TPG CONVERSATIONS

BAYSWATER TOWN CENTRE STRUCTURE PLAN

Community and Stakeholder Engagement Strategy

August 2016

Document ID: PG Planning						
Issue	Date	Status	Prepared by		Approved by	
			Name	Initials	Name	Initials
1	06/07/16	Draft	Jessica Black	JB	Cath Blake-Powell	CBP
2	26/07/16	Draft for Council consideration	Cath Blake-Powell	CBP	Cath Blake-Powell	CBP
3	10/08/16	Draft for Council Report	Cath Blake-Powell	CBP	Cath Blake-Powell	CBP

Contents

1. Introduction

The project consultant team, TPG Town Planning, Urban Design and Heritage (TPG), along with AEC Group and Flyt has been appointed by the City of Bayswater to prepare a Structure Plan for the Bayswater town centre.

This Community and Stakeholder Engagement Plan (CSEP) seeks to ensure that the community and key stakeholders are informed and are actively and effectively engaged throughout the preparation of the Structure Plan.

The purpose of this CSEP is to:

- Provide an understanding of the purpose of a Structure Plan;
- Define the project structure, key roles and responsibilities of the Consultant Team and the City along with communication protocols;
- Establish guiding communication and engagement objectives;
- Identify key project stakeholders;
- Establish an appropriate community engagement approach, tools and techniques;
- Outline the engagement and communications schedule;
- Acknowledge political sensitivities and provide an approach to dealing with community and stakeholder conflict; and
- Establish a feedback mechanism.

The CSEP will be presented to the City of Bayswater Council for consideration of, and agreement to, prior to commencing the community engagement process. Further, with the establishment of a Technical Advisory Group, made up of key agencies we also recommend making the CSEP available for the members to comment and provide feedback.

2. Project Background and Scope

Following an amendment in 2015 to the City of Bayswater Scheme for part of the Bayswater town centre (No 60.) Council recognized the need to ensure the whole of the Bayswater Town Centre, inclusive of land on the west side of the rail line was incorporated into a coordinated and well considered planning framework.

In 2015 the Council advocated and resolved to prepare a Structure Plan for the Bayswater Town Centre. The main goal of the Bayswater Town Centre Structure Plan (BTCSP) would be to facilitate the development of a vibrant and sustainable town centre by providing a detailed plan that describes, graphically illustrates, and spatially articulates the future built form and allocation of land uses in the centre.

The development of the plan would be based on extensive community and key stakeholder engagement, undertaken in an open and genuine way, to ensure expectations for the future of the centre are weaved through the plan. It would also allow the unique characteristics of the centre to be be preserved and enhanced, and define how the centre can realistically accommodate an increased level of activity and a larger local population.

The plan would also coordinate the provision of transport and access networks, public open space, design guidelines (such a building height, residential density, car parking and setbacks) and community/other infrastructure.

In addition the potential impacts of the Forrestfield Airport Link (FAL) have prompted the need to ensure there is a clear vision and plan for the Bayswater Town Centre, for community, key stakeholders and developers to align to, advocate for and to implement.

Accordingly the structure plan will be based on comprehensive community and stakeholder engagement and incorporates the following key elements:

1. Precinct vision and objectives;
2. Future land use, activity mix, residential density, and street activation;
3. Movement strategy;
4. Urban Form Guidelines; and
5. Implementation and development controls.

Aerial representation of BTCSP area

Spatially the Structure Plan will be considered in a broader sub-regional context, however it will apply to a specific geographic area, as depicted in the following graphic.

Geographical scope of the BTCSP

3. Project Objectives

The project objectives are as follows:

- Ensure the Structure Plan outcomes contribute positively to the City's Vision for a "Garden City and Quality Lifestyle".

- To ensure the development of a vibrant, attractive, safe and desirable place to live, work and socialise.

- To create a cohesive community.

- To engage the community and other relevant stakeholders to deliver a more collaborative, contextual and sustainable planning and development outcomes.

- To conserve and enhance the heritage values, and other positive characteristics of the activity centre, which contribute to the unique character of the Bayswater town centre.

- To facilitate development that encourages activation and interaction at street level.

- To facilitate built form designs that respond to sustainability principles, such as robustness, adaptability, and energy efficiency.

- To improve the amenity, permeability and legibility of the street based movement network in the centre to create a safe, attractive, friendly and efficient travel experience to the station.

- To improve close integration between future residential, commercial, community and office developments to foster a sense of place and promote business viability.

- To provide more certainty to Council and the community that any new development will enhance the area.

- To provide more certainty to the development industry regarding appropriate and acceptable types and forms of development within the study area.

- To obtain an up-to-date understanding of the local and sub-regional context in order to formulate a planning framework that will capitalise on the projected increase in the rail patronage to the area and exposure following the commencement of the Forrestfield Airport Link.

- To encourage a choice of transit modes by prioritising alternatives, such as walking, cycling and other active modes.

- To facilitate and promote the use of public transport as a viable alternative to the private vehicle.

- To assist the delivery of the Directions 2031 and Beyond and the draft Perth and Peel @3.5 Million strategic planning documents.

4. Negotiables

The following section outlines the elements of the project are fixed and cannot change (non-negotiables) and the elements of the project that can be influenced and shaped by stakeholders and the community (negotiables).

Negotiable	Not-Negotiable
Where and how density and intensity is increased	Increase in density and intensity
Levels of engagement	Shift toward alternative transport modes (non-private vehicle) by prioritizing Public Transport, walking and cycling
	Outcomes aligned with/required by State Government policy
	Scheme amendment process status of interim planning framework (i.e. SCA 12)
	Community will be engaged, though Council and State Government will remain as final decision makers

5. Engagement Plan Objectives

Community and stakeholder engagement has a number of identifiable benefits that can be realised during the course of this project. In summary, community and stakeholder engagement:

- Encourages local communities and stakeholders to express their views;

- Fosters a sense of community cohesion;

- Enables the acquisition of local knowledge;

- Creates a mutual sense of ownership and shared responsibility for the process and the outcomes achieved;

- Has the ability to achieve outcomes that are reflective of the aspirations of the community and stakeholders;

- Can assist in producing quality outcomes that are practical, relevant and can be effectively implemented; and

- Has the ability to help manage expectations and allay fears of the unknown and possible change in circumstances.

The following objectives will guide the ongoing consultation and engagement elements of this project:

- Aim towards a balanced viewpoint about the future direction of the Bayswater Town Centre by working collaboratively with all community and stakeholder groups.

- Provide opportunity for community and key stakeholder to be informed about fundamental principles and strategies associated with revitalisation of town centers as well as transit-oriented developments as part of the engagement approach.

- Ensure information regarding the BTCSP process is easily accessible and understood;

- Allow a range of opportunities to participate and engage in the BTCSP process;

- Ensure evaluation and effectiveness measures are built into the engagement approach; and

- Encourage the participation of everyone affected by or interested in the Bayswater Town Centre Structure Plan (BTCSP) area.

.

These objectives form the framework around which the detailed engagement methodology, as reflected within the Communications and Engagement Actions schedule, is developed.

6. Key Issues

When compiling an engagement plan it is crucial to be aware of the key issues that may arise. By knowing these we can design an approach that ensures these key issues have been factored into how we engage with community and key stakeholders. The key issues for this project may include the following along with a recommended approach.

Key Issue	Engagement Response
1. Bring Together a Divided Community	
• The Town Centre is physically fragmented, with the town being divided by the railway track. There may be a perceived disconnection of the town centre, a good and bad side of the train tracks, or one that has been more or less favored historically.	• Ensure the engagement approach captures a balanced representation of perspectives and people participating, which are from each side of the centre.
2. Understanding & Engaging with Many Different Community Groups	
• There are many landowners and landownership is fragmented. This is often a complex foundation on which to achieve coordinated development, particularly with mixed-use form of development likely for the town centre. • Potential land use conflicts (noise, smells, traffic congestion). • There are many different views within the community, with many vocal community groups.	• Build into community engagement questions that seek feedback and test how these issues can be resolved. • Ensure engagement and communication materials outline how great town centers (TOD's) work, with a strong Bayswater context emphasis. Acknowledge these conflicts as part of place understanding. • Invite community and Council to help us "Tell the Story of Baysie through imagery and the use of info graphics. • Establish a Community Advisory Group that has a broad cross section of representation from all parts of the community. Establish through and EOI process with clear and transparent selection criteria.
3. Balancing Heritage with Development	
• Bayswater's population is loyal and passionate about its history and yet there are those that see change as crucial to enabling the town to continue to exist and flourish within an ever-changing metropolitan context. • Community aversion to height - there may be a perceived aversion to taller development that is phrased as stylistic critique.	• Through the use of graphics and scenarios test with community how development can occur within the town centre and still respect the character and history of a place. • Ensure there is sufficient provision of information to inform community about the principles of good design and the economic drivers surrounding town centers and TOD's. Demonstrate that design and height are separate issues.

4. Reinvigorating Town Centre Life

• The Bayswater Town Centre is currently lacking a vision. Community members may feel the centre has lost a certain feel or quality.
 	
• The community may feel that other landowners or the City are 'letting the team' down or not pulling their weight to make the centre more desirable.
	• Through engagement processes explore:
	
	  – Strategies for public domain enhancements in the town centre to catalyse urban renewal and revitalization with the local economy.
	
	  – What a town centre means to different groups. Question whether the train station is even an appropriate "centre" for the centre?
	
	  – Explain opportunities for quick-win, low-cost townscape enhancements to (re) gain a communal sense of civic pride.
	
	  – A flexible planning framework, to allow the Town Centre to grow and develop over time having regard to changes in population and lifestyle characteristics, and trends in employment, retail and community service provision.

5. Parking

• Perceived or real issues associated with a lack of parking in the town centre	• Ensure utilization of existing parking is known prior to formal engagement and ensure parking forms an integral part of the structure plan, taking into consideration its TOD characteristics

6. Community Safety

• There may be perceived safety concerns, particularly around the train station after dark.	• Ensure dialogue with community and key stakeholders includes conversations about principles and design guidelines that address these issues as well as how community think this issue should be best addressed

7. Project Process & Timing

• Risk that WAPC don't support the SP or request modifications that go against the community's understanding of the 'final' SP • People may have timing concerns and be angry / frustrated at the delay and wonder why nothing's happening, want to know when etc.	• Ensure all communication materials clearly explain the scope, process and the steps required. • Explain planning and development process and use the phrase 'setting the stage' a lot.

7. Stakeholder Identification and Analysis

7.1. Identification

Understanding who the project stakeholders are is a critical element of any project or programme. By understanding who these individuals and groups are it is possible to understand what degree of influence and thus involvement they will and should have as part of the project.

Stakeholders have been identified and broadly grouped as follows:
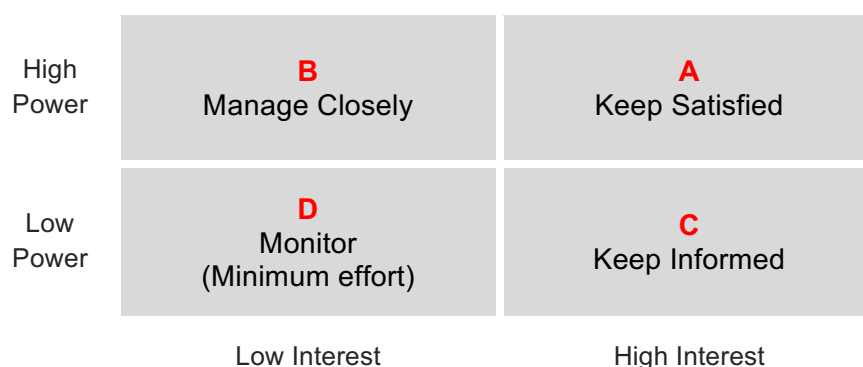
- *City of Bayswater Council and Staff;*

- *Government departments and service authorities (including the WAPC, Perth Airports, Public Transport Authority (FAL), Main Roads, State Heritage Office and Transperth);*

- *Community Groups (including, but not limited to, Local Indigenous Groups, Future Bayswater, Baysie Rollers, Urban Tree Network, and Bayswater Deserves Better); and*

- *Politicians; and*

- *Local residents and the broader community.*

Note: further engagement with the City of Bayswater's Community Development to will need to be undertaken to assist with identifying any gaps in the following key stakeholder groups identified as part of the stakeholder analysis table below.

7.2. Analysis

Analysing the stakeholders is an essential part of developing an engagement plan. The following Stakeholder Matrix provides an assessment of the level of influence each group has, their recommended level of engagement and the most appropriate method to engage them with.

Stakeholder Matrix Diagram

	Low Interest	High Interest
High Power	**B** Manage Closely	**A** Keep Satisfied
Low Power	**D** Monitor (Minimum effort)	**C** Keep Informed

A	High power, highly interest people: these are the people you must fully engage and make the greatest efforts to satisfy.
B	High power, less interested people: work in with these people to keep them informed and satisfied, but not so much that they become bored with your message.
C	Low power, interested people: keep these people adequately informed and talk to them to ensure that no major issues are arising. These people can often be very helpful and add value to your project.
D	Low power, less interested people: again, monitor these people, but do not bore them with excessive communication.

7.3. Stakeholder Analysis

A summary of the outcomes of this process is as follows:

Stakeholder	Key Area of Interest	Communication methods	Power/ Interest	IAP2 Spectrum	Council Meeting	Council Items/Briefing Notes	Community Advisory Group Meeting	Project Team Meetings	Community & Stakeholder Visioning Workshop	Individual Community / Key Stakeholder Meetings	On-line Engagement – CoB Lets Talk web page	Project Team Options / Scenario Development Workshop	Community / Stakeholder Options / Scenario Development Workshop	Project Communications / Advertising
Council	Representative of ratepayers, residents and business. Decision makers for local government areas of responsibility	Briefing notes (prior to workshop), memos (prior to announcements), council briefing sessions, council meetings	High Power/ High Interest	All Levels	✔	✔					✔			
Chief Executive Officer	Responsible to the Council on managing the administration of the local government in all areas of responsibility	Senior Management Group Meetings, and meetings as required	High Power/ High Interest	All Levels	✔	✔		✔		✔		✔		
Executive Management Group	Responsible for specific discipline areas within the administration and delivery of the Strategic and Business planning for the local government, reporting directly to the CEO. Director Planning & Development has direct responsibility for this project.	Senior Management Group Meetings, and meetings as required	High Power/ High Interest	Collaborate	✔	✔				✔		✔		
Bayswater Town Centre – Technical Advisory Group	An agency working group established to advise on their respective department mental needs and requirements, to assist the preparation of a Structure Plan	Meetings, emails and phone calls	High Power/ High Interest	Collaborate	✔				✔	✔				✔
Community Groups	Community interest groups focused on varying issues including the future of the town centre, revitalisation, trees, transport and parking, character and heritage, economic development, place making and management.	Letters/emails, webpage updates, newspaper advertisements	High Power/ High Interest	Collaborate			✔		✔	✔	✔		✔	✔
Aged Care/Senior Citizens	How the planning will affect their asset (property, care village etc.) or Senior Citizens club.	Letters/emails, webpage updates, newspaper advertisements	Low Power/ Low Interest	Collaborate			✔		✔		✔		✔	✔
State & Local Politicians	State and Local politicians with relevant Ministerial responsibilities and/or representative of local or nearby electorates.	Letters, meetings	High Power/ High Interest	Involve		✔				✔				✔
Government Departments/ Authorities	Responsible for delivery of various public services and Responsible Authority to approve the final BTCSP	Letters, meetings	High Power/ High Interest	Involve		✔				✔				✔
Other Key Stakeholders	Various Interests	Direct mail outs, posters, newspaper advertisements.	Low Power/ High Interest	Collaborate					✔	✔			✔	✔

8. Risks and Opportunities Assessment

Outlined below are the potential risks associated with the project and the management strategies developed to manage them.

Risk	Stakeholder (s) Affected	Likelihood	Consequence	Risk Rating	Mitigation / Management
The Structure Plan will simply be a strategic document and will not create real change	All Stakeholders	Possible	Major	12 High	Ensure that the community engagement is collaborative to create buy-in from the community. This buy-in and genuine engagement will then foster ongoing engagement with the issues (even once the structure plan is complete).
The more vocal community groups will dominate the process and other less vocal group's views will be drowned out	Less vocal community groups	Likely	Major	17 Severe	Engagement approach to engage with each community group equally. The CAG will include representatives from a broad spectrum of the community – this will assist in ensuring that all views are heard throughout the process.
The project creates conflict between community members / groups which detracts from community cohesion	Community groups and CoB	Likely	Moderate	12 High	Create a community based advisory group that fosters inclusion, respect and balance.
The project will result in community outrage from a select group of community members / groups	CoB, less vocal community groups	Possible	Moderate	9 High	Ensure the process is well known and open and transparent. Ensure all relevant information is accessible to community to better understand the process and outcomes. Meet with outraged community when required to ensure they are being listened to.
Councilors do not support the outcomes of the project or the feedback received by community members	All stakeholders	Possible	Major	12 High	Ensure Council are involved throughout the preparation of the Structure Plan and are briefed regularly at key engagement milestones.

Likelihood Score					
Likelihood ➡	1	2	3	4	5
Risk consequence /impact ⬇	Rare	Unlikely	Possible	Likely	Almost Certain
5 Catastrophic	5 Moderate	10 High	15 Severe	20 Severe	25 Severe
4 Major	4 Moderate	8 High	12 High	16 Severe	20 Severe
3 Moderate	3 Low	6 Moderate	9 High	12 High	15 Severe
2 Minor	2 Low	4 Moderate	6 Moderate	8 High	10 High
1 Negligible	1 Low	2 Low	3 Low	4 Moderate	5 Moderate

Risk Consequece/Impact Score

9. Overview Approach to Communications & Engagement

Change within communities is most effective when there is a clear vision and understanding and ownership by those that work, live in or visit a place. It is acknowledged that there has been substantial community and stakeholder interest leading up to the preparation of the Structure Plan. Particularly, stemming from a recent scheme amendment to allow 5-storey development within the town centre, and recent development applications that challenge development scale.

The City of Bayswater have committed to improving how they undertake community engagement and as such have adopted the International Association for Public Participation (IAP2) Spectrum, core values and ethics as part of their engagement standards.

IAP2 is the peak Australian (and International) industry organisation that advances the practices of public participation by way of resources, training and professional development.

The IAP2 Spectrum is a tool developed to assist people to demonstrate the possible types of engagement with stakeholders and communities. The spectrum also describes the goal and level of participation against a promise to the community as to how they will participate. This is on a scale from 'inform' through to 'empower'. Tools are recommended for each of spectrum levels.

Tools and their expected level of engagement are identified as part of the recommended methodologies below.

- Core Values have been developed to help make better decisions, which reflect the interests and concerns of potentially affected people and entities.

- Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.

- Public participation includes the promise that the public's contribution will influence the decision.

- Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.

- Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.

- Public participation seeks input from participants in designing how they participate.

- Public participation provides participants with the information they need to participate in a meaningful way.

- Public participation communicates to participants how their input affected the decision.

In addition to the above IAP2 have developed a Quality Assurance Standard to assist practitioners when undertaking community and stakeholder engagement.

Aligned with the QA standards TPG have developed a six (6)-step process for preparing and undertaking engagement with communities and key stakeholders. Each of these steps has been reflected as part of the CSEP. For example this plan includes the following content:

Community & Stakeholder Engagement Plan Content

1. Understanding the Issues and Context;
2. Engagement Objectives and Key Messages;
3. Project Communications;
4. Stakeholder Identification and Analysis;
5. Methodologies
6. Detailed Engagement Schedule;
7. Media;
8. Feedback mechanisms; and
9. Risk management.
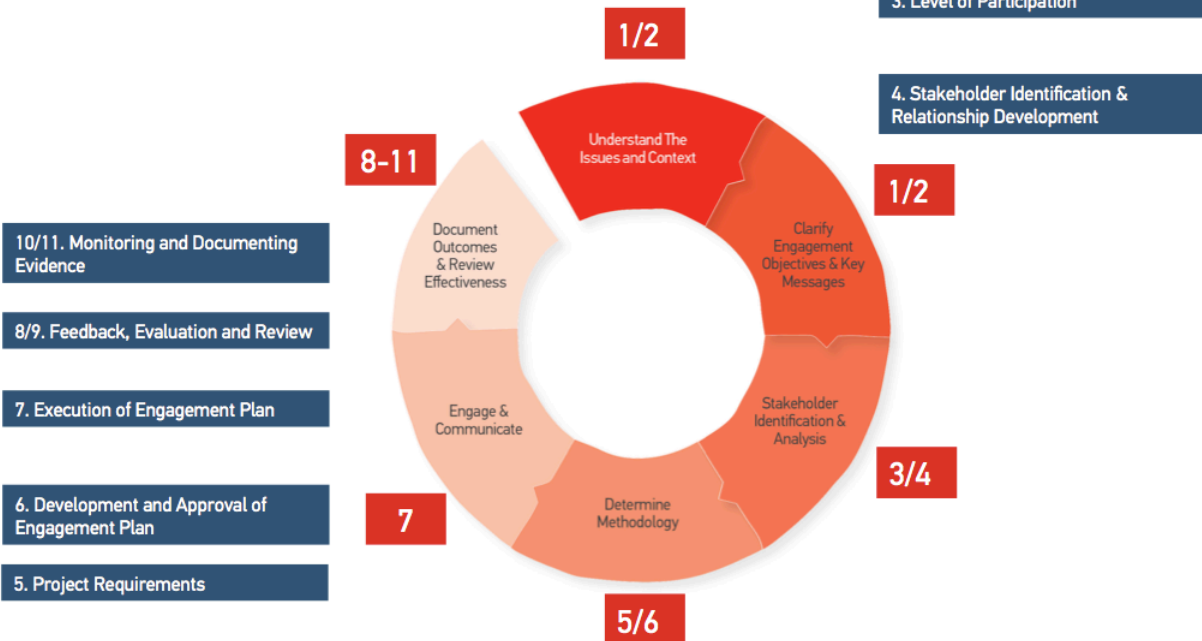
The purpose of this CSEP is to provide an overview of the key engagement and communication objectives, methods and approaches that will form part of the preparation of the Management Plan.

This engagement approach seeks opportunities (such as a Community Advisory Group) to gauge community sentiment, whilst involving key stakeholders such as the business community along with Elected Members in the structure plan development process. This approach also proposes a tried-tested approach by developing a number of development scenarios that bring together the views of key stakeholders, community and business and test these as part of a series of workshops. These workshops shall be facilitated and structured in a manner that encourages feedback in a structured, collaborative and non-confrontational manner. Although there may be a need to build into the process some flexibility to allow community concerns and issues to be voiced as part of the engagement approach.

The community engagement would adhere to the IAP2 core values and the City's community engagement standards. A variety of communication and engagement activities will be undertaken as part of the engagement process (refer to Section 10 of this document for an indication of when these processes will be used, and in what order they'll be employed). These activities include:

Tools	IAP2 Spectrum
• **Council Briefings:** Councilors will be kept fully informed of the engagement process and outcomes throughout the project including providing input and endorsing the engagement process and keeping them up to date about the engagement process and feedback being received. They will also be invited to participate / observe key engagement activities.	**INFORM/ CONSULT**
• **Community Advisory Group (CAG):** a group of community and stakeholder representatives shall be established to assist with the approach and implementation of the engagement process and test project outputs with key stakeholders. This group will provide a 'reality check' for the project – to ensure that concepts and ideas are relevant and implementable. This group shall be selected from expressions of interest and the members will be selected to represent a broad section of the community (A copy of the draft Terms of Reference, Expression of Interest and selection process is attached to the CSEP);	**INFORM/ INVOLVE**
• **Project Team Meetings**: regular project team meetings to manage the project and at key project milestones;	**COLLABORATE**
• **City of Bayswater Web page (Lets Talk web page) and social media**: Ensure community and key stakeholders can access project information and provide feedback via s structure feedback or blog opportunity.	**INFORM/ CONSULT**
• **Community & Stakeholder Visioning Workshop:** This engagement plan recommends one (1) all of community, workshop, however if interest is high there may be the need to facilitate more than one workshop. This, (these) workshops will be open to any one that has an interest in the future of the town centre and will take participants through a logical process of understanding what they value about the town centre, the issues/context, present our understanding of the key issues, seek validation and feedback from participants, inform community about what makes up a great town center, along with transit oriented development principles, and it will seek feedback from participants regarding what's working in town and what could be improved. It should be noted that we will work with the CoB and key	**INFORM/ INVOLVE**

stakeholders to ensure a wide range of community are represented at these workshops and that venues are chosen for there accessibility and level of comfort;	
• **Key Stakeholder Meetings/Focus Group Sessions:** meet with key stakeholders at the beginning of the project (and during) to determine specific agency matters that will influence the direction of the project, test preliminary scenarios with key stakeholders;	**INFORM/ INVOLVE**
• **Project Team Options/Scenario Development Workshop:** internal design workshop to develop scenarios base on all inputs, such as community views, technical and key stakeholder inputs. Participants should include the project team and selected key stakeholders.	**INFORM/ COLLABORATE**
• **Community/Stakeholder Options/Scenario Development Workshop:** this workshop will revisit purpose and context, re-cap on project objectives and principles, provide and overview of the scenarios, ask participants to provide feedback on what they like and what's missing from the scenarios;	**INVOLVE**
• **Project Communications**: Written and/or verbal communications will be initiated by the City during the preliminary stages of the project to ensure government departments and servicing authorities are made aware of the project and its scope. A range of tools and techniques will be employed to raise awareness of these workshops including invitations, flyers and posters, newspaper and radio advertisements, online information and general project displays at strategic locations;	**INFORM**
• **Formal Advertising:** as part of the public advertising period, feedback on the proposed Structure Plan will be sought via an online/hard copy feedback forms/surveys and displays at strategic locations.	**CONSULT**
• **Feedback Loop:** As each engagement event, initiative is undertaken the team will summarise the outputs and make these available on the Lets Talk web page web page, as well as acknowledge and thank participants via contacts details recorded during each workshop or event.	**INFORM**

9.1. Community Engagement Capacity Building

We value teamwork amongst our colleagues and clients and these types of projects can only benefit from collaborative work environment. We consider that the project team extends from the client, consultants and in come cases to key stakeholders. Opportunities for capacity building that may be assisted by the City include:

- Organisation of engagement events;
- Table facilitation during community and stakeholder events, where practicable;
- Participation by planners and designers in design workshops and review sessions; and
- Attendance at project meetings.

9.2. Key Project Messages – Communications

Communication will form an integral component of this project. The use of readily accessible wording and material preparation for all communication mediums will aim to maximize access and understanding of the project as a whole, key issues and recommendations.

The following outline the key project messages that will need to be re-enforced throughout the project when preparing any communication materials:

1. The City of Bayswater is undertaking a Town Centre Structure Plan to create a shared vision for the centre of Bayswater.

2. This project will not only create a strategic document but it is also about putting in place the foundations and enablers to create a place that is attractive for people and capital, inclusive and diverse.

3. Fresh Eyes – New Conversations: community and stakeholder involvement will be crucial to the success of the structure plan. There will be a number of opportunities for the community and stakeholders to have their say throughout the process.

4. We welcome the establishment of a Community Advisory Group to assist the project team and provide a mechanism for ensuring a balance of views are heard and listened to.

9.3. Project Teams

The following is a list of persons that comprise the core project team, being the key members of the City's Staff and the Project Consultant Team:

City Project Team

- Des Abel - Director Planning & Development Services
- Noah McDonald – Strategic Project Officer
- Matt Turner – Coordinator, Strategic Planning Projects
- Martyn Boyle/Jennie Arts - Public Relations/Economic Development
- XXX – Engagement Specialist

Consultant Project Team

- Andrew Howe (TPG) – Project Director & Peer Review
- Alison Healey (TPG) – Project Coordinator & Senior Town Planner
- Oliver Penman (TPG) – Lead Urban Designer
- Cath Blake-Powell (TPG) – Lead Community & Stakeholder Engagement
- Susannah Penman (TPG) – Senior Heritage Planner
- Jessica Black (TPG) – Senior Community and Stakeholder Engagement
- Chris Swiderski (FLYT) – Traffic, Transport & Parking Consultant
- Esther Cheong (AEC Group) – Economic Analyst

9.4. Project Team Communications

Day-to-day contact regarding the community engagement approach shall be between the Principal Points of Contact:

- City of Bayswater: Matt Turner – Coordinator, Strategic Planning Projects
- TPG: Alison Healey (TPG) – Project Coordinator & Senior Town Planner

Communications between and requests of the City and Project Consultant Team are to be acknowledged and responded to in a timely manner to ensure project timeframes are met.

9.5. External Communications

External project communications are to be controlled through the City and all information produced by the Project Consultant Team shall be distributed by such person, unless otherwise required/agreed.

It is anticipated that the project team will work with the City's Team to prepare the material, however the City will be responsible for circulation, via the City's website, mobile application and/ or hard copy distribution.
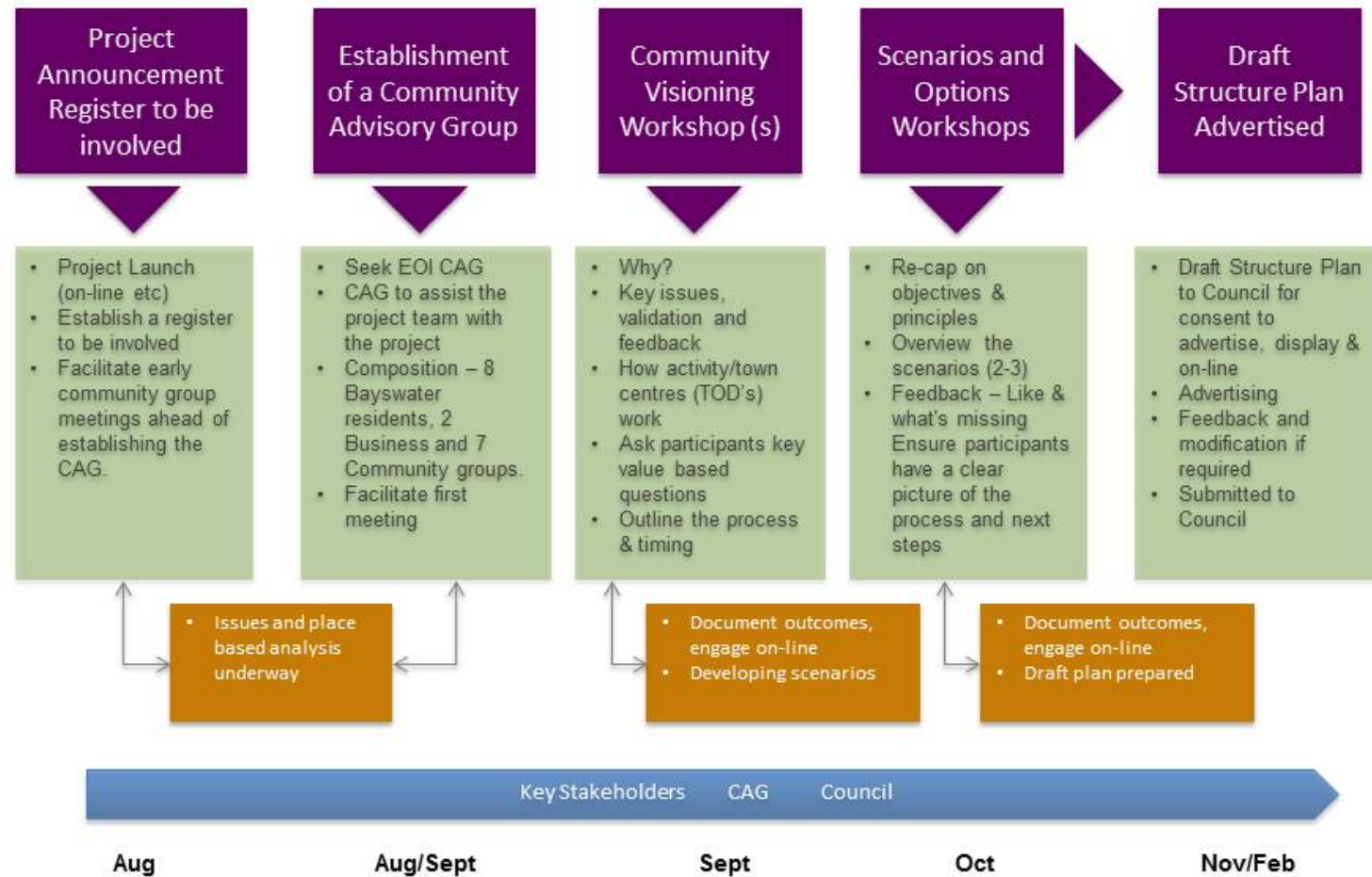
The following "Stakeholder Analysis and List" table also identifies how often general communications and engagement will occur (refer to section 7).

9.6. Regular Communications

Regular communications will need to occur to ensure Council, staff, the community and key stakeholders are kept informed and up to date on project activities.

10. Engagement Approach

Project Announcement Register to be involved

- Project Launch (on-line etc)
- Establish a register to be involved
- Facilitate early community group meetings ahead of establishing the CAG.

Establishment of a Community Advisory Group

- Seek EOI CAG
- CAG to assist the project team with the project
- Composition – 8 Bayswater residents, 2 Business and 7 Community groups.
- Facilitate first meeting

Community Visioning Workshop (s)

- Why?
- Key issues, validation and feedback
- How activity/town centres (TOD's) work
- Ask participants key value based questions
- Outline the process & timing

Scenarios and Options Workshops

- Re-cap on objectives & principles
- Overview the scenarios (2-3)
- Feedback – Like & what's missing Ensure participants have a clear picture of the process and next steps

Draft Structure Plan Advertised

- Draft Structure Plan to Council for consent to advertise, display & on-line
- Advertising
- Feedback and modification if required
- Submitted to Council

- Issues and place based analysis underway

- Document outcomes, engage on-line
- Developing scenarios

- Document outcomes, engage on-line
- Draft plan prepared

Key Stakeholders   CAG   Council

Aug   Aug/Sept   Sept   Oct   Nov/Feb

11. Feedback Mechanisms

Providing post-engagement feedback reassures the community that the views and concerns of participants were acknowledged and considered. It enables a greater degree of trust and cooperation to be established between the community and decision-makers. It is also important that accurate feedback be given in a timely manner and that throughout the engagement activities the community is informed of the feedback methodology.

Key tools being used to assist with feedback to community and key stakeholders include:

- Enhance known stakeholder lists, by requesting contact details at all engagement events;
- On line engagement opportunities;
- Registrations of interest;
- Documenting all feedback, ideas and making these available to community;
- Thanking participants and including links to the project outcomes.

Feedback is to be expressed clearly and logically in ways the community can easily comprehend and should include an analysis of the information and data obtained and an evaluation of the process administered. It shall be administered as and when appropriate and will be guided by Section 10 – Communication and Engagement Actions.

12. Conflict Resolution

In the event there is a conflict resolution requirement within the project the following would apply:

- CoB and the project team to establish an Issue register and undertake regular monitoring;
- as soon as identified by an individual on the project team, they shall notify the rest of the project team, and in particular the CoB engagement & PR team;
- the project team will work together to understand the origins of the conflict, identify the stakeholders involved and develop an engagement approach to minimise its effects.

13. Evaluation & Review

Evaluation of engagement activities enables the project team to regularly review the process and makes adjustments if required.

Evaluation tools recommended to be used as part of the aforementioned engagement activities include:

- Post workshop surveys;
- Review milestone outcomes against the engagement objectives;
- Quantum of people engaged;
- A cross section of community and key stakeholders (local demographic representation) are represented as part of key engagement activities;
- Feedback is provided to community at key project milestones;
- Workshops are designed to encourage a sharing of project information, interaction and feedback;
- A Community Advisory Group has been established to assist with communicating to all key networks and groups; and
- Close out and feedback meeting with client group.

APPENDIX 1

IAP2 Public Participation Spectrum

iap2 public participation spectrum
developed by the international association for public participation

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	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.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advise and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
EXAMPLE TOOLS	• Fact sheets • Websites • Open houses	• Public comment • Focus groups • Surveys • Public meetings	• Workshops • Deliberate polling	• Citizen Advisory committees • Consensus-building • Participatory decision-making	• Citizen juries • Ballots • Delegated decisions