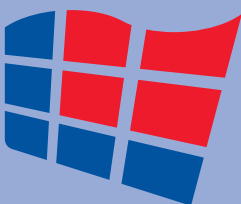


Stakeholder Consultation Workbook



LANDCOM
Creating Better Communities

Table of contents



Part I Background: Principles and Supporting Information

1. INTRODUCTION	4
2. WHY?	5
2.1 Why bother to consult?	5
2.2 What's in it for Landcom?	5
2.3 What's in it for the stakeholders?	5
2.4 What's in consultation for Development Directors and Development Managers?	5
2.5 What do I do with this workbook?	6
2.6 What this workbook will help me to do?	6
3. WHERE?	7
3.1 Where does consultation fit into my project?	7
4. HOW MUCH?	9
4.1 How much consultation is enough?	9
4.2 Are there times when it's better not to consult?	9
4.3 Levels of consumer influence	9
4.4 Basic Rules for Communication or consultation	12
5. WHAT?	13
5.1 What determines my strategy?	13
5.2 What type of Landcom project is it?	13
5.3 How will particular project sensitivities influence the consultation plan?	13
5.4 What do I do about it?	14
6. WHO?	15
6.1 Who does the consultation involve?	15
6.2 Who are my stakeholders?	15
6.3 What can they tell me?	15
6.4 What do they need to know?	16
6.5 When do they need to know it?	16
6.6 Who does the consultation?	16
6.7 Do I have the necessary resources to consult?	16
6.8 Who can help me if I don't have the resources to do it myself?	16
6.9 How do I brief them?	17



Table of contents (continued)



7. HOW?	18
7.1 What's my Consultation Plan or program?	18
7.2 What will my plan contain?	18
7.3 How long will it take?	19
7.4 How can I reach my stakeholders?	20
7.5 How can they reach me?	22
7.6 What are my main messages?	22
7.7 General principles for effective consultation communication	22
8. WHAT DO I DO NEXT?	24
8.1 Post project review	24
8.2 Stakeholder evaluation of consultation process	24
8.3 Sharing and documentation of learning	24
9. SUGGESTED READING	25



Part II How to: Tips 'n' Tools

10. INTRODUCTION	26
10.1 Stakeholder consultation planning checklist	27
10.2 Checklist of suggested stakeholders	29
10.3 Stakeholder evaluation form	30
10.4 Information day procedure	31
10.5 Post project evaluation checklist	34
10.6 Principles of effective consultation	35
10.7 Case Studies – what was learned from two Landcom Projects	36
Greenway Park in Liverpool, South Western Sydney	36
Stanhope Gardens in the Hills area of North Western Sydney	38
10.8 Framework for documenting case studies	40



1 Introduction



Part I Background: Principles and Supporting Information

This Stakeholder Consultation Workbook has been developed to help Landcom Development Directors and Managers plan and co-ordinate effective consultations.

Landcom's aim is to create better places for people to live and work. This involves understanding what people want and providing land and housing products that deliver to both government and community expectations.

Consultation is an important principle in sound planning and decision-making. Landcom's own research and practical experience demonstrates that where stakeholders have been consulted early in, and throughout, a Landcom development process, real benefits have been delivered for all parties.

Consultation provides opportunities to develop shared understandings with stakeholders of visions and expectations for each Landcom development. Major areas of agreement and potential areas of difference can be identified early and solutions found to problems before they become major issues.

Landcom objectives embraced by this workbook include:

- promoting quality urban design
- implementing government development policy
- creating livable, sustainable and vibrant communities
- building an active demand for the Landcom product

Associated Landcom policies include:

- Corporate Communications
- Community Building Policy
- Selection of Specialist Consultants and Project Managers
- Engagement of Consultants / Contractors

This Stakeholder Consultation Workbook contains guidelines for use by Landcom Development Directors and Managers in the conduct of consultations. ***It offers suggestions and ideas rather than specific formula.*** It is up to you to plan a consultation process that is appropriate for your project. **Part I** principles and supporting information, such as what you can gain from stakeholder consultation, where consultation fits into most Landcom projects, when and how much consultation is appropriate, how to plan and how to undertake consultation processes. You will find a list of consultation techniques with ideas on when to use them and what risks and benefits are involved in their use.

Part II comprises the applied part of this workbook and contains 'tips and tools' for implementing your consultation strategy.

This Consultation Workbook will only be really useful if it is a living document, which constantly changes to reflect new ideas and new experiences within Landcom. We hope you will use it and let the Community Development and Public Affairs Manager know when it has helped you. They will also want to know if any of the ideas or advice hasn't worked well for you and what changes you would like to see in the Workbook to reflect this.

2 Why?



2.1 Why bother to consult?

- Consultation facilitates better outcomes.
- Stakeholders, including the community, are the constituency for your developments.
- Stakeholder support is key to the success of Landcom's projects.
- Stakeholders are your future market and a valuable resource.

2.2 What's in it for Landcom?

Effective consultation

- addresses policy and legislation in place-specific terms
- accesses local knowledge and skills
- aligns development to market priorities
- improves decision making
- assists change management
- supports marketing and sales activities
- optimises value for money
- improves Landcom's corporate profile
- paves the way for future projects

2.3 What's in it for the stakeholders?

Genuine consultation

- facilitates participation in the future shape of the neighbourhood
- addresses the interests of different parties affected by the project
- communicates ideas and establishes criteria for good design outcomes
- acknowledges local issues, values and priorities
- integrates local knowledge and skills
- produces better quality, value and choice of housing
- promotes community building
- improves service delivery
- promotes vibrant social and economic activity
- helps to build sustainable communities

2.4 What's in consultation for Development Directors and Managers?

Effective consultation

- manages the quality and consistency of information exchanged
- brings better ideas to the project
- enables government policy to be implemented appropriately
- smooths project management
- enables more efficient use of resources
- increases speed of project delivery
- minimises conflict and delay
- supports future projects
- achieves better bottom line performance

Why? (continued)



2.5 What do I do with this workbook?

This is your quick reference for planning and implementing effective consultation in your projects.

- It is a checklist style workbook that provides the principles and tools that underpin good consultation practice for Landcom projects. **It does not provide a formula.** It offers suggestions and ideas for you to consider in planning the right consultation for your project.
- It is also a dynamic learning instrument. By using the guidelines and checklists to record your consultation activities you can build a valuable resource on consultation experiences in Landcom. In this way consultation can be improved and new learning can occur for you and your colleagues.

2.6 The Landcom Consultation Workbook will help you:

- assess how much and what type of stakeholder consultation is appropriate
- set consultation objectives
- prepare a consultation plan
- consider whether you have the skills, people, time and equipment to do consultation yourself
- brief a consultant
- identify stakeholders
- choose appropriate consultation tools
- implement consultation activities to meet objectives
- monitor, evaluate and review the success of consultation
- build learning for the next consultation
- integrate your consultation strategy objectives with other Landcom and individual project strategies.
- to contribute towards Triple Bottom Line Reporting



3 Where?



3.1 Where does consultation fit into my project?

Your consultation strategy is an integral part of your **project business plan** and relates very closely to your **project's communication strategy**. The phases of implementation and documentation of your project's outcomes should then feed into Landcom's overarching communications management.

Having a well-articulated strategy allows you to review your plan as your project unfolds and make changes if necessary. Your reasons for choosing a given course of action are transparent to your stakeholders and will be useful in your communication strategy.

In particular, a well-planned consultation strategy is needed when:

- the activities involved in the stage will raise issues that directly affect an existing community
- expectations established as a result of previous Landcom activities may not be fulfilled
- the decisions to be made directly and significantly affect the natural environment
- particular stakeholders (individuals or groups) are likely to have strong views about the area of your proposal
- a planned change is likely to directly affect the quality of life for existing people or communities
- Landcom requires information from stakeholders to assist in decision-making on the project

3.2 *Diagram A on the next page indicates the kind of consultation that may be most effective at each stage of your project.*



3 Where?

Diagram A: What Kind of Consultation Where?

Development Process	Project Stage	Consultation and Communication Tools	
<ul style="list-style-type: none"> Preliminary Site Investigation Site Purchase 	<ul style="list-style-type: none"> Identify Land Acquire Land Strategy Planning 	<ul style="list-style-type: none"> Marketing Information – to gauge attitudes and issues Vendor Consultation – to determine needs 	
<ul style="list-style-type: none"> LEP Approval Design Development Control Plans Development Application <ul style="list-style-type: none"> Rejected – Land & Environment Court Approved – Construction Certificate 	<ul style="list-style-type: none"> Master Planning Development Application Council Approval 	<ul style="list-style-type: none"> Stakeholder Workshop/Community Forum Liaison with Local Council Working Group Media Releases Resident Associations; facilitation or liaison 	T
<ul style="list-style-type: none"> Construction Certification 	<ul style="list-style-type: none"> Construction 	<ul style="list-style-type: none"> Marketing Plans Printed Material Websites Prompt updates to stakeholders 	I M E
<ul style="list-style-type: none"> Completion Certificate Maintenance 	<ul style="list-style-type: none"> Sales and Marketing Community Building Managing Change Post Project Evaluation 	<ul style="list-style-type: none"> Assist in establishing Resident Association Information Days Resident Task Force “Shopfront” Displays Evaluation Surveys Focus Groups 	
<ul style="list-style-type: none"> Redevelopment 	<ul style="list-style-type: none"> Next Project 	<ul style="list-style-type: none"> Promotion of Success Landcom Communication Strategy 	

Note: If Stakeholder Advisory Groups have been set up it is important to maintain contact with them throughout the project.

4

How Much?



4.1 How much is enough?

Each project has its own parameters. How much consultation is appropriate for each stage of each project will depend on a number of factors including the:

- history of the project
- sensitivity of issues among the stakeholders
- scale and complexity of the project
- advantage of having local knowledge and ideas
- range and diversity of stakeholders
- importance of stakeholder input to Landcom decisions
- level of risk if there is opposition from stakeholders and delay to the project.

4.2 Are there times when it's better not to consult?

If consultation is basically about communication, then it is always beneficial to a project and your management to consult.

Sometimes certain stages in a project are very straightforward and the kind of stakeholder consultation required, such as discussions with the local Council, will be part of your normal administration activities.

However, it is better to spend time thinking through the steps provided in this workbook so that you know WHY you have decided on the level of consultation you have chosen and what you will do if a stakeholder you haven't considered asks for information.

What is appropriate to your needs and the needs of your project is the important consideration.

Depending on whether you simply seek to increase their awareness of your project, or whether you are seeking joint decision-making on some community issues, the way you go about consultation will be different.

See [Section 7.4](#) for a more extensive list of tools and techniques.

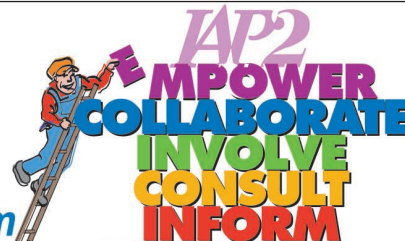
4.3 What you can achieve through consultation

The following diagram helps to explain the different levels of stakeholder participation, depending on what you hope to achieve through consultation and the amount of influence you are prepared to give stakeholders on your project decisions.

4 How Much?



IAAP2 Public Participation Spectrum



Developed by the International Association for Public Participation

Increasing Level of Public Impact

Inform

Objective:

To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.

Promise to the Public:

We will keep you informed.

Example Tools:

- ◆ Fact sheets
- ◆ Web sites
- ◆ Open houses

Consult

Objective:

To obtain public feedback on analysis, alternatives and/or decisions.

Promise to the Public:

We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.

Example Tools:

- ◆ Public comment
- ◆ Focus groups
- ◆ Surveys
- ◆ Public meetings

Involve

Objective:

To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.

Promise to the Public:

We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

Example Tools:

- ◆ Workshops
- ◆ Deliberative polling

Collaborate

Objective:

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

Promise to the Public:

We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

Example Tools:

- ◆ Citizen Advisory Committees
- ◆ Consensus-building
- ◆ Participatory decision-making

Empower

Objective:

To place final decision-making in the hands of the public.

Promise to the Public:

We will implement what you decide.

Example Tools:

- ◆ Citizen Juries
- ◆ Ballots
- ◆ Delegated decisions

©2000, International Association for Public Participation

visit www.iap2.org

4

How Much?

(continued)



This tool has been developed by the International Association for Public Participation (IAP2) to provide a framework for planning public participation processes.

It provides 5 levels at which public participation programs can be planned, depending on what you want to achieve through engaging stakeholders.

Involve

If your aim is simply to Inform stakeholders and provide them with balanced and objective information to assist their understanding of your project and the decisions you will be making, then you may work at the Inform level, and select public participation tools such as fact sheets, open houses or web sites.

Consult

If your project will benefit from input from stakeholders on analysis, alternatives or decisions, then you may wish to work at the second or Consult level on the Spectrum. Your commitment or promise to the stakeholders will be to listen to and acknowledge their issues and concerns and provide them with feedback on how their input influenced your decisions. You may use focus groups, telephone hotlines, surveys, public meetings or similar tools to facilitate their input.

Involve

If you need to work directly with stakeholders to learn more about their aspirations for the area and their concerns about your project, then you may choose to work at the Involve level. In this case you are making a commitment to stakeholders that their input will be directly reflected in Landcom's decision making and you will provide them with feedback on how this had been done. Mechanisms to encourage dialogue are working groups, open days, site visits and information forums.

Collaborate

If you believe that your project can benefit from stakeholders working around the table with you to help Landcom make decisions about the project, then you may consider working at the Collaborate level. At this level you will be promising your stakeholders to sit around the table with them and involve them in your decision-making processes for the project. The tools for this level of participation are stakeholder advisory groups, stakeholder education, consensus building and participatory decision-making.

Empower

At the Empower end of the Spectrum, you would be committing to placing the final decision-making for the project in the hands of your stakeholders and partnering with them in the decisions being made. Tools such as Citizens Juries are useful at this level.

4

How Much? (continued)



4.4 Basic rules for communication or consultation

When planning consultation yourself, or briefing consultants, consider the following basic rules of communication and consultation:

- Communicate early
- Use as many different communication tools and formats as possible
- Consider your 3 or 4 main messages and repeat them in many different ways.
- Ensure all Landcom information is structured around the same main messages – consistency of information is very important.
- Follow through on any undertakings you agree to, but particularly ensure results of meetings, etc, are disseminated
- Be clear about what can and can't be influenced by stakeholder input

A comprehensive list of general principles for effective consultation is included in **Section 7, HOW**.

5 What?



5.1 What determines my strategy?

A stakeholder consultation strategy will be determined by:

- The type of project, for example, whether it is an
 - early phase urban development project
 - urban renewal project
 - late phase urban development project
- Local sensitivities
- The stakeholder and community profiles
- The degree of stakeholder influence or contribution required
- The consultation skills and resources available.

5.2 What type of Landcom project is it?

Landcom undertakes stakeholder consultation for many reasons.

Landcom has a list of corporate stakeholders with whom it consults regularly on strategic issues. Landcom's Community Development and Public Affairs Manager usually coordinates these stakeholder consultations.

Landcom also undertakes specific consultation activities to support its land development projects. These consultations are the responsibility of the Development Directors and Managers.

The 3 different types of Landcom projects are shown below with their characteristics:

Project Type	Characteristics
Early Phase Urban Development/Greenfield	<ul style="list-style-type: none">• long-term (5 years plus)• multi-staged• large scale sites
Urban Renewal	<ul style="list-style-type: none">• focused redevelopment• existing community• stakeholders present• may include industrial and commercial type developments• medium sized sites
Late Phase Urban Development	<ul style="list-style-type: none">• changing land use• change in character to previous development• increasing density• generally small land area• smaller scale sites

5.3 How will particular project sensitivities influence the consultation plan?

Being proactive and initiating consultation activities with stakeholders is the best way of managing difficult or sensitive issues. Being on the back foot and having to defend a position against angry stakeholders is much more difficult.

As soon as possible, do research so that you understand the stakeholders and the issues that are likely to be of interest or concern to them. Then you can plan your stakeholder consultation in a proactive way.



5 What? (continued)



5.4 What do I do about it?

Planning an appropriate strategy from the outset is essential to achieve the optimum results.

To be effective the consultation strategy should be an integral element in the overall project framework and respond appropriately to each stage and the particular issues.

Review your strategy at key points in the process such as at your milestones and gauge against your performance indicators.

Some common issues which arise in different types of projects are listed below:

Project Type	Common Issues
Early Phase Urban Development/Greenfield	<ul style="list-style-type: none">• managing change of planning policy over time• few obvious stakeholders at the outset• wide range of stakeholders overall• wide opposition to development• stakeholder expectations change/intensify with time• built development may change from original masterplan scheme
Urban Renewal	<ul style="list-style-type: none">• predetermined community expectations/patterns• resistance to changing urban use patterns• some entrenched ideas• established values• strong resident lobbying• key stakeholders may include industrialists and business operators
Late Phase Urban Development	<ul style="list-style-type: none">• sensitivity to infill character• established use and built character• community expectations established• strong resident lobbying• problems with change



6 Who?



6.1 Who does the consultation involve?

The key participants include:

- Landcom project representatives
- Technical experts and designers
- Stakeholders
- Consultation facilitators

6.2 Who are my stakeholders?

Who are the people who have an interest in my project? They might be any or all of the following:

- Environmental associations/groups
- Local Councillors who will consider the development application recommendations
- Council officers with the responsibility for managing the development assessment and approval process
- The providers of public utilities such as Sydney Water, relevant electricity provider, AGL/gas provider, Australia Post, Telstra, State Rail Authority and the Department of Education and Training;
- The providers of local services such as bus companies, shopping centre managers and Chambers of Commerce
- Other land developers working in the area
- Home builders building in the area
- Representatives of local Residents Associations or Ratepayers Associations who are concerned about building effective communities
- Local residents in nearby suburbs
- Potential Landcom buyers.

A check list of suggested stakeholders for different types of Landcom projects is included in Part II.

6.3 What can they tell me?

The kind of information you can obtain from stakeholders is very varied. Think about what you need to know. For example:

- Are there any current issues or concerns in the community that might affect your project?
- These could include lifestyle issues such as whether there are enough schools, hospitals, public transport, parks, and recreation areas.
- Will your project impact on these issues? Will it make them more intense?
- Will it put more pressure on the area?
- Has Landcom done any previous developments in this LGA?
- What is the relationship like between Landcom and the local council?
- What is the current situation with basic infrastructure such as water, electricity, gas, and telephone services?
- What style of housing is currently in the area? What is likely to be required?



Who?

(continued)



6.4 What do they need to know?

What do the stakeholders know about your project already? What do they need to know?

6.5 When do they need to know it?

People need to know things before any decisions are made. It is advisable to start the consultation process as early as possible in the project, in fact as soon as you have anything to tell. The earlier you communicate the better, but keep messages simple and brief.

6.6 Who does the consultation?

- Landcom wants to ensure that whoever undertakes the consultation, it can be done using the Landcom Stakeholder Consultation Policy approach.
- This means the Stakeholder Consultation must be planned.
- Some stakeholders may require high level support.
- The Consultation Plan needs to be prepared simultaneously with all the other project plans.
- It is essential that appropriate Landcom personnel manage the planning process to ensure that it integrates with all the other project plans.
- However not all consultation activities have to be undertaken by Landcom people.

6.7 Do I have the necessary resources to consult?

- Consultation takes skill, time, people and financial and physical resources. Not all Directors or Development Managers have the necessary skills, or the time, to undertake the necessary consultation on every project they are working on.
- The important role the Directors and Development Managers must play is to plan and direct the consultation.
- If the resources are not available to implement the Consultation Plan or program, you should seek assistance either internally within Landcom, or through external specialist consultation consultants.

6.8 Who can help me if I don't have the resources to do it myself?

- Internal resources may be available from other Development Directors/Managers or from the Community Development and Public Affairs Manager. Check these sources first.
- If internal resources are not available, there are external consultants who specialise in stakeholder and community consultation. The Public Relations or Community Development Officer can give you names of appropriate people. You should check Landcom policy on selecting and engaging external consultants.

. Landcom provides an interpreter and translation service for the community. If you need an interpreter phone 131450 and quote Landcom as the client. This is a 24-hour service.



Who?

(continued)



6.9 How do I brief them?

Most consultants, either internal or external, will work better if they have a clear, written brief. Consultation consultants need to know:

- Something about the project and its various stages
- An idea of who the key stakeholders are or how they can be identified
- What the outcomes of “good consultation” will look like
- Clear objectives and deliverables expected for each project stage or milestone
- Likely issues which may arise
- What level of influence stakeholders can have
- Some indication of the length of time the project will last and the budget that is available for consultation
- The selection criteria for the consultancy.

Clear proposals should be sought and evaluated against the selection criteria. Once the consultant has been chosen, a partnership relationship should be encouraged.

6.10 Are there other consultation processes underway that I need to consider?

It is important to find out whether other consultation processes are being undertaken within your stakeholder group. Other government agencies, private companies or the local council may be consulting your stakeholders on different topics. Check with local council officers. Watch the local papers. If other processes are underway it will be important for you to co-ordinate activities so there are no clashes. Stakeholders can't always find the time to attend one set of consultation activities. More than one can be impossible.

How?



7.1 What's my Consultation Plan or program?

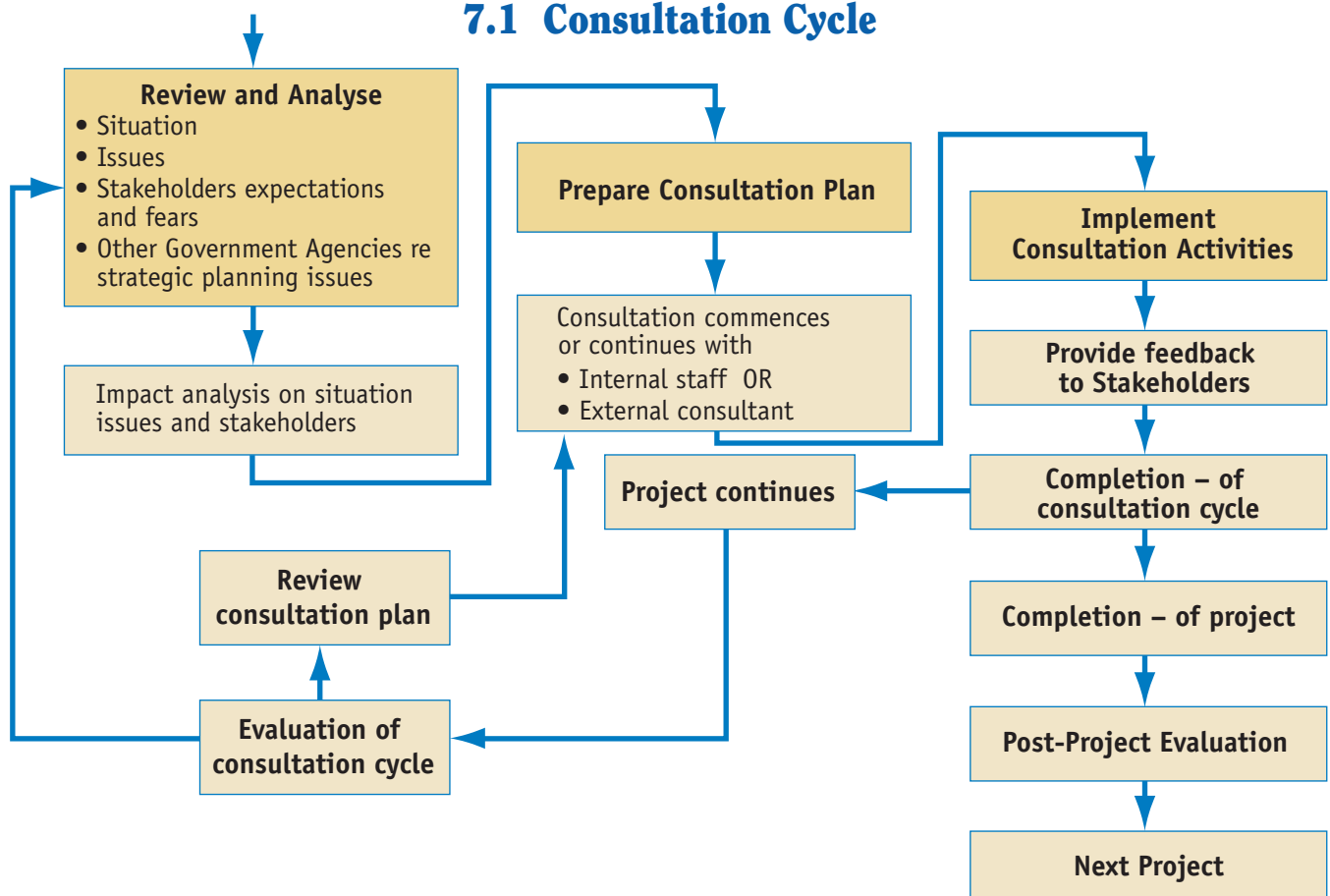
Many consultation plans work well when they are structured in cycles.

(See diagram below)

7.2 What will my Plan contain?

- A situation analysis
- Your objectives in consulting
- The type of Landcom project for which consultation is being planned
- A list of potential stakeholders
- Likely issues for stakeholders which will need to be addressed
- The main messages you intend to communicate to stakeholders
- The main information you wish to receive from stakeholders and what you will do with that information
- The methods by which you will reach stakeholders and receive information from them
- A time frame for your consultation (see [Section 7.3](#))
- The likely number of consultation cycles
- Milestones in the project
- Performance indicators
- How you might monitor your consultation outcomes at each milestone to check you are achieving objectives
- An evaluation strategy

7.1 Consultation Cycle





7

How?

(continued)

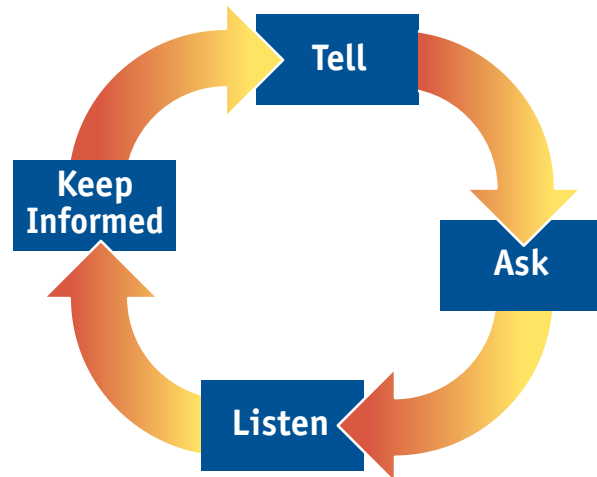


7.3 How long will it take?

You need to provide enough time for consultation to be effective. People today live busy lives and need reasonable notice to attend meetings, or respond to questions.

A rule of thumb is that a typical cycle of consultation (Tell, Ask Listen and Keep Informed) may take between 2 – 4 months to complete.

- A **Tell** phase – where you provide information about your project to stakeholders in some form
- An **Ask** phase – where you seek feedback and information from stakeholders
- A **Listen** phase – where you demonstrate to stakeholders how you will use their information
- A **Keep informed** phase – where you negotiate with stakeholders on how they wish to be kept informed of the progress of the project.





7

How?

(continued)

7.4 How Can I Reach My Stakeholders?

Tools and Techniques for Consultation

A description of the most used consultation techniques with their advantages and disadvantages. You will find in the bibliography a list of readings that elaborate on the tools and techniques mentioned here.

Tool or Technique	When to use them	Needs/Benefits/Risks
Action planning event such as a workshop or a forum involving stakeholders	When you need to produce plans of action which are owned by those affected by them or who will implement them.	Need to be structured, carefully planned and appropriately facilitated.
Advertising	When you need to reach a broad audience of people within a community.	Can be expensive. Hard to target or to monitor effectiveness. Can miss key minority groups.
Advisory Committees or Reference Groups	When you need consistent input or advice over a period of time from people who have good local knowledge.	Time consuming to recruit and establish. Need effective participants. Need a good facilitator and Terms of Reference. Need a sunset clause.
Briefing workshop or information session	When you need to communicate complex or technical information to a group of people.	Allows people to engage in the information transfer process and ask questions. Sometimes difficult to promote and get community members to attend. Times and venues critical.
Brochures and printed material	When you need to have basic information on aspects of the project to hand or mail out.	Expensive to produce. Need a distribution method to get them to the right people. Important to have any written material translated for particular groups in a project area, or an indication where interpreters can be accessed in a number of languages - check with your local council.
Community or stakeholder research	When you need to build a genuine partnership with stakeholders and when it is important that the results of research are credible to stakeholders.	A team with participation from key stakeholders and from Landcom is required to share the responsibilities and outcomes of any research.
Fact sheets/Information sheets	When you need to provide consistent accurate information on aspects of the project to stakeholders.	Written information needs to be clear, jargon free and illustrated where possible. Important to have any written material translated for particular groups in a project area, or an indication where interpreters can be accessed in a number of languages.
Focussed group discussion	When you need to generate discussion and insights on aspects of your projects.	A skilled facilitator is needed to ensure outcomes are achieved. Timing and neutral venue are critical to ensure participation. Some reimbursement for travel may be needed. Providing refreshments encourages discussion.
Interactive web site	When you need to provide accessible, clear and appropriate information cost-effectively to a broad cross-section of stakeholders and then collect easily analysable responses from them.	Web sites can provide lots of information cost-effectively to those people with access to computers and the Internet. Web sites can also include response forms that can be completed electronically and e-mailed back to Landcom for immediate analysis. Web sites can also allow stakeholders to ask questions and receive answers with the questions and answers accessible to all.
Media liaison or publicity	When you need to disseminate clear and simple information within a community quickly.	Relationships with a journalist need to be established early so they understand the project. Media releases need to be structured with simple clear messages.
Models	When you need to generate interest, present ideas and help people think in 3 dimensions.	Models can be made by experts or by a group of stakeholders. Alternative proposals can be shown by moving parts around.

continued Page 19



7

How? (continued)

7.4 How Can I Reach My Stakeholders? (continued)

Tool or Technique	When to use them	Needs/Benefits/Risks
Newsletters	When you need to keep people regularly informed about progress of a long-term project.	Newsletters can be printed and distributed by mail or letterboxing, electronically distributed by e-mail or posted on the Internet. Requires the establishment and maintenance of a database of stakeholders. Requires good writing/design as well as illustrations and photographs. Important to have any written material translated for particular groups in a project area, or an indication where interpreters can be accessed in a number of languages.
Open day, open house or Shop Front, Community Building Information Open Day	When you need to present ideas or plans to a broad cross-section of stakeholders in an area and obtain responses in an informal way.	Need well-illustrated displays that convey accurate information. Need staff available to take questions, discuss ideas and gauge reactions. Can include a questionnaire to collect and analyse responses.
Public meeting or open forum	When you need to impart information to large groups.	Need careful preparation and independent facilitation to avoid grandstanding by minority groups with specific agenda. Not good for gathering information as people find them intimidating.
Questionnaires and surveys	When you need to obtain specific structured responses on specific issues to obtain quantitative measurable results.	Less effective in obtaining responses to complex issues. Mail, telephone, web or face to face responses can be sought. Mail traditionally provides poor response rates. Important to have any written material translated for particular groups in a project area, or an indication where interpreters can be accessed in a number of languages
Reconnaissance trip or site visit	When you need stakeholders to be familiar with a physical environment or a similar concept already existing elsewhere.	Need to ensure the appropriate decision-makers are involved. Need to co-ordinate travel and inspections and have informed people to answer questions.
Review sessions	When you need to monitor progress of consultation and maintain momentum.	Timing is important – too early is pointless, too late and momentum is lost. Agenda includes reviewing progress, evaluating outcomes and planning next steps. Needs a clear report.
Small group workshops	When you need to generate discussion and insights on aspects of your projects from a known group of stakeholders	Need to set a clear agenda and have a facilitator who can keep the group on track. May need to reimburse group members for travel and offer meals/refreshments if the workshop lasts more than 2 hours.
Sponsorship of Resident Associations	When you need to obtain input from residents who have already moved in to a project and create an information channel to this important group.	Leaders of Resident Associations can assist in disseminating important information to new residents in an area and provide excellent information and feedback.
Telephone information line	When you need to provide a single source of answers to stakeholder questions and requests for information.	Telstra provides 1800 numbers which only cost the caller a local call. It is helpful to promote one single telephone number for all queries. It is important that this number be staffed with Landcom staff who have answers.
Telephone survey or polling technique	When you need to obtain specific structured responses on specific issues to obtain quantitative measurable results.	Questionnaires need to be designed carefully and simply. Respondents need to be informed on the project. Surveyors need appropriate training. Allows participation by those unable to get involved in workshops or other consultation methods.
Written submissions	When you need to obtain detailed responses to a specific issue from a broad range of stakeholders.	Can exclude stakeholders who do not have time, skills or resources to write submissions. Advertising for submissions needs to be broad based and not just in newspaper Public Notices.

7

How? (continued)



7.5 How can they reach me?

As consultation often works best in cycles, it is important that stakeholders or participants in the consultation process have opportunities to give you the information you need in the form of comment and feedback.

A range of methods is advisable as not everyone feels comfortable with all forms of communication. Suggested methods include:

- Feedback forms or questionnaires
- Community or stakeholder surveys
- Telephone information or feedback line
- Interactive web site
- Face to face meetings

7.6 What are my main messages?

It is important to think through your main messages with stakeholder representatives. It helps to reduce complex information into not more than 5 or 6 simple messages. These messages can be repeated throughout every piece of information that you produce, including written and printed materials, media releases, web information and displays. All Landcom staff should be clear about these main messages so stakeholders receive consistent information they can understand.

7.7 General principles for effective consultation communication

To help you implement your consultation plan effectively and to ensure your stakeholders receive and respond to your messages appropriately, consider the following principles of effective communication:

- **Accept different agendas**
There are a variety of reasons why people want to be involved (curiosity, fear of change, protection of interests, academic inquiry, etc). This need not be a problem, but it helps to be aware of people's different agendas.
- **Agree rules and boundaries**
A common understanding between all main stakeholders on the approach to be used is vital, particularly in sensitive projects.
- **Avoid jargon**
Use plain language to promote better understanding for all involved.
- **Be honest**
Being open and straightforward about the nature of any activity is fundamental to building trust. Also, if people know the decisions that will result from their involvement they are more likely to participate.
- **Be flexible and responsive**
Be prepared to modify processes as circumstances require - don't get locked into rigid strategies and methods.
- **Be transparent**
Objectives and people's roles should be clear and known by all involved in any activity or event.
- **Build learning into your project**
Building your own and your team's skills is a great investment. Include visits to other projects and talk to others with similar experiences as part of your learning.

7

How? (continued)



7.7 General principles for effective consultation communication (continued)

- **Build local capacity and ownership**
Take every opportunity to build skills and capacity amongst local people. This encourages initiative, builds community and develops a sense of local ownership and support for your project outcomes.
- **Communicate**
Use a range of communication techniques to let people know what you are doing and maintain communication over the course of your project.
- **Follow up**
It is very important that you follow up any event, activity or undertaking with the people concerned, providing feedback and information on the results. Make sure you allow sufficient allocation in your budget to cover this aspect of your strategy.
- **Go at the right pace**
The challenge is to find the balance between meeting deadlines and building local capacity and trust. Communication is your key to finding this balance.
- **Have fun**
Working together with people can be very enjoyable, remember to introduce games, cartoons and jokes to your consultation activities - it helps keep your spirits up too!
- **Involve all those affected**
These are your stakeholders and the process works best if all the main parties are involved early. Time spent at the beginning convincing cynics will save time, with dividend, later in your project.
- **Learn from others**
Don't reinvent the wheel. Take the benefit of other people's experience or carefully select experienced consultants to work with you on your project.
- **Maintain momentum and monitor your progress**
Regularly review your progress and report back to stakeholders. Developments are lengthy processes and the consultation strategy needs to stay the course even if there are delays in the project.
- **Never assume**
Try not to make assumptions about people's feelings or attitudes or the way they may respond to aspects of your project. Ask questions. Clarify all perspectives on the situation before making decisions.
- **Now is the right time**
The best time to consult is right from the start, but if your program is already underway, then don't delay. Now is the right time.
- **Plan for process, for local context and preparation**
Design a process that suits the situation, do your background research, get to know the issues and be specific to the needs of the locality, community and development.
- **Spend money**
Effective consultation takes time and energy. Ineffective consultation can cost your project enormously. Allocating sufficient resources to undertake an appropriate strategy is money well spent.
- **Walk before you run**
The skills required for developing and implementing a consultation strategy take time to build. Take simple steps at first, draw on appropriate expertise from others, and ask for advice until your own confidence and abilities grow.

What do I do next?



8.1 What do I do when the consultation is over?

Post Project Review

You will need to undertake a structured review of the consultation process as part of your Post Project Review. The Project Evaluation checklist in Part II will assist in this task.

If you have identified specific milestones in your project, you may wish to undertake a mini-review as each milestone is reached.

Reviews and evaluations are most easily undertaken when your plan is clear about:

- overall objectives for the consultation process
- milestones for the project if relevant
- consultation cycles with key messages, activities and outcomes
- what a successful consultation will look and feel like
- key indicators of success for each milestone or cycle
- monitoring activities throughout the project.

Your structured review at the end of the project will be easier to undertake if you monitor the project regularly rather than waiting to the end to review achievements.

8.2 Stakeholder evaluation of consultation process

As part of your monitoring process, you should ask your stakeholders how they felt about being consulted. You need to know how they evaluate the success of the consultation process from their perspective. After each consultation activity you should ask what they learned and whether they felt appropriately consulted and listened to. You may receive some interesting information about how stakeholders would like to be consulted next time which may be very helpful in your future consultation planning.

Co-ordinating some review sessions may give you some useful feedback.

A form is included in **Part II** that may be helpful in undertaking a Stakeholder Evaluation after a consultation activity.

8.3 Sharing and documentation of learning

What you learn should be documented and passed on to the Community Development & PA Manager so this Stakeholder Consultation Workbook can be updated to include your learning. Learning on each consultation project should be shared with other colleagues where possible.

Case studies in Part II demonstrate lessons learned from two Landcom projects. A framework for writing up your own case studies follows the examples.

Suggested Reading



For further useful reading on consultation, here are some ideas and suggestions:

Community Participation In Practice Series

(includes a video "Listening to all the Voices") 1997

Wendy Sarkissian, Andrea Cook and Kevin Walsh

Published by the Institute for Science and Technology policy, Murdoch University, WA

Building A Community: The Art of Working Together with Communities for Architects and Designers

Greg Burgess and Kevin Walsh 1997

Royal Australian Institute of Architects, Canberra

Community Consultation Techniques: Purposes, Processes and Pitfalls, a Guide for Planners and Facilitators

Kathy Carmen and Ken Keith 1994

Dept Primary Industries, Queensland. Information Series Q1 94030

A Consultation Model for Urban Consolidation.

Masters of Business Administration Research Report - Andrew J. Curthoys, St Lucia: University of Queensland

The Community Planning Handbook

Nick Wates 2000

Earthscan Publications Ltd., London

The Community Participation Handbook: Resources for Public Involvement in the Planning Process

W Sarkissian & D Perlmut 1994

Public Participation in Public Decisions

Thomas JC, 1995

Dealing with an Angry Public The mutual gains approach to resolving disputes

Susskind & Field, 1996

The Principles and Processes of Public Involvement

McCoy, Krumpe & Cowles, 1998

Facilitators Guide to Participatory Decision making

Kaner et al, 2000

10

PART II



Part II Implementation: Tips 'n' Tools

Part II of this Landcom Consultation Workbook comprises a number of checklists and pro-forma for your use in planning, managing and implementing a consultation strategy. Pro-forma can be printed off for copying and use at consultation events or during your evaluation.

These pages are cross referenced to the relevant sections in Part I that provide more information on the how and why of the different activities. Click on the section reference to go to that part of Part I.

The authors strongly recommend you familiarise yourself with Part I before using these forms in order to ensure your strategy is developed to address the particularities of each project.

Training on the use of this workbook can be arranged through Landcom's Public Relations and Community Development Officer.

10 Planning Checklist



10.1 Stakeholder Consultation Planning Checklist

This workbook identifies a number of issues and methods that you should consider before conducting a consultation process. This checklist is a quick and easy way to ensure that you have covered all the essential elements of consultation planning.

Have you:

Part I Ref

- | | |
|---|--------------------|
| <input type="checkbox"/> Considered the reasons for undertaking this consultation strategy? | 2.2, 2.3, 2.4 |
| <input type="checkbox"/> Decided what level of consultation the issues require? | 4.3 |
| <input type="checkbox"/> Decided on the type of Landcom project and the issues that may arise for stakeholders? | 5.2, 5.4 |
| <input type="checkbox"/> Set some clear objectives for the consultation? | 2.3, 2.4, 6.3, 6.4 |
| <input type="checkbox"/> Decided on the likely length of the project, the milestones for the development project and the likely number of consultation cycles that will be necessary? | 3.2, Diag A |
| <input type="checkbox"/> Decided on the potential stakeholders for the first cycle of the consultation process? | 6.2 |
| <input type="checkbox"/> Established the issues for those stakeholders? | 6.3 |
| <input type="checkbox"/> Identified the main messages which need to be communicated about the project? | 4.4, 6.4, 7.6 |
| <input type="checkbox"/> Identified the information you need to receive from stakeholders and the level of involvement they can have in the decisions? | 4.2, 4.3 |
| <input type="checkbox"/> Established how you will record, collate and analyse the information you receive? | Checklists |
| <input type="checkbox"/> Decided on the most appropriate activities that can maximise your stakeholder participation? | 5.4, 7.4 |
| <input type="checkbox"/> Decided on whether you have the resources to undertake the consultation yourself? | 6.8, 6.9 |
| <input type="checkbox"/> Established a recruitment and selection process for external consultants if required? | 6.9 |
| <input type="checkbox"/> Identified how and when you will provide feedback to the participants? | 3.2, 7.4 |
| <input type="checkbox"/> Decided on a realistic budget, allowing for all contingencies? | |
| <input type="checkbox"/> Considered the time frame required to undertake the first cycle of consultation activities? | 7.3 |
| <input type="checkbox"/> Considered what evidence you will need to demonstrate to you that the project is successful in meeting its objectives (performance indicators)? | 8.1, 8.2 |
| <input type="checkbox"/> Considered how you might monitor your consultation outcomes at each milestone to check you are achieving objectives? | 8.2 |
| <input type="checkbox"/> Established an evaluation strategy? | 8.3 |
| <input type="checkbox"/> Ensured marketing and any other material for distribution is up to date and reflects current management philosophy (for example: Estate Plans)? | |

10

Checklist



10.2 Checklist of suggested stakeholders

Part I reference: 6.2

When you are considering the stakeholders who may be interested in your development, you may need to consider the stages of your development as well as the type of development you are managing. For example:

Urban Development – acquisition of greenfield site

In the early stages of an urban development you may need to consider liaising with the following Stakeholders to determine issues:

- Local state members
- Local Councillors
- Local Council officers
- Current landowners
- Owners and managers of any local businesses and industries
- Providers of infrastructure such as Sydney Water, Integral Energy, AGL, Australia Post, Telstra, Cable television services etc
- Environmental groups.

Urban Development – planning and obtaining approvals for residential development

In the planning and approvals stages of an urban development you may also need to involve the following Stakeholders:

- Residents of surrounding areas which may be affected by your development
- Potential future residents
- Government agencies who may supply services to the area such as Health, Education and Training, Police, Emergency Services, Roads and Traffic etc
- Government regulators such as DUAP, EPA and NPWS
- Other landowners
- Real estate agents
- The local media including local newspapers and radio stations
- Potential property buyers.

Urban Development – construction of new development

During the construction stages of urban development a new group of stakeholders may emerge including:

- Purchasers of land in the first stages of the development
- Home builders and tradespeople working on home construction
- Residents associations which may form to assist in community development
- Service providers providing community services to new residents
- Landcom community relations personnel
- Potential property buyers.

10 Checklist



10.2 Checklist of suggested stakeholders (continued)

Urban Renewal and Late Phase Developments – planning and construction

Unlike the development of greenfield sites, Urban Renewal projects and infill developments are typically located within an existing community and have the potential to change that community. While Landcom will view the proposed change as positive, to some people change is always negative. Managing community expectations is a particular challenge for these projects. It will be important for Landcom Development Directors or Managers to identify stakeholders and community members who are likely to strongly support and strongly resist the planned changes. These may include:

- Local state members
- Government regulators such as DUAP, EPA and NPWS
- Local Councillors
- Local Council officers
- Current landowners of industrial, commercial and residential properties
- Local residents, in particular active members of residents or progress associations or action groups
- Environmental groups or community groups
- Providers of infrastructure such as water, energy, gas, postal and telecommunications services
- Transport service providers both public and private
- Government agencies providing health, education, police and emergency services
- School principals both public and private
- Health administrators both public and private
- Chambers of Commerce and owners and managers of local businesses and industries
- Real estate agents
- The local media including local newspapers and radio stations
- Potential property buyers.

Evaluation Form



10.3 Stakeholder Evaluation Form

Part I reference: 8.2

Consultation on
(NAME OF PROJECT) (DATE)

Please answer the following questions and return to Landcom Officer below:

How many aspects of the consultation have you participated in?

List consultation activities that have been held; eg.

- Workshop
- Information session
- Survey questionnaire
- Request for Submission

.....
.....
.....

Comments:
.....
.....

Will you be attending the next activity on?

Regarding the activity you have participated in today, please rate the following from 1 – 5 where 1 is excellent and 5 is very poor

- | | | | | | |
|--|---|---|---|---|---|
| • Length of time provided | 1 | 2 | 3 | 4 | 5 |
| • Time of day | 1 | 2 | 3 | 4 | 5 |
| • Information provided | 1 | 2 | 3 | 4 | 5 |
| • Opportunities given for feedback | 1 | 2 | 3 | 4 | 5 |
| • Opportunities to share information with other participants | 1 | 2 | 3 | 4 | 5 |
| • Facilitator's skills | 1 | 2 | 3 | 4 | 5 |
| • Venue | 1 | 2 | 3 | 4 | 5 |

Comments:
.....
.....

Would you like to comment on any other aspect of the consultation process?

.....
.....
.....

Thank you for participating. Please return completed form to:

.....
.....
.....

10 Procedure



10.4 Preparing for Community Information Forums & Presentations

Part I reference: 7.4

Preparation:

To arrange a successful Community Forum, the following things need to be considered or arranged:

Date & Time	<ul style="list-style-type: none"> • Mid week days and after dinner times (from 7pm) means more people can attend. Proposed premises may affect date and time also. • Allow adequate time for advertising and notification of local residents.
Premises	<ul style="list-style-type: none"> • Local school halls, church halls and recreation clubs usually offer appropriate space cheaply (less than \$100). • Best to find premises near to the site. • Inspect the premises and be clear about arrangements for keys, security systems, lighting, emergency phone number, payment etc.
Amenities	<ul style="list-style-type: none"> • Consider the attendees needs for parking, comfort (toilets, heating/A/C) and security. • Consider your need for lighting, power, refreshments, microphones, overhead projectors or screens for Powerpoint presentations, and display boards.
Advertisement	<ul style="list-style-type: none"> • Consult Marketing Branch to arrange dates, budget and final layout. Marketing Branch will need advert' text. Allow about 10 days for advert preparation and placement. • Remember Forum details – date, time, & place. • Local Papers are the best for this purpose.
Speakers	<ul style="list-style-type: none"> • Consider involving the Urban Designer and other Landcom staff. • Be clear about what is to be presented, before the Forum. • Arrange to meet at the Forum premises well before the planned start.
Equipment	<ul style="list-style-type: none"> • Notify Landcom Admin. Manager of your needs for projectors etc, and cars, well before the forum.
Community Information Forum Brochure – Letterbox Drop	<ul style="list-style-type: none"> • Arrange letterbox drop of Agenda and Forum Brochure (double sided) about 2 weeks before. • Plan to letterbox drop the streets closest to the site (areas outside this will be covered by the advertisement).
Presentation	<ul style="list-style-type: none"> • Prepare an outline of your presentation. This keeps you and other speakers to the agenda and the facts.

Continues...

10 Procedure



Forum Handouts	<ul style="list-style-type: none"> Attendees like to take something home. It is suggested that copies of the proposed development plans are not provided. You should explain that the plans are likely to be amended, and out-of-date plans may cause confusion. Invite people to visit Landcom's office to view the plans and discuss any issues.
Refreshments	<ul style="list-style-type: none"> This may or may not be a good idea, particularly at the first forum – which may involve tens or hundreds of people.
Invite Councillors	<ul style="list-style-type: none"> Councils will provide a list of contact details for all Councillors. Keeping Councillors informed is essential. Phone to remind them a week before.
Invite Council Officers	<ul style="list-style-type: none"> Officers may wish to speak at the Forum. This should be discussed and arranged before hand.
Lastly	<ul style="list-style-type: none"> Check that you have Plans, Blue Tac & Pins, Business Cards, Presentation Outline, Handouts, any equipment etc.

10 Procedure



Training

Consider public speaking training. This helps you with preparing the presentation, how to use visual aids, dealing with nerves, proper stance and gesturing, vocal techniques, timing and handling different audiences. See Landcom's Human Resources Manager.

Suggestions for Handling Specific Situations

- Stick to the Agenda and the facts, and know your proposed development program.
- Keep control of the meeting.
- Suggest that the Community agree to raise issues through a representative or smaller group – this facilitates communication, and helps define issues.
- Invite disruptive attendees to talk to you personally at a later point, outside the meeting.
- You may need to organise further Forums or smaller group meetings.

Presentations to Councils

Different Councils have different forums. You may be able to attend a meeting of the Planning and Development Committee (a sub-committee of the Council) as opposed to a public Council meeting. All Councils will have a Code of Meeting Practice that outlines specific requirements.

- Confirm Council meeting Dates, arrange speaking time with Council Minute Clerk or appropriate Administrative Officer.
- The time given is usually very limited, say 5 minutes. A Planning & Development Committee meeting may allow 10 – 20 minutes.
- The Clerk will need to know who will be attending and what equipment or presentation/pinup space you need. You may also have to provide your agenda. You should confirm your attendance; agenda and equipment/pinup space needs in writing.
- You might consider providing a concise handout for the Councillors outlining your presentation and Landcom's project objectives. Remember to leave contact name and number for later contact.
- Be prepared to answer questions. Have all the facts and figures. If you can't answer the question agree to contact them later (and do).

Evaluation Checklist



10.5 Post Project Evaluation Checklist

Part I reference: 8.3

Although there may not be answers to all the questions you can ask when undertaking a review, it is important to maximise the information you can derive from every project and even stages within the project.

If at all possible, have a colleague participate with you in your evaluation. A different perspective adds to the breadth and rigour of the analysis.

The following questions are typical of an evaluation:

- What went well? Why?
- What did not go well? Why?
- What did I learn?
- What might I do differently next time?
- Were there any issues or events for which I found myself unprepared?
- How might I anticipate them next time?

Overall objectives

Achieved

Partially achieved

Not achieved

Milestone 1

Examples of Performance indicators

- Written information distributed by appropriate date
- Stakeholder satisfaction with written information
- Attendance at information sessions
- Stakeholder satisfaction with information sessions
- Number of suggestions provided by stakeholders
- Usefulness of suggestions provided by stakeholders

Milestone 2

Examples of Performance indicators

- Any unexpected stakeholders emerge during first cycle?
- Continuity of stakeholder participation
- Satisfaction of stakeholders with process - as indicated by evaluation forms
- Media reportage - positive, neutral, negative
- Progress of issues identified at planning stage - resolved, intensified, unresolved, but under negotiation
- Sales and / or distribution of marketing materials

10 Principles



10.6 Principles of Effective Consultation

Some basic principles of effective consultation are:

- ***Transparency of the process***

This principle implies openness where the project, consultation process and decision-making process are known and clearly understood and that stakeholders know why they are being involved and what part they have to play.

- ***Effective communication***

This principle implies that effective communication is established between Landcom and all relevant stakeholders who receive appropriate information about the project and the consultation process and are given opportunities to participate.

- ***Reach***

This principle implies that appropriate stakeholders are involved in the consultation.

- ***Participation of the stakeholders***

This principle implies involvement of stakeholders and the provision of appropriate opportunities to contribute in an informed way. It implies that effective relationships are established which facilitate the participation of stakeholders and encourage genuine dialogue between Landcom and stakeholders.

- ***Flexibility and responsiveness of the process***

This principle implies responsiveness to the changing needs of the stakeholders and the complex interactions between the stakeholders and the project

- ***Handling dialogue breakdown***

This principle implies the ability to manage any conflict that arises, either between different stakeholder groups or between stakeholders and Landcom. When dialogue breaks down and some conflict emerges over particular issues, it implies that Landcom creates opportunities for stakeholders to communicate their concerns. It implies that Landcom listens and acknowledges the concerns of the stakeholders and, if unable to accommodate the views of the stakeholders in the development process, Landcom makes every effort to explain the reasons for this and to minimise any negative impacts on the stakeholders.

- ***Cost-effectiveness of the program***

This principle implies an appropriate relationship between the cost of the community consultation and the project life cycle cost

- ***Effectiveness***

This principle implies that the consultation program meets its stated objectives.

10

Case Studies



10.7 Case Studies – What was learned from two Landcom Projects

Part I reference: 8.0 onward

Landcom commissioned a review of two development projects in which stakeholder consultation had been undertaken. This review was part of research to establish best practice in consultation planning and implementation. The results of this research have been useful in the production of this Stakeholder Consultation Workbook. These projects were undertaken in the year 2000 by the Landcom West and South teams.

A description of the two projects and the information that came from the reviews is provided as additional learning for Landcom staff.

A framework for use in documenting your own case studies follows.

Greenway Park in Liverpool, South Western Sydney

The Story

In its attempt to implement the State Government's policy of Compact Cities, Landcom approached Liverpool Council in 1999 with a proposal to change the lot size mix in one small area of the Greenway Park development. Their proposal was to develop an infill site as 45 high quality small lots to establish some examples of this type of development in the area. They involved architects in the planning of properties on the small lots to ensure design quality and improve amenity for the residents. The properties were planned on a grid system with narrow frontages and rear lane access to garages for cars.

Local residents had bought properties in 1996 and 1997 from a Master Plan which indicated that future development in the area would be large lots and street layouts based around curved streets and a series of cul-de-sacs. They were not consulted on the proposal to change the lot size mix for the infill area and only heard about it when residents immediately adjoining the site were notified of the change by a letter from Council that included a plan of the proposal.

Landcom did not see a need to involve local residents initially in the changed lot size mix and the design for the small lot housing. It anticipated some resistance from local residents but did not envisage that residents would interpret the small lot housing as a potential Housing Commission development with possible security problems and downgrading of the value of their properties.

Once residents learned of Landcom's proposal, they attempted to obtain more information from both Landcom and Liverpool Council. Their perception was that both Landcom and Council were unwilling to give them accurate and up to date information. They believed there was inconsistency in the small amounts of information they received. They became angry at the lack of consultation and information and the fact that, in their view, neither Council nor Landcom were willing to listen to their concerns about the potential for crime, lack of security and lowering of land values.

Conflict emerged with the local residents forming a Carnes Hill Residents Action Group to organise their opposition to the proposal. Polarisation of positions followed with both Landcom and the Residents Action Group taking their positions and defending them at every opportunity.

In response to the continuing strong community opposition to the proposal, Council attempted to implement a mediation process. The local residents were willing to attend but Landcom decided not to attend the mediation session convened by Council, as staff did not trust either the Council mediator or the mediation process.

Continues...

10 Case Studies



Council then convened an Independent Hearing and Assessment Panel (IHAP) as an attempt to resolve conflict between Landcom and the Residents Action Group. Residents attended this panel session as requested but felt intimidated and uncomfortable by the unfamiliar court-like process. The Panel recommended that the development be approved, however Council subsequently rejected Landcom's proposal given the strength of the residents' opposition.

Landcom met with leaders of the Residents Action Group in an unfacilitated session that did not assist in any resolution. Landcom decided that there was unlikely to be a positive outcome to any further negotiations with residents, so they took the matter to the Land and Environment Court.

The cost to Landcom

The dispute with the Carnes Hill Residents Action Group over this proposed development has cost Landcom a considerable amount in:

- delays to the project
- additional time spend by the Development Director and Manager on trying to solve the dispute
- costs in presenting to the Independent Hearing and Assessment Panel
- court costs for the Land and Environment Court.

It has also created a level of distrust and suspicion among the local residents towards Landcom and its developments in the area, which may result in lost sales in the future.

What was learned

- That it is important to consult with local residents who have invested heavily in an area regarding any proposals to change the lot size mix or the fundamentals of the Master Plan on which they made their decisions to purchase.
- That once a dispute commences with local residents, it is important to sit down as quickly as possible and listen to their concerns and fears and acknowledge their right to have them.
- When meeting with concerned residents over a disputed proposal it may be useful to have a facilitator with skills in dispute resolution to assist the discussions and to facilitate possible solutions.
- That the community at this time generally does not understand or appreciate the State Government's Compact Cities policy. If this policy is to be implemented by Landcom linking to an on-going education program is advisable. This education needs to focus on the government's objectives of providing a range of different housing styles to meet differing family sizes and housing requirements as well as its focus on providing appropriate amenity to residents in all areas.

10

Case Studies



Stanhope Gardens in The Hills area of North Western Sydney

The Story

In February 1997 Landcom appointed consultants to remasterplan Stanhope Gardens to reflect contemporary practices in urban design. The proposal was to move to a plan that incorporated straight streets and a wide range of housing lot sizes and styles. An initial workshop was held to identify stakeholders and parties with a potential interest in the new concepts. This meeting included all sections of Blacktown Council including their strategic planners, community planners, development services, transport planners, Section 94 officers and building surveyors. From this meeting, stakeholders were identified and a stakeholder meeting was held which included the Council officers and service providers including Integral Energy, as well as other developers in the area and residents who already lived there.

Landcom wanted to inform existing residents of the proposals for the Masterplan. An opportunity arose when a particular resident called with a general inquiry and had the drive and motivation to suggest setting up a Stanhope Gardens Residents Association. The resident sought support from Landcom to do this and, coincidentally, this fell in with Landcom's philosophy of encouraging resident groups in its developments.

Councillors had reservations about the philosophy for the proposed new masterplan. Landcom worked closely with Blacktown Council and Councillors even taking Councillors on a site visit to Victoria to see the outcome of similar developments in July 1999.

The Stanhope Gardens Residents Association was given initial funding to become established. Information nights were held which included information from The NSW Department of Education and Training, Sydney Water, the RTA, Integral Energy and Australia Post to give residents a better idea of the services that would be provided to the estate in the future. These received support from Landcom and were well attended by residents.

An information night was held with the Association 3 months before the submission for the revised DA was put into Council. The result was that the main committee of the Residents Association wrote to Council supporting the proposal.

Landcom has continued to be proactive in supporting the residents, working closely with them to meet their needs and provide a quality environment in the development.

The benefits to Landcom

- Residents see Landcom as trustworthy and an active partner in making the development resident-friendly.
- Residents already promote the area as the best possible place to live. This attracts buyers to future stages in the development.
- Most issues and developments are handled with little controversy or difficulty.
- Lines of communication are known and all parties can readily obtain accurate information.
- The new masterplan has a range of lot sizes and housing products. Residents support this, as they trust Landcom and their planning and consultation processes.
- A program such as this supports Landcom's community building policy.

Continues...

10 Case Studies



What was learned

- That local residents want to become involved in providing a quality environment in the area in which they have made a major investment.
- That communicating early with all stakeholders assists in improving relationships.
- That information is communicated more easily when people trust one another.
- That different concepts in housing can be supported by local residents if they understand the philosophy behind them and are consulted about how they will work in their area.
- That understanding is best built using a wide range of communication methods and in forms that are comprehensible to people not involved in the development industry.

10 Framework for Case Studies



10.8 Framework for documenting Case Studies

Part I reference: 8.3

Your conclusions should be passed on to the Public Relations and Community Development Officer.

The Scenario:

- Location and timeframe of case study
- Background – to the story and the history of the project
- Key stakeholders / main protagonists
- Project references – file numbers etc?

The Issues:

- Points of contention or agreement
- Risks
 - opportunities
 - threats

Tactics:

- What was done
- When was it done
- Why was it done

Outcomes:

- What resulted
 - Benefits
 - Costs

Lessons learned:

- Implications for next project
- Implications for personnel
- Implications for Landcom

Identification of needs:

- Training
- Policy or procedure review
- Communications