.  Focus groups allow for participants to review, understand, and utilise information as part of providing feedback, therefore feedback is informed and meaningful.  A limitation is comparatively smaller, overall sample size compared to survey techniques.  Recommended for project, with recruitment by both randomised and self-select sampling.
Interviews	A one-on-one conversation about a specific topic or issue. Usually conducted in	Data is not quantifiable, therefore use should be limited to qualitative feedback.  Suitable for hard to reach stakeholder groups

Method	Description	Suitability
	person, but may be done over the phone in specific situations	to elicit specific feedback who may not join open consultation activities.
Social media – Facebook	Most commonly used social networking site where you can post comments, photos and videos, which can be seen and shared by either friends or the public. Used to reach broader audience, have online discussions, and monitor and respond to community ideas or concerns.	Typically those following the City on Facebook are already engaged. Does not elicit validated, quantifiable data therefore is limited to qualitative feedback and perspectives. Posts are subject to being shared without context, and conversation may happen on other sites where the City cannot access or consider the feedback. Avoid for feedback, but may be appropriate to use as part of communications.
Surveys	A series of questions provided to a sample which may be a representative sample or a self-selected sample.	<b>Generally</b> The technique does not provide participants with the information they need to participate in a meaningful way – if the survey seeks feedback on options, participants must self-review information provided which does not facilitate or encourage questioning and clarification on options before responding. This technique should be used with care and is most appropriate for seeking data regarding general perspectives rather than seeking feedback on technical matters and options which requires a greater level of information provided to participants. <b>Online (self-selected sample)</b> Previous engagement levels for this technique have resulted in low engagement numbers (2% response rate in 2018). Avoid as results can be influenced by self-select bias with limited confidence regarding the representative nature of results. <b>Telephone (random sampling)</b> Provides representative, quantitative data, in particular when including quotas to collect data from typically under-represented groups.
Voting	Voting on a series of options. Need to be clear about the voting procedures, criteria and whether the voting results will form a decision, recommendation or insight.	Requires participants to have a reasonable understanding of the implications of the options upon which they are voting. As part of other activities, for example focus groups, this method may be valuable to indicate community preferences, although sample size may be too small for results to provide confidence. The delivery/recruitment method is critical to ensure representative results.
Workshops	Participants work in small groups through a structured method to explore specific,	Require considerable investment by participants, therefore attendance can be low. The open nature of workshops enables

Method	Description	Suitability
	complex issues or develop potential solutions and alternatives	participants to hear the wide range of views on a subject. Those attending a workshop expect to be contributing to a project, therefore this technique is recommended for aspects stakeholders can be involved in, not for seeking feedback or perceptions.
Listening posts	“Pop up” information and engagement stands, where community members can obtain information about a project and supports informal discussions with community or stakeholder groups. Can vary widely from informing to gathering feedback, ideas or options.	Allows for information sharing about the project. Opportunity to use to recruit to representative engagement methods, when located in areas frequented by community. Does not elicit validated, quantifiable data therefore is limited to qualitative feedback and perspectives.
Digital engagement platforms	Can include dedicated websites for an engagement project, a central hub for all engagement activities, or a specific page on the website. Include highly interactive digital tools where the community can comment, upload their own content, or jointly create.	Recommended where in-person engagement cannot be undertaken, though should be augmented by other techniques as it is not suitable for stakeholders who lack proficiency in technology and digital communications tools.
Public advertising	Release of documents, inviting written feedback by stakeholders.  This is a statutory requirement for planning proposals	Recommended where required by legislation. To assist stakeholders, public information regarding how to write an effective submission should be developed, in addition to listening posts to clarify the understanding of participants to assist them in understanding the subject matter to support their provision of written feedback.  Based on feedback from previous consultations, questionnaires that include questions as a structure for providing written feedback should be avoided for this project; this is a qualitative feedback method and feedback should be collected and analysed as such.

## 8. Project Key Messages

Key messages will be used throughout the project to help the community to understand project stages, their inputs and the desired outcomes. Specific key messages associated with individual engagement phases will be included within the relevant action plan for that phase.

Project-enduring key messages include:

### Project information:

- The City of Joondalup is undertaking a review of its Local Planning Strategy, which informs the Local Planning Scheme.
- The housing component of the City's Local Planning Strategy provides a strategic planning framework for meeting the City's future housing needs, including where different housing densities and typologies should be located within the City.
- *Building sustainable neighbourhoods* is a strategic project that will undertake a comprehensive review of the housing component of the City's Local Planning Strategy.
- *Building sustainable neighbourhoods* will not be limited to the City's current Housing Opportunity Areas. Housing issues and residential density will be reviewed across all residential areas and precincts of the City.

### Non-negotiables:

- The state government has set housing infill targets for all Local Governments in Perth and Peel. Central to the current review of City's Local Planning Strategy is the need for the City to meet state government targets whilst responding to community expectations for built form outcomes in their neighbourhoods.
- The reviewed Local Planning Strategy, including any required amendments to the Local Planning Scheme, will be subject to review and approval by the Western Australian Planning Commission and Minister for Planning. The recommendations developed by *building sustainable neighbourhoods* will need to demonstrate how it aligns with State Government policy with respect to allocation and distribution of density.
- Meeting housing targets and state policy are not the only considerations in reviewing infill and density. The strategy needs to take account of the greater good for the Joondalup community – now and into the future, meeting the housing needs of a diverse and changing community. This includes considering issues of housing affordability and diversity, and a full housing supply and demand analysis will be undertaken to understand the housing our community needs alongside infill targets

set by the state.

- *Building sustainable neighbourhoods* will undertake technical studies and investigations to provide all information necessary to fully understand the housing issues and to inform allocation of density and infill in line with state planning policy.

## **Stakeholder engagement:**

- Engaging with the community is a key part of *building sustainable neighbourhoods*. Ongoing engagement with community and stakeholders will be a part of every project stage.
- Consultation processes will focus on engaging with and hearing from a representative cross-section of the broader Joondalup community (including young people) so that all community aspirations can be considered by the project.
- The City will keep the community informed about the project, including the status of the project, decisions made by local and state decision makers, and the external and non-negotiable influences on the City's Local Planning Strategy. Where the state directs the City to modify any aspects of the strategy developed by the project, this will be communicated to the community.
- When making recommendations or decisions on options, the City will seek feedback from the community to inform those decisions. The City will inform stakeholders of the options available, listen to and acknowledge community concerns and aspirations, and provide feedback on how public feedback influenced recommendations and the decision. The City will listen to and acknowledge concerns, even if they cannot be act upon as a result of external and non-negotiable influences.
- The City will identify opportunities in the project where the community can directly work with the project team and contribute to developing options or alternatives, to ensure that concerns and aspirations are directly reflected in the options developed and considered. The City will provide feedback on how community involvement influenced the options developed. Where we cannot provide opportunity for full involvement, we will inform you about what external and non-negotiable influences limit the extent of involvement we can offer, and consult on options before making decisions.

*Key messages will be subject to regular review, with additional messages developed as required, reflecting issues identified through overall engagement and project delivery*

## 9. Project Communications

In accordance with the “Inform” level of engagement to endure throughout the housing review, not limited to engagement phases, the project will include ongoing communications and maintain an open dialogue with community and stakeholders.

Communications associated with individual phases of active engagement are included within the relevant action plan for that phase. The following addresses the communications that will occur outside of active engagement phases.

### 9.1. Communication Objectives

The objectives of ongoing, project communications are to:

- Raise awareness of *building sustainable neighbourhoods* across the community and stakeholder groups
- Reach unengaged stakeholder groups to promote wider participation in *building sustainable neighbourhoods* and engagement phases
- Provide the community with balanced, objective, and accessible information regarding *building sustainable neighbourhoods*
- Mitigate risk of misinterpretation and misinformation amongst stakeholders

### 9.2. Communications Methods

The communication methods listed in the following table facilitate two-way communication between the City and stakeholders throughout the project, ensuring that stakeholders have ongoing access to City officers to clarify and test information they receive from formal or external sources.



Communication Method	Timing	Stakeholder Groups
Project webpage	Initial establishment on project commencement Monthly review and update of project status	Engaged Stakeholders
City News (sent to all letterboxes quarterly)	As identified in community consultation plans, if required for notification to all residents of individual consultation stages and timing of publications aligns with consultation stages.	All residents and ratepayers
Project Flyer Drop	As identified in community consultation plans, if required for notification to all residents of individual consultation stages. Recommended for use in first phase consultation to reach unengaged stakeholders.	All residents
E-newsletters with targeted content for theme	Initial post on project commencement, encouraging subscription to project stakeholder database As identified in community consultation plans	Engaged Stakeholders Some opportunity to target other groups.
Email updates to stakeholder database	Initial project introduction on project commencement Bi-monthly As identified in community consultation plans	Engaged Stakeholders
City of Joondalup social media updates with project infographic image	Initial post on project commencement, encouraging subscription to project stakeholder database Bi-monthly As identified in community consultation plans	Engaged Stakeholders

Communication Method	Timing	Stakeholder Groups
Informal project drop-ins - Project Team working from community locations (e.g. libraries) available to residents at their convenience	Fortnightly (as social distancing allows)	Engaged Stakeholders
Project hotline	Ongoing	Engaged Stakeholders

### 9.3. Raising Project Awareness

The above project communications are predominantly relevant to stakeholders that are already engaged in the project; low engagement in previous consultations indicate that passive communications have not been successful in generally raising awareness about participating in housing consultations.

Awareness raising will be key, and this should be targeted to particular stakeholder needs, particularly those groups identified in analysis where intervention is needed to increase engagement. Community consultation plans should include opportunities to make targeted stakeholders aware of the project and increase their engagement.



# 10. Safe consultation practices

Authentic stakeholder engagement will require innovation and agility to ensure barriers to engagement are not presented by social distancing requirements of the Covid-19 pandemic. In-person participation may be impacted by:

- Isolation of individual participants or facilitators due to Covid-19 exposure or infection
- Self-quarantine or avoidance of crowd situations by participants, including but not limited to individuals who may be more vulnerable to the SARS-CoV-2 virus
- Localised lockdowns
- Limitations on face-to-face interaction to manage risk associated with outbreak events

Whilst digital engagement tools provide opportunity to engage during times of social distancing, over-reliance on digital engagement creates and/or exacerbates barriers for those with limited access to and/or capacity for digital participation. Simply shifting engagement online as a contingency method will not promote representative engagement in the project.

Community consultation plans prepared for individual project stages will consider complementary delivery of in-person, digital, and other participation opportunities appropriate to the purpose of consultation and target stakeholders.

Planning and design of in-person consultation activities will consider:

- Appropriate venue selection, enabling sufficient venue size and layout to allow for social distancing and to maintain appropriate participant density
- Generation and use of QR codes for contact tracing
- Hygiene protocols at consultation session, including sanitising of materials and mask wearing

Where interested stakeholders are unable to participate in organised in-person or digital consultation activities, they should be offered alternatives to engage in the project. This may include:

- One on one meetings with fully vaccinated project team members, in suitably ventilated surrounds
- Telephone interviews
- Provision of hard copy project information, with follow up conversations via telephone
- Opportunity to provide open written or telephone feedback

# Building sustainable neighbourhoods

LIVEABILITY AND DIVERSITY FOR FUTURE GENERATIONS



All facilitators of in-person consultation activities should be fully vaccinated. Participant vaccination status will be in accordance with the requirements of the venue for any consultation activities and the state requirements at the time.

Any consultation phases scheduled during outbreaks are to avoid in-person engagement activities.

As at February 2022, Western Australia is being impacted by a growing outbreak of the Covid-19 Omicron variant. Therefore, planning of Phase 1 community consultation should incorporate alternatives to in person consultation activities.



## 11. Evaluation and reporting

Evaluating community engagement involves assessing the quality of the engagement process. It seeks to measure how well the engagement process was planned, implemented and managed and informs continuous improvement of the engagement approach.

A consultation outcomes report will be prepared for each consultation phase. This will report on:

- Levels of engagement and participation
- Representative nature of participation and results
- Whether the engagement approach has generated feedback from stakeholders not previously engaged, therefore raising overall engagement levels for the project
- Feedback received, including themes of consensus and themes of divergence
- How feedback has been considered in developing recommendations to decision-makers, including the acknowledgement of any feedback that has not been acted upon providing a rationale as to why
- Where relevant, levels of satisfaction of participants with engagement activities