2005 PVS Workshop

Transcript of Recorded Session, 11 October 2005
Tape Two: Side A

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- Working for Minister, Alana McTiernan, as a consultant to find innovative ways to engage communities in joint decision making with Government
- Findings include:
    o Same people who attend consultations
    o How do you find out what other public members think?
    o How do you get an inclusive, representative group of people in the room with you (not just stakeholders)?
    o How do you get people to deliberate?
    o How do you really make this matter / get an influence policy?
- How well have you, as a citizen, been involved/engaged by Government? [Audience complete survey forms]
- Breakout to pairs to discuss brilliant ideas, alternatives etc; practicing active listening
- Show of hands to show survey outcomes
- Think of an issue that you or CALM is involved with where an innovative technique may work well and the outcome you want to achieve

Q1. When has community engagement gone well?
CE is becoming part of the community as an individual by meeting, knowing and developing relationships
Success is dependant on individual attitude
In the past we have had time 'to play' – this involved the community. Don't always have staff living in community therefore less communication
Going to the community 'before' the process with a blank sheet
Educational and liaison with school groups teaching aboriginal culture
Women from a variety of organisations meeting together for common learning
Face to face interaction
Blackwood District indigenous consultation: - avoided S18 clearance by close liaison (site works) and clarifying scope of works and possible impacts - met on site - communication to help stakeholder understand problem, leading to greater cooperation - understanding culture (this is not just an indigenous issue) - no resolution as yet but greater understanding of alternatives - lack of consistency in the message - lack of resourcing to allow us to spread the message

Q1. When has community engagement gone well?
- CALM priority not necessarily community priority
Wilderness area: - stakeholders form community - established advisory committee at two levels - people initially hostile, then settle down - knowing what level to work in the community - keep contacts going - human relations rather than corporate relations - myth busting about CALM - open and honest dialogue - volunteer program: showing local community how we work - ensuring community understands processes we use by facilitating workshops and developing long term relationships - workshop solutions of community concerns – outcomes, why or why not - well planned meetings, workshops, presentations
Parks Association / CALM interactions
Yanchep Advisory Groups – joint benefits
WA Weeds committee – known frequent (CALM) contact
Park Council Millstream: communication – community based – shared vision
Bibbulmun Track Foundation / volunteers understanding: processes, each others needs/wants, each others roles
Golden Valley Tree Park: - community pressure – anti plantation sentiment - CALM needs to determine negotiation points (other points are legislation) - CALM accommodating new image - flexibility in image but incorporating CALM standard - relationship with community improved through negotiation points - recognise other party

Q1. When has community engagement gone well?
Lake Mason (community clean up of lake): - get the community in as early as possible - listen to the community - define the level of community participation - advisory committee: be inclusive / selective. Litmus test of community views is at an open community forum – for checking advisory committee representation. Skilled chairperson will get outcomes from disparate groups reps. Permission to expand techniques within the existing process e.g. breakaway group / survey citizen jury
Millstream Park Council – engagement with Yindjibandi community and establishment of joint management
Williams Reserve / Williams Shire: - working together to create recreation site, including Williams Walk - reversing negative attitudes of Shire
Caves: - negative attitudes have been changing to positive over time
Lake Cronin Nature Reserve: - importance of community ownership - exchange of ideas and build trust with community groups - importance of phone conversations / show empathy and understanding - listen well – there is a wide range of views / views can take a long time to change - engagement is a long process - may have to convert an apathetic audience - we don't do active marketing well i.e. World Heritage Listing – marketing the importance to the public. Need to control this marketing to get CALMs message across
Community impressed that they were consulted
Real faces / people at CALM
Good information about real things happening in community unknown by CALM
Perth Hills fires: - good PR - getting as much info out as possible: radio, shopping centre notices, TV - range of methods to communicate the varied levels of interest and knowledge of stakeholders

Q2. Sometimes we're successful, sometimes we're not… What are some of the lessons we can share?
Engage everyone, don't leave people out
Build in time for PP in project planning

Q2. Sometimes we're successful, sometimes we're not… What are some of the lessons we can share?
Use a variety of ways to catch people – word of mouth, paper, electronic, databases
Establish an up-to-date database of stakeholders
Know our communities better
When running formal PP ensure that representative stakeholders are representing a particular group and dispersing information to their groups
Beware of individual's own agendas
Have a set of parameters when to attend a PP meeting
Set the scene, give context
Communication plan to help the process
Feedback – post PP
Be organised
Know your product
District amalgamations have impacted – rely on building CALM staff into communities
Can we 'CALM people' be part of community 'unmarked'?
'Non stake' consultation doesn't work
More comprehensive consultation requires more resources
Timing: be aware of community dynamics
People resist change for a whole range of reasons
Be honest
Share limitations
Take risks
Involve community early
Regular contact to keep up to date
Good facilitators make a difference
Having access to network of other PP's
Poor choice of chairperson
Terms of reference not clear or expressed
Establishing non-negotiables
Political outcomes
Key stakeholders have different ideas / outcomes
Not enough community education
Lack of community knowledge regarding land tenure
Management plans – people commenting on things that aren't negotiable
Political influence can complicate things

Q2. Sometimes we're successful, sometimes we're not… What are some of the lessons we can share?
Early involvement can work
Cant please everyone all the time
Vague legislation and policy
Similar goals – CALM and community
Time investment – working on relationships
Be there, be honest, be upfront
Be aware of community's expectations: are they too high / communicate this
Don't make assumptions on groups to be consulted
No bias
Find neutral ground to talk on (geographically) / meeting onsite
Clear, concise messages – consistent
One point of contact
Too much engagement is better than none
Define ALL stakeholders, consult widely initially
Updating community of stage of process
Prioritise sensitivity of issues and stakeholders who should be consulted accordingly
In some situations 'bartering' can work: "what can you do for us?" e.g. indigenous groups – give some ownership of situation
Important to lay out criteria e.g. "no talk about fire, forest management, fees" so people don't get derailed
Come down to personal level
'Be there'
Need some kind of common ground and understanding apart from topic
Try to be go-between
Timelines to be engaged – forward thinking
Degree of involvement needs to be defined, steps, outcomes, objectives
A higher level of involvement will achieve
Needs to be a two way street – feedback from both sides throughout whole process
Trust – if public are trusted they are more likely to give you trust – sometimes it puts you on line
State upfront about how their involvement will influence / change / not change the situation
Listen and understanding
Consultation builds goodwill (if outcome is the way they want)
Drawn out process of some planning – you lose continuity with people along the way
'Roll over' up the line (internal communication)

Q2. Sometimes we're successful, sometimes we're not… What are some of the lessons we can share?
Ensure you meet their expectations
Engage them early on in the process
Getting out of your comfort zone
Predictable responses
Communicate accurate information / dispel misinformation
Ensure participants have access to coffee at World Café (!)
Ensure people are comfortable – feed them
Do 'FISH' – be there for them
Allow enough time
Engage community at beginning of process (planning stage)
Begin with 'blank slate'
Asking for assistance in formulating project – from community
Judging the mood of the community / lend an ear
Keep momentum going through course of project
Evidence of outcomes / tangible
Keep community informed through duration of project
Recording input – for referral later
Communication within project team
Implementation of project successful by providing community with information / tools / knowledge
Encourage / foster ownership of idea
Adequate advertising for community input – encourage community to attend / dangle the carrot
Corporate prospectus for external sponsorship – used by CALM staff – widely used within the Dept and outside
Liaison with overseas based people donating towards CALM
Proposed reg. model for animal and pest control – need to acknowledge that people have preconceived positions. People with extremes of opinions
Having to communicate decisions that the Dept cant develop alternative options
Difficulty in communicating government processes and scope of CALM's work / also complexities - legislation
Be prepared to accept an outcome not identified in planning
Mutual learning process before discuss issues
Have tog et all groups together to find common ground – not splintering first
Need to provide reality check to non/CALM groups regarding funding cycle, priorities, timelines etc

Q3. What in CALM helps / hinders us to really engage well?	
Helps	**Hinders**
Set parameters early on	Righteous representation
Systems, training, support	Poor communication of outcomes / success
Discipline to stay on task	Availability of information
Be genuine	Complexity of tasks
Professional approach	Role conflicts
Training	Who to engage / identifying stakeholders
Volunteer management program	Lack of resources
Proactive	Baggage
Know audience	Time, skills, training
Create environment where people can hear and be heard	Unknown issues
Varied approach: media, methods	Legislation
Shared vision	1 year timeframes (capital works)
Support from Corp Exec and managers for PP	Limited self-promotion
Experiences and expertise of staff	Public perception
Network of PP's	Preconception
Empathy	Not knowing your audience
Early engagement	Being removed from the issue
Diversity of technique	CALM makes assumptions
Strong coordination	Engagement not early enough in the process
Listening	Past bad experiences with CALM
Delivering agreed outcomes	Filtering input and feedback 'selective hearing'
Appropriate language	Using jargon
Being there for them	Not getting back / following up
Allow time	Lack of agreement between different agencies
Food and drink (be hospitable)	Working to different timeframes and agendas
Engage early	Trust and perception of CALM
Sharing of expertise within CALM	Tagged with all Government activities
Gaining experience within agency	District structures
Cooperation	Less resources = less action on expectations
CALM website / intranet	Long timelines, approvals
Network	Layers in CALM with different levels of success
Standardise and simplify	Communication at same time
Principles, policies and guidelines	Workload

Q3. What in CALM helps / hinders us to really engage well?	
Helps	**Hinders**
Good communication, planning, consultation	Staff turnover / knowledge management
People passionate with what they are doing / commitment	Deal with controversial stuff
Building trust and relationships	Executive / corporate attitudes different than job to be done
Widespread in communities 'live in'	Baggage and prejudice
Opportunities to meet informally via recreation	History
Willingness to embrace need for community involvement	Preconception
Experienced staff at regional basis	Constricted by policy
Local / external network	Negative vibes
Willingness to help / aid and abet	Time / resourcing
Agencies capacity to accept change	Vague legislation and policy
Volunteers	Time rigidity
Other people's networks	Lack of sense of self
Experience within CALM	Fear / anger
Legislation	Lack of knowledge
Stakeholder database	Choice of venue
Trust	Lack of direction
Being part of community	Lack of information
Communication ongoing	Not listening
Communication	Appropriate funding
Respect	No community involvement
Honesty	Political outcomes
Willingness to listen	Poor facilitation
Prioritising what is important / partnerships	Previous history and negative perceptions of CALM
Humour / fun	Deadlines / budgets / resourcing
When people are involved early	Lack of trust – might not be CALM but Government
Open and honest, be upfront, transparent	Public perception about us being the organisation: independent facilitator, community members
Being proactive, don't wait for it to be a problem	Setting boundaries

Q3. What in CALM helps / hinders us to really engage well?	
Helps	**Hinders**
Good communication, keep key people up to date	How big is 'community'? local / state / country. Similar roles, different agencies
Get vocal members on your side or at least have a good positive relationship with them	Community perceptions
Explain processes – realistic timeframes – expectations	History / perceptions / grudges
Define roles –who makes the final decision	Deadlines / budgets / resourcing – need to be more upfront about this
Great staff	
Begin consultation with 'ice breaker' i.e. field trip, meal etc	
Time spent / relaxed atmosphere / meals together	
Community see results of their involvement	
Flexibility of outcome / project refinement by community	
Awareness and information flow	
Feedback and recognition	
General sense of involvement	
Live in community / engage on social / personal level (clubs etc)	
When project is supported by community	
Positive indigenous consultation	
Getting out onto field / out of office discussion	
Focus on issues not personalities	
One on one engagement / identify common ground	
Building relationships with individuals	
Shared vision for protecting natural areas	
Support from Corp Exec and with CALMs overall culture	
Staff experiences and expertise	
Timelines must be very long to get through approvals and give people time to become	

Q3. What in CALM helps / hinders us to really engage well?	
Helps	**Hinders**
involved	
Venue essential to make it work	
Community trust + Government agencies	
Proactive not only reactive	
Non-confrontational venue: room layout, group sizes, set deign (flowers etc), time and day, season, theme, multiple occasions	
Advance notice for meetings (after approvals, corporate sign-off etc)	
Parameter setting for consultation vs open forum to clear ideas	
Genuine attempts to involve people, disseminate information, good PR etc	
Don't assume people read	
Community engagement through extensive community / CALM volies	
Building long term relationships	
Grass roots involvements	
Know your audience – targeting key people due to resourcing and cost	

Q4. Ideal Environment for Community Engagement
Crowd pleaser
Outcomes
State of mind
Healthy, happy environment
Sustainability
Values
Balance
Play
Being there
With the right people
Expertise / audit / corporate knowledge
Training

Q4. Ideal Environment for Community Engagement
Trust
Indigenous consultation / caring for country
Corporate support
Priorities
Framework

Equal:
 	
   - values
 	
   - voice
 	
   - opportunity
 	
   - input
 	
   - outcomes / output
 	
   - participation
 	
   - responsibility

Flexibility
Being receptive
Right environment
Top must be involved and supported
Cross community representation
No preconceived ideas
Management support
Stakeholders
Trust / truth / representation
People who are engaged / involved
Shared vision
Big picture long term
Options
Ideas
Knowledge
Share info
Direction / vision
Community concerns
Outcome time management
Recognition of involvement (govt and community) 'winners are grinners'
Venue and facilitation: neutral, quiet, comfortable, access, capacity, catering

Q4. Ideal Environment for Community Engagement
Shared outcome / shared success
Communications
Outcome – direction – what's really important to everyone – consult – venue – catering – communications – preparation
Information
Understanding
Change
Sharing
Quick
Painless
Happy
Community engagement
Evolution
Flex it
No fear
Trust
Support
'Talk to me babe'
Efficient
Fun, fun, fun
Go, go, go
Knowledge

No:
   - bias
   - judgements
   - assumptions
   - discrimination

Information
All inclusive
Combined wisdom
Champions
Equality
Location / setting / neutral ground
Interaction

Q4. Ideal Environment for Community Engagement
Open-minded environment / accepting / non-judgemental
Clear on expectations and level of influence
Internal support for engagement
Prepared and organised
Right stage in process
Allowing enough time
Partnership
Support team
Outcomes
Feedback of results
Bridges to mend
Rapids
Barrels to success
Well informed
Hospitality / comfort
Right time for people / community
Timely / time to do it
Cash
Diversity
Fun
Happy place / the right place
Goals
Respect
Energy
Listen
Feedback

COMMUNITY ENGAGEMENT INNOVATIVE TECHNIQUES WORKSHEET

Community Engagement Issue
(Briefly outline the issue that would benefit from community engagement)

Intent / Purpose of Engagement
(Explain what you want to achieve by engaging with the community)

Stakeholders
(List who needs to be involved)

Which technique(s) would be useful? (H = Highly useful, M = of Medium use, L = of Little use)

Technique	H/M/L	Technique	H/M/L
Citizens' Jury		Deliberative Poll / Survey	
Consensus Forum		21st Century Town Meeting / Dialogue	
Multi Criteria Analysis Conference		World Cafe	
Local Area Forum		Other:	

Why would the technique be useful?
(Explain how the preferred technique would achieve the intent / purpose)

How can you get started?
(List what you will need to do to get going)