



# A Framework for Managing Community Engagement: Contaminated Sites

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Address for Correspondence:

Regional Policy and Programs Division  
Hunter Joint Organisation  
PO Box 3137  
THORNTON NSW 2322

Phone: (02) 4978 4020

Email: [rppd@hunterjo.com.au](mailto:rppd@hunterjo.com.au)

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# 1 Introduction

Engaging the community on land contamination can be a significant challenge, arising from the need to communicate complex technical information, uncertainty around health impacts, impacts on property prices and local economy, restrictions on development, and the costs and disruption caused by assessment and remediation works.

If these challenges are not carefully considered and addressed, community engagement efforts (or lack of appropriate engagement) can contribute to considerable uncertainty, anxiety, conflict or outrage in the community, both at individual and potentially broader community and political levels.

This framework is intended to provide support to Councils, and assist them undertake effective and meaningful engagement with communities in respect to contaminated land issues, using the three scenarios identified in section 3.1 as the basis of the framework.

## 1.1 Purpose of the Document

This document provides an overarching approach to community and stakeholder engagement which:

- Focuses on community emotion and outrage and how to work with the community to proactively avoid or manage outrage in relation to contaminated land
- Can be incorporated or linked to Councils' existing community and stakeholder engagement frameworks, policies and operational plans as an additional module
- Is adaptable to the different project implementation levels that Councils may be operating at (see section 3.3)
- Aligns with the best practice frameworks of the industry body International Association for Public Participation (IAP2).

This document will assist Councils to understand:

- How their stakeholders may act and respond to a project and associated community engagement strategies, and what interests they have in contaminated land
- Issues and risks from a community consultation point of view associated with the management of contaminated land
- How to manage these community engagement issues and address community interest
- Appropriate methodology for engagement and communication that fits with the needs of the community
- How to evaluate the outcomes of the engagement strategy.

## 1.2 Outline of the Document

This document consists of the following:

- A summary of IAP2 factors that impact on the success of community engagement
- Key challenges for engagement
- Community engagement objectives
- Factors that increase emotion and outrage in general, and specifically for contamination issues
- Engagement principles
- The engagement framework comprising the following:
  - Description of the specific contamination scenarios addressed in the framework
  - Outrage analysis tool

- Project implementation levels to allow Councils evaluate which level they are, and will be, operating at within each scenario, potential community expectations and emotions for each level, and appropriate community engagement methods to address the communities concerns and expectations
- Engagement principles
- Strategies to reduce outrage
- Engagement approach
- Toolbox for community engagement
- Evaluation

## 2 Community Engagement Principals

The following sections provide background and overarching principals that form the basis for the Framework.

### 2.1 Successful Community Engagement

The International Association of Public Participation (IAP2) is dedicated to the development and commitment to better engagement between organisations and their communities. IAP2 provides a number of tools, standards and training offerings that are internationally recognised as best practice. One of the key underpinnings of IAP2 is the promise whereby an organisation is very clear with the community as to the level or depth of engagement that will be undertaken.

Further details of IAP2's spectrum and model of engagement can be found in the appendix and further readings.

Consistent with IAP2, a successful community engagement program relies on:

- A staged approach to properly engage with the community at relevant times to ensure required outcomes are met
- Developing a community engagement strategy to guide Councils to undertake consultation in their local areas and use tactics which meet their capacity and needs
- Selecting and implementing appropriate engagement tactics that can be implemented simply and effectively
- Developing a suite of tools for Councils to use to communicate and engage on the project.

### 2.2 Key Challenges for Engagement

The framework acknowledges the key challenges faced by Councils in respect to community engagement, including:

- Resourcing and educating staff to deliver an adaptable community engagement program
- Managing the varying impacts on different stakeholders and different locations
- Improving community awareness, or understanding and managing community outrage
- Managing expectations from a wide variety of stakeholders with different needs
- Dealing with potential impacts of remediation costs on individual landowners or broader community
- Balancing environmental considerations with community needs and expectations

### 2.3 Community Engagement Objectives

In line with the IAP2 spectrum, community engagement objectives can be one or many of the following:

- Inform the community about a project and why it is required
- Gather feedback from the community (impacted or interested) on the options available to the community around a contaminated land matter
- Collect useable information on how those options might be enacted (tangible information relating to "how to")
- To improve awareness and manage expectations around the roles and responsibilities of potentially

various local and state government authorities and other stakeholders who may be involved in the contaminated land project

- To give the community some control in the management of contaminated land, helping to reduce the potential for outrage when action takes place
- Through engagement methods identify:
  - What the community member’s values are
  - Differences between community members values and opinions (which will assist Council to make better decisions and will inform communication)
  - Community representatives who can positively and constructively contribute to enhancing community engagement outcomes.

## 2.4 Factors that Increase Emotion and Outrage

There are a number of factors that contribute to outrage. Identifying those relevant to a contaminated land scenario means that Council can address these factors, either strategically (i.e. early planning to reduce the potential for outrage developing) or reactively in situations where outrage already exists.

World-renowned expert in outrage management, Dr Peter Sandman (Management Communication Quarterly: McQ (1986-1998); Nov 1988; 2,2; ProQuest Central pg.235), identifies a number of outrage factors as presented in the table 1.

**Table 1. Factors that Increase Outrage**

Outrage Factor (P. Sandman, 1988)	Outrage Drivers	Contaminated Land Context (example)
Lack of Voluntariness	There is higher potential for outrage where the community feels they are being coerced into a certain course of action, rather than those actions being voluntary	Person’s property is entered into the Contaminated Land Information System with a lack of transparency around the process for inclusion
Lack of Control	When people have control over the prevention or mitigation of risk they are less likely to be outraged than when others are in control	Widespread contamination is found across an area which may impact on health, property value and use of resources (e.g. soil and water), but that is up to an organisation to manage, leaving the residents in lack of control over their situation
Unfairness	People who face a higher level of risk without higher benefits are more likely to be outraged	Having to pay for remediation or management of contamination that was caused by someone else
Poor Process	The community will feel more outraged if the organization is considered untrustworthy, dishonest or arrogant. When organisations are responsive and listen to the community they can reduce	Lack of transparency of the Contaminated Land Information System and lack of a plan to respond to queries about the process for inclusion on the register, and the potential impacts

	community outrage	
Morality	People will feel outraged by issues that are considered morally wrong by society	Contamination was known but not reported to the potentially impacted community
Unfamiliarity	Things that are unfamiliar, exotic or high-tech are more likely to cause outrage than risks that are familiar and everyday	Long or scientific names and acronyms, descriptions of highly technical chemical or physical processes
Memorability	Events that are memorable make risks easier to imagine and will contribute to outrage. This might include severe weather events, personal experiences or media stories	Media coverage of projects such as the PFAS contamination from a RAAF Base, or lead contamination from a smelter  Explosions due to landfill gas, or hydrocarbon contamination  Badly planned and executed community information sessions
Dread	Things that are dreaded can exaggerate the perceived risk and outrage	Asbestos and cancer clusters  Potential impacts on children's development
Diffusion in time and space	When an event has the potential to suddenly cause a high level of damage at once, it is more likely to cause outrage than a risk that can cause just as much damage but in small amounts over a longer period of time	Sudden pollution incident from an industry causing fish kills or restrictions on water use, vs ongoing releases that have the same results over a longer period of time  NB. Contaminated sites are often decades old, but can still be perceived as a sudden and/or major event when discovered

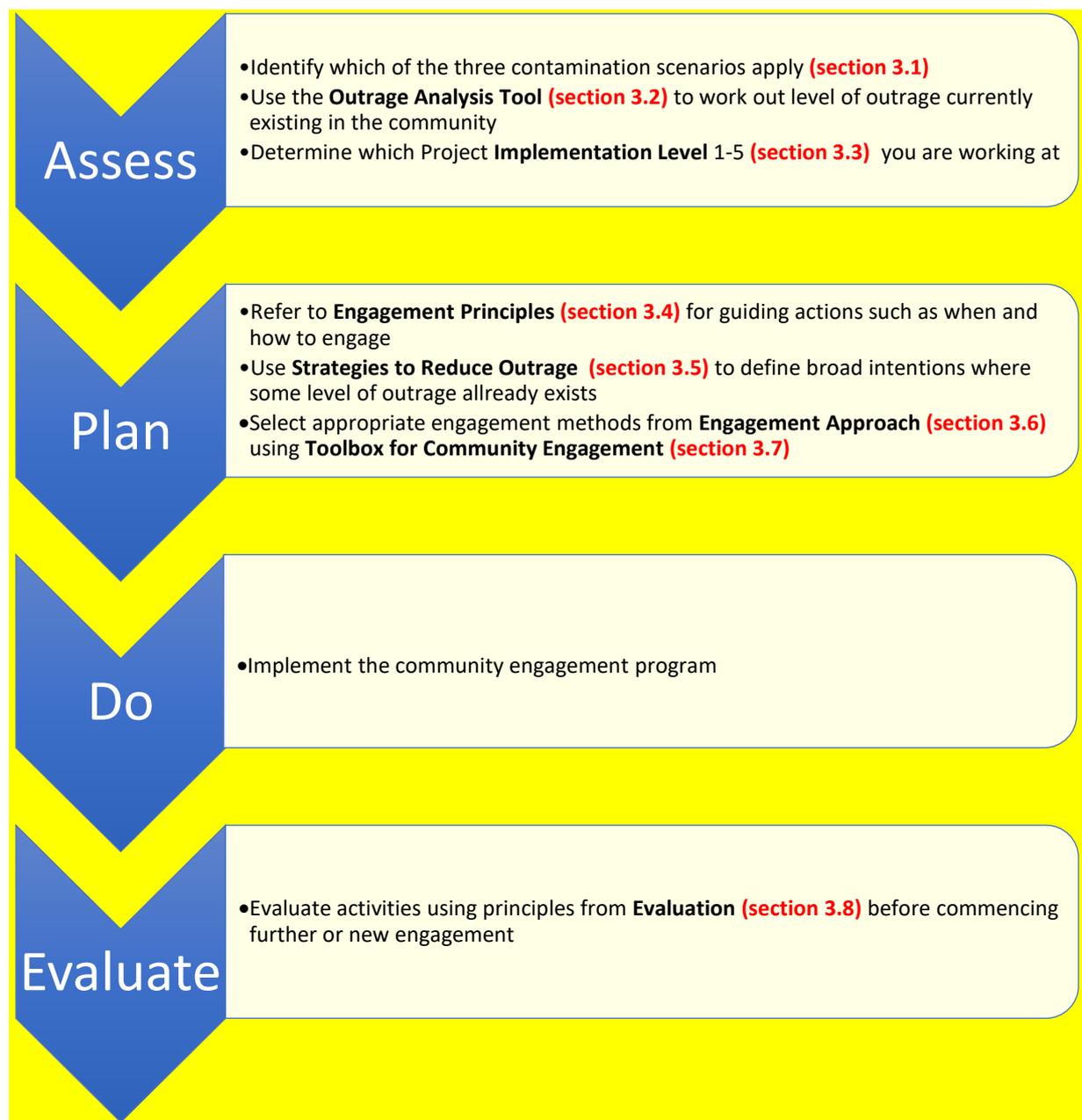
Some other factors that can increase emotion and outrage in relation to contaminated land can be:

- Nature of the contamination
- Period of exposure (past and future)
- Those attached to amenity and lifestyle
- Impacts on health
- Proximity to people
- Close to schools and day care centres
- Historical actions (Council-led or community-led OR non-action where Councils/government have done nothing)
- Media (aggressive, hostile or ill-informed)
- What adjoining councils are/are not doing
- Effects on property prices

### 3 Community Engagement Framework

This framework recognises that Councils have existing engagement frameworks, and that Councils will need to work within their own processes. In developing an engagement outrage management plan, begin by preparing an engagement plan using your normal Council processes, then plan for outrage.

The overview for the framework, which gives a step by step guide, is as follows:



## 3.1 Contamination Scenarios

The need for support and guidance to effectively engage local communities was identified by Councils in the Hunter Region, specifically for the following scenarios:

- Creating and maintaining a Contaminated Land Information System
- Contamination on public land
- Unexpected or emerging contamination

The three scenarios form the basis for this Framework as they are considered to encompass most potential situations a Council may experience. A detailed description of the scenarios are provided in sections 3.1.1 – 3.1.3 below.

### 3.1.1 Creating and Maintaining a Contaminated Land Information System

Councils have an important role in supplying the community with information regarding land use history (i.e. potentially contaminating activities), potential or actual land contamination, and remediation activities. This includes a statutory requirement to provide certain notations on property certificates, which advise potential buyers as to whether there are any constraints affecting development of the land. Councils involved in the Regional Contaminated Land Program are in the process of creating or updating their local Contaminated Land Information Systems. In most cases this will result in a significant increase in the number of properties registered as contaminated or potentially contaminated, in some cases by orders of magnitude.

From a community engagement perspective, it is desirable to notify a land owner of their properties inclusion in a Contaminated Land Information System. While there is no legislative requirement for Council to notify an owner when their land is included as potentially contaminated in a Contaminated Land Information System, it may be possible for the landowner to argue that the Council acted negligently or possibly that it did not offer procedural fairness if they are not notified of the inclusion. Notifying the landowner provides the opportunity for them to establish that the land is not contaminated and therefore should not be included, or alternatively, to manage or undertake remediation of the land prior to selling at some point in the future.

The process for communicating with landowners about the inclusion of properties in their local information system is an area in which Councils have identified the need for guidance. This is because:

1. Informing landowners of potential development constraints and health risks can cause considerable angst and outrage, both at an individual and potentially broader community and political levels
2. Where Councils are developing a Contaminated Land Information System for the first time, or significantly updating an existing system, large numbers of properties will be affected. This requires a strategic approach to effectively and successfully engage landowners to avoid community outrage developing, and the significant impact on Council resources that can result if it does
3. The very technical nature of contaminated land can make effective community engagement and the successful communication of information a challenge
4. Many of the Council Officers involved in community engagement around contaminated land issues often have limited experience or training in community engagement / consultation processes
5. Affected residents may be expected to pay for management or remediation to their property that was not directly caused by them

### 3.1.2 Contamination on Public Land

The identification of contamination on public land such as sports fields, parks and road reserves due to historic land use practices is another scenario facing Councils. Sources of contamination typically affecting public land include:

- Historic former waste landfills
- Former nightsoil disposal sites
- Former gasworks or other industrial lands that have been converted into public recreational land

following their decommissioning

- Uncontrolled fill (including asbestos) placed on public land to level or raise it, or to build retaining walls
- Illegal dumping of contaminated materials.

The process of communicating with the community about contamination found on public land is an area where guidance is needed because:

1. Contamination on public land can be complicated by being originally caused by Council, usually with good intentions many years ago, or caused by another government body with ownership subsequently transferred to Council
2. Whilst Council is the 'owner' of public land, the broader community as users of these facilities will be directly impacted
3. Communicating risk and what level of risk is considered acceptable on public land is challenging
4. Impacts on the level of access and use of the asset by the community, both during assessment and remediation, and potentially on-going use can be substantial
5. Cost of remediation can be substantial, and who pays for remediation is a complicated issue
6. Directly impacted community members (e.g. those who use beach side reserves) are often not local residents and may not even be council ratepayers
7. Council ratepayers may be expected to pay for remediation of facilities that they do not use or are not in their immediate physical vicinity.

### **3.1.3 Unexpected Finds and Emerging Contaminants**

The unexpected identification of widespread contamination affecting residential and rural areas arising from previously unknown land uses, or due to new and emerging contaminants previously not considered, is a scenario that Councils are increasingly being faced with. Finds of this nature have the potential to generate significant levels of community concern due to the potential health and financial impacts on residents, the potential need to implement large scale and disruptive investigation and remediation activities, and from a perception that the contamination should have been identified earlier.

The process of communicating with the community on these matters is an area where guidance is needed because:

1. The scenario does not allow for a planning period for community consultation, but rather an emergency response
2. There may be existing, perceived or potentially immediate impacts on lifestyle and health of impacted communities
3. Community anxiety and outrage already exists or is quick to emerge, making it very difficult to effectively communicate with affected residents and stakeholders
4. In many circumstances, the persons or activities that caused the contamination have long gone, meaning that there is no one who can be held directly to account or take responsibility for cleaning up the contamination. In these circumstances defining responsibilities for investigating and remediating contamination can be complex and often falls on the landowner in accordance with the legislative framework, contributing to community frustration and outrage
5. In some cases, Council ratepayers may be expected to pay for urgent remediation or preventative actions. This may be for facilities that they do not use or are not in their immediate physical vicinity
6. Limitations in access, and restrictions on their land and water uses for residents may be needed

7. The immediacy of required action can result in no consultation with community, and any communication becomes notification only

The situation may cause resistance from residents to comply with communications/requests by council and/or emergency services to evacuate impacted area

### 3.2 Outrage Analysis Tool

This analysis tool allows Councils to identify the potential for them to face high, medium or low levels of outrage. The questions relate to triggers that can increase outrage. The tool can be used both at the beginning of engagement to assess the level and type of potential outrage and at the end of each Engagement Phase to review and refine the engagement program.

The tool can relate to any of the three scenarios where issues relate to contaminated land information systems, contamination on public land, or emerging/unexpected contamination.

How to use the tool:

1. Work through the questions which are divided into the categories relating to the engagement context: project, process and relationships. Project refers to the specific contamination project activity, process refers to the engagement process around the contamination project, and relationships refer to those between the community and government (potentially all tiers).
2. Answer the questions by rating the level (low, medium, high). These ratings are subjective and will vary with each project and each council. Ratings should be based on a gut feel as opposed to being generated on a statistical basis. The intention of ratings is to enable the user to focus on which category(ies) appears most relevant and to aid in the development of the relevant engagement actions.
3. Based on your results:
  - a) Identify potential strategies to reduce outrage in section 3.5
  - b) Determine where to invest more time or resources (the project, the engagement process or relationships)

Category	Questions	L, M, H
Project	What is the extent of the potential impact on vulnerable communities (e.g. schools, aged)?	
	What has been the level of political comments/interest?	
	What is the impact on the community from contaminated land or contamination issues to date within the council area?	
	How highly is potentially contaminated area valued by the broader local community?	
	What don't the community understand about the project's specific contamination problem?	
	What is the likelihood that if no action is taken this will cause outrage in the community?	
	What is the likelihood the level of action taken won't be sufficient in the eyes of the community?	

	What proportion of residents would be fearful that the contaminated land project or scenario will affect them? Consider the immediately impacted area.	
	What proportion of residents would be fearful that the contaminated land project or scenario will affect them? Consider the areas adjoining the immediately impacted area.	
	What proportion of residents would be fearful that the contaminated land project or scenario will affect them? Consider the entire local government area.	
	What is the likelihood that ratepayers will feel they are unfairly paying for management options that will primarily benefit a few?	
	What is the likely cost of remediation options?	
	To what extent do residents feel disempowered to make decisions about their own community?	
	To what extent is there potential economic impact on local businesses short term if management actions are taken?	
	What is the level of community dissatisfaction with the outcome of remediation?	
Process	To what extent is the community NOT able to have decision making roles?	
	To what extent does the community feel they are being forced into actions without being involved in discussions?	
	How would you rate the difficulty in communicating the issues in a way the community can understand?	
	To what extent does the community feel powerless over their ability to protect their property or local community assets from the specific project's contaminated land impacts or issues (e.g. financial and health)?	
	To what extent does the community feel powerless over their ability to protect their property or local community assets generally in relation to contaminated land impacts or issues (e.g. financial and health)?	
	To what extent is engagement concentrated on a small number of individuals (e.g. High – Engagement was focused on a small number of people)	
	To what level does the community LACK the knowledge or skills to understand and interpret the issues (e.g. Have there been education campaigns)	
	When the contaminated land register or contamination issue is announced, what is the likelihood that the community will feel they have few options to decide from?	
	What is the likelihood that the community will feel that decisions have already been made?	

	What is the likelihood that the community will feel the management options have come “out of the blue” either because of low levels of community interest, or because of a lack of communication through all stages of the process?	
	To what level has Council been unresponsive to social media comments and questions?	
	To what level has Council been unresponsive to community questions or comments to date?	
	To what degree does the community believe they could overturn the implementation of a contaminated land register or contamination project?	
Relationship	What level of interest is there amongst communities to manage contaminated land or emerging contamination issues?	
	What has been the level of community activism for improving the identification or remediation of contaminated land, or for having an accurate and up-to-date register?	
	What is/has been the level of community anger towards council or other levels of government?	
	To what level does the community feel Council has not acted on their concerns in relation to previous contamination issues or Council registers?	
	what level of effort do affected residents and interested parties expect that the Council will go to, to explain and promote findings related to a contaminated land issue or contaminated land register?	
	What level of distrust in Council exists, as evidenced by past community anger or actions?	
	To what level has local media run negative stories about the contaminated land issue / scenario?	

### 3.3 Implementation Levels

To assist Councils implement an approach for each of the three contaminated land scenarios that have been identified, this framework divides each scenario into five implementation levels, as shown in the following table. The first step for council is to identify which implementation level they are currently operating at or intend to operate at, for the relevant scenario (i.e. managing contaminated land information, contamination on public land, and unexpected / emerging contamination).

The first column presents Councils project implementation levels ranging from one to five.

The second to fourth column presents descriptions of the implementation levels for each of the three scenarios. The fourth column represents the unexpected or emerging contaminant scenario, in which there is no time to go through a staged implementation of community engagement. Hence, this scenario jumps straight to level 5 and has a higher likelihood of outrage.

Implementation level 5 represents situations where outrage has developed. This could happen at any stage of the process, and if it does, strategies suitable to level 5 should be considered rather than the ones for the project implementation levels 1-4.

Once the implementation level is established for a project, the information can be used to identify appropriate tools and strategies in section 3.6.

Implementation Level	Creating and Maintaining a Contaminated Land Information System	Contamination on Public Land	Unexpected finds and emerging contaminants
1	No contaminated land information system in place, but there is a commitment from Council to develop a system	Contamination on public land is suspected, but no investigations undertaken	N/A
2	Council investigates (desktop based) potential contaminated sites for inclusion in the contaminated land information system	Council investigates potential contamination on public land	N/A
3	Council identifies contaminated, or potentially contaminated sites for inclusion in the contaminated land information system	Council confirms contamination is present but unclear as to extent, nature and impacts	N/A
4	Council notifies affected residents of their inclusion in the contaminated land information system	Council identifies that the public land is affected by contamination and needs remediation, and potential restrictions on land use	N/A
Community Outrage Levels			
5a	A high level of outrage exists associated with the project	A high level of outrage exists associated with the project	N/A
5b	N/A	N/A	A high level of outrage exists (or is likely to quickly develop) because Council has identified unexpected source of contamination, or an emerging contaminant, which may have been in existence for a substantial period of time

### 3.4 Engagement Principles

The following principles are considered key to engagement processes relating to the first two of the contaminated land scenarios that have been identified i.e. managing contaminated land information, and contamination on public land:

1. **Engage Early** – Build community knowledge and understanding of the Contaminated Land Information System / public land project, history, the need for a system / project, responsibilities, and any research that has been done.
2. **Provide time to prepare** – Give communities time to understand and make sense of information, and prepare for possible impacts from being identified in the Contaminated Land Information System, or by the public land project.
3. **Respect community interest** – For example by gathering a history and knowledge about contaminated sites and stories from the community.
4. **Communicate risks** – Be honest and transparent about the risks identified through the information system development process / project investigations, and seek input from the community to identify those risks.
5. **Explain the need** – Explain what approaches are being taken in a way which communities can understand, and which accurately portrays the complexity and challenges of decisions that need to be made.
6. **Ensure a fair process** – Follow a process that is transparent and fair to the broad range of community members affected by contaminated land.
7. **Respect emotions** – Recognise and respect that our communities have a high emotional attachment to the safe enjoyment of both their immediate and local environments, particularly vulnerable areas.
8. **Enable community engagement** – Provide skills and resources to educate and enable the community, stakeholders and staff to engage in contaminated land identification and prevention.
9. **Understand different responses** – Some landowners with land included on an Information Register will have little concern or interest in the matter, whereas others may be upset or outraged.

The following principles are considered key to engagement processes relating to the third Contaminated land scenario that has been identified (i.e. unexpected contamination and emerging contaminants):

1. **Engage as early as possible** – Give communities time to understand and make sense of information currently available, and prepare for possible impacts. Preferably notify communities immediately and indicate that there is a planned process to gather more information and then develop an appropriate action plan.
2. **Communicate risks** – Be honest and transparent about the risks identified relating to the emerging or unexpected contaminants, and seek input from the community to identify or clarify those risks.
3. **Explain the need** – Explain what approaches are being taken in a way which communities can understand, and which accurately portrays the complexity and challenges of decisions that need to be made.
4. **Ensure a fair process** – Follow a process that is transparent and fair to the broad range of community members affected by emerging or unexpected contamination.
5. **Respect emotions** – Recognise and respect that our communities have a high emotional attachment to the safe enjoyment of both their immediate and local environments, particularly vulnerable areas.
6. **Understand different responses** – Some residents will want to stay and ‘fight’ where others will want to evacuate immediately in the face of emerging or immediate contamination.

### 3.5 Strategies to Reduce Outrage

Each Council will face different contexts, characterised by past engagement practices, different stakeholder groups, the range and extent of management options, and the magnitude of risks. The following table provides potential strategies that may be relevant for councils to draw upon in respect to managing existing or potential community outrage associated with the contaminated land scenarios. The strategies apply to a range of engagement contexts that may be present and contribute to outrage.

Use this tool after considering the questions in the Outrage Analysis Tool (Section 3.2) as a means to assess within which context(s) (i.e. Project, Process or Relationships) strategies should be developed to reduce the levels of outrage. Working along the top of this table you will see these contexts represented. Work down through the relevant columns under each context which will be more relevant to your contamination issue or project. The ticks indicate which engagement strategy might apply to your work to assist in preparing an appropriate, targeted overall strategy.

Strategies that are directly related to emergency situations due to unexpected contamination or an emerging contaminant are indicated with an asterisk\*.

STRATEGY	ENGAGEMENT CONTEXT									
	Project				Process				Relationships	
	When it is difficult to explain the content	When the community needs to understand the history to move forward	When the community is skeptical of decisions	When only some of the community is impacted	When you want a broader engagement	When only a few voices are usually heard	When engagement levels are low	When the community doesn't trust the decision-making process	When trust in Council is low	When you've made a mistake
Create roles and activities that are owned and managed by the community where appropriate without putting them at risk of exposure of contamination such as (a) capturing evidence (b) provide information on the contamination history (c) reporting potential contamination to Council or the EPA		✓	✓						✓	✓

STRATEGY	ENGAGEMENT CONTEXT									
	Project				Process				Relationships	
	When it is difficult to explain the content	When the community needs to understand the history to move forward	When the community is skeptical of decisions	When only some of the community is impacted	When you want a broader engagement	When only a few voices are usually heard	When engagement levels are low	When the community doesn't trust the decision-making process	When trust in Council is low	When you've made a mistake
Include the community in determining the criteria upon which to make decisions								✓	✓	✓
Educate the community and give them the skills and knowledge to interpret decision making. Educate well in advance where possible.	✓		✓			✓	✓			
"Go to the community" to generate higher awareness and visibility when developing a Contaminated Land Information System or addressing a contamination issue	✓				✓	✓	✓			
Capture stories from locals relating to how past inclusions on a contaminated land information system, or other contaminated land issues worked	✓	✓	✓		✓				✓	
Apologise for previous mistakes related to engagement of community in relation to contaminated land issues (e.g. not notifying affected residents of contamination soon enough)		✓						✓	✓	✓

STRATEGY	ENGAGEMENT CONTEXT									
	Project				Process				Relationships	
	When it is difficult to explain the content	When the community needs to understand the history to move forward	When the community is skeptical of decisions	When only some of the community is impacted	When you want a broader engagement	When only a few voices are usually heard	When engagement levels are low	When the community doesn't trust the decision-making process	When trust in Council is low	When you've made a mistake
Use third-party, high-profile experts *			✓		✓		✓		✓	
Appoint independent parties to choose membership on committees / panels. Plus establish and publish criteria for membership before seeking members			✓	✓	✓			✓	✓	
Choose engagement techniques where the community has time to deliberate	✓	✓	✓							
Create specially branded communication, websites, signage about developing a contaminated land register or a contaminated land issue / project to increase visibility and ease of access to information	✓				✓	✓	✓			
Give the community greater influence by selecting appropriate techniques and terms of reference that allow for decision making. Techniques would be more deliberative in style and terms of reference should encourage and allow for broader representation and deliberation								✓	✓	

STRATEGY	ENGAGEMENT CONTEXT									
	Project				Process				Relationships	
	When it is difficult to explain the content	When the community needs to understand the history to move forward	When the community is skeptical of decisions	When only some of the community is impacted	When you want a broader engagement	When only a few voices are usually heard	When engagement levels are low	When the community doesn't trust the decision-making process	When trust in Council is low	When you've made a mistake
Techniques that use random sampling and representative samples together when selecting community representatives if developing a deliberative style engagement tools or techniques					✓	✓		✓		
Explain the pros and cons of each management / remediation option*	✓		✓					✓	✓	
Broad awareness campaign to keep on the community's agenda	✓	✓			✓	✓	✓			
Map community values in relation to contamination related issues and align with previous community values mapping if existing		✓		✓	✓		✓	✓	✓	
Publish negotiables and non-negotiables*								✓	✓	✓
Publish decision criteria prior to management options release	✓		✓					✓	✓	✓
One-to-one dialogue with affected residents*	✓		✓	✓					✓	✓

STRATEGY	ENGAGEMENT CONTEXT									
	Project				Process				Relationships	
	When it is difficult to explain the content	When the community needs to understand the history to move forward	When the community is skeptical of decisions	When only some of the community is impacted	When you want a broader engagement	When only a few voices are usually heard	When engagement levels are low	When the community doesn't trust the decision-making process	When trust in Council is low	When you've made a mistake
Involve the community to determine the range of “who pays” options while recognising the link between community values, willingness to pay, and trade offs								✓	✓	
Run an engagement activity to “scope” the engagement strategy for developing a contaminated land register or dealing with contaminated land					✓				✓	
Briefings with residents, community groups and businesses likely to be impacted, before formal planning begins	✓									
Seek involvement by a broad selection of the community that is impacted or interested (refer to Appendix D)					✓	✓	✓			
Provide the broader community with as much relevant information as possible as it comes to hand in the case of unexpected contamination issues or emerging contamination (i.e. straight to Implementation Level 5)*	✓	✓	✓	✓						

### 3.6 Engagement Approach

This section aids Councils to identify the tool, technique or method that are available and appropriate for engaging with their community and stakeholders. The first column relates to the initially identified Implementation Levels. The second column identifies the factors that increase emotion and outrage which Council may already be experiencing. Column three outlines some of the expectations that can be reasonably expected of the community. Top level objectives for Council are outlined in column four with the potential tool or method indicated in the final column.

By working across the table from left to right a short list of tools or methods can be identified. To explore more details about these tools or methods and their appropriate use go to section 3.7.

Implementation Level	Factors that increase emotion and outrage	Community Expectations	Communication and Engagement Objectives	Possible Tool/Technique/Method
<b>Level 1</b>  <b>No contaminated land information system in place, but there is a commitment from Council to develop a system</b>  <b>Contamination on public land is suspected, but no investigations undertaken</b>	Lack of awareness of what a Contaminated Land Information System or Register is  Lack of awareness of the need for a Contaminated Land Information System or Register  Lack of awareness of contaminated land  Lack of trust in the Council or the management process  That this is just another case of Council continuing to take no action  That the community sees this as not taking enough action to rectify a serious problem  That by doing nothing the problem might continue or grow  No sense of true involvement in the decision making process  No sense of control	That they will be made aware of decisions on specific contaminated land  That Council can justify the decisions made  That risks of not taking action have been taken into consideration  That they will be able to continue to provide feedback  That actions will be modified if the contaminated land continues to cause health and other issues  There is a process / opportunity to make a complaint  That Council will meaningfully investigate to confirm or deny whether suspected contamination is present	To build the processes, skills and knowledge amongst the community  To educate the community about a Contaminated Land Information System or Register  To dispel myths and reinforce truths  To communicate a clear process about next steps – especially when dealing with unexpected contamination issues  To provide genuine opportunities for the community to have influence over the decision making process where possible and appropriate  To scope the engagement so that it reflects the key concerns of the community  To be transparent about the process	Survey  Drop in centres  Group Briefings  Community education  Community advisory groups  Events  Media  Newsletters  Web  Social Media

	<p>Fear of personal impact on property values and lifestyles if nothing is done about the contaminated land</p> <p>Lack of trust in the engagement process</p> <p>Poor communication about the risks of contaminated land, and what will happen if no action is taken</p> <p>Media criticism</p> <p>Community feels their concerns have not been heard</p> <p>Lack of clarity over what part of government is responsible for contaminated land</p>			
<p><b>Level 2</b></p> <p><b>Council investigates (desktop based) potential contaminated sites for inclusion in the contaminated land information system</b></p> <p><b>Council investigates potential contamination on public land</b></p>	<p>That the community sees this as not taking enough action or is taking too long.</p> <p>Fear of personal impact on property and health if only investigation is undertaken</p> <p>Fear of proximity to contaminated land</p> <p>Lack of understanding about the actions and what this means to the community</p> <p>Lack of trust in Council and the actions taken</p> <p>Seeing land on the register without any prior knowledge</p> <p>Sense of lack of control</p>	<p>That they will be made aware of why investigations on specific sites have been made</p> <p>That Council can justify the investigations</p> <p>That they will be able to continue to provide feedback</p> <p>That actions will be modified if the condition of the contaminated land changes (e.g. due to extreme weather events)</p> <p>Communication will occur about investigation actions</p> <p>That contaminated sites confirmed by investigation will be identified and communicated to the community</p>	<p>To build the processes, skills and knowledge amongst the community</p> <p>To educate the community about contaminated land and give them the skills and knowledge to be actively involved</p> <p>To define the truth about contaminated land and why this level of action is needed</p> <p>To dispel myths and reinforce truths</p> <p>To communicate a clear process for this action</p> <p>To provide genuine opportunities for the community to have influence over the decision making process</p>	<p>Advertising</p> <p>Survey</p> <p>Drop in centres</p> <p>Group briefings</p> <p>Community education</p> <p>Community advisory groups (e.g. for sporting fields)</p> <p>Events</p> <p>Media</p> <p>Newsletters</p> <p>Web</p> <p>Social media</p> <p>Signage</p>

	<p>No sense of true involvement</p> <p>Poor communication about how contaminated land is defined and how it will be managed</p> <p>Media criticism</p> <p>Community feels their concerns have not been recognised</p> <p>Investigations / preliminary results find issues but no solutions (or resources to implement a solution) available in short term</p>		<p>To scope the engagement so that it reflects the key concerns of the community</p> <p>To explain what if any risks are involved in taking this level of action.</p> <p>To reassure the community and provide updates on progress of the action</p>	<p>Letters</p> <p>Visual communication</p>
<p><b>Level 3</b></p> <p><b>Council identifies contaminated, or potentially contaminated sites for inclusion in the contaminated land information system</b></p> <p><b>Council confirms contamination is present but unclear as to extent, nature and impacts</b></p>	<p>That the community sees this as not taking enough action.</p> <p>Fear of personal impact on property and health if only identification is undertaken</p> <p>Fear of proximity to the contaminated land</p> <p>Poor clarity around how the investigations were undertaken</p> <p>Poor communication so the community feels unable to understand or contribute</p> <p>Speed of remedial action and any time delay between including and remedial action</p> <p>Not enough time given for engagement</p>	<p>That they will be made aware of why decisions on specific contaminated land sites have been made</p> <p>That Council can justify the decisions made</p> <p>That any risks of taking actions have been taken into consideration</p> <p>That they will be able to continue to provide feedback</p>	<p>To communicate how the options were developed, including where community input was used</p> <p>To provide an opportunity for the community to express their emotions</p> <p>To provide the skills, knowledge and confidence in the community to compare options in an informed way</p> <p>To provide staff with the communication skills to empathise with the community</p> <p>To actively seek to engage stakeholders, by providing multiple engagement options</p> <p>To provide ample time for the community to deliberate on options</p> <p>To use trusted sources to communicate information, and recognise those sources may not be from Council</p>	<p>Advertising</p> <p>Survey</p> <p>Drop in centres</p> <p>Group briefings</p> <p>Community education</p> <p>Community advisory groups (e.g. for sporting fields)</p> <p>Events</p> <p>Media</p> <p>Newsletters</p> <p>Web</p> <p>Social media</p> <p>Signage</p> <p>Letters</p> <p>Visual communication</p> <p>Deliberative forums</p>

	<p>Decision criteria not provided, and lack of prior engagement on the decision criteria</p> <p>Lack of trust in the process</p> <p>“Who pays for investigation and remediation” conversation has not been held yet</p> <p>Failure to address key concerns of the community</p> <p>Lack of understanding about emotional impacts</p> <p>Critical media</p>			<p>Ask the experts</p> <p>Door knocks</p> <p>Interactive online tools</p> <p>Participatory budgeting</p> <p>Webinars</p>
<p><b>Level 4</b></p> <p><b>Council notifies affected residents of their inclusion in the contaminated land information system</b></p> <p><b>Council identifies that the public land is affected by contamination and needs remediation, and potential restrictions on land use</b></p>	<p>“Who pays for remediation” conversation has not been held yet</p> <p>Speed of remedial action and any time delay between identifying contamination and remedial action</p> <p>Poor clarity around how the investigations were undertaken / remediation action plan was developed / properties where categorised for inclusion in the contaminated land information system</p> <p>Decision criteria not provided, and lack of prior engagement on the decision criteria</p> <p>Lack of trust in the process</p> <p>Low levels of engagement during previous stages so community feels plan has come “out of the blue”</p>	<p>That they will be made aware of why decisions on specific contaminated land sites have been made</p> <p>That Council can justify the decisions made</p> <p>That impacts would increase as a result of disturbing contaminated land</p> <p>That new contaminated land won’t emerge or be exposed</p> <p>That the environment will be protected</p> <p>Impact of remediation to community will be minimal</p> <p>Want modelling or assurance of impacts under treatment</p> <p>How to make a complaint</p>	<p>To communicate how the plan was developed, including where community input was used</p> <p>To provide multiple opportunities for the community to provide feedback</p> <p>To provide an opportunity for the community to express their emotions</p> <p>Provide feedback mechanisms that are easy to use</p> <p>To provide enough time for the community to respond</p> <p>To create the opportunity to deliberate on options</p> <p>To provide opportunities for one-on-one dialogue</p> <p>To provide communication tools that allow affected community members to</p>	<p>Animations</p> <p>Consensus conference</p> <p>Advertising</p> <p>Survey</p> <p>Drop in centres</p> <p>Group briefings</p> <p>Community education</p> <p>Community advisory groups (e.g. for sporting fields)</p> <p>Events</p> <p>Media</p> <p>Newsletters</p> <p>Web</p> <p>Social media</p> <p>Signage</p>

	<p>Lack of understanding about emotional impacts of a register or contaminated land issue</p> <p>Critical media</p> <p>Belief that the cost will be unfairly allocated</p>		<p>locate information, resources and support that relates directly to them</p> <p>To provide staff with the communication skills to empathise with the community</p> <p>To provide ongoing community education and preparedness campaigns</p> <p>To actively build community networks</p>	<p>Letters</p> <p>Visual communication</p> <p>Deliberative forums</p> <p>Ask the experts – e-panels</p> <p>Charrette</p> <p>Citizens Jury</p> <p>Door knocks</p> <p>Interactive online tools</p> <p>Participatory budgeting</p> <p>Webinars</p>
<p><b>Level 5a and b</b></p> <p><b>A high level of outrage exists associated with the project</b></p> <p><b>A high level of outrage exists (or is likely to quickly develop) because Council has identified unexpected source of contamination, or an emerging contaminant, which may have been in existence for a</b></p>	<p>Lack of awareness of what the contamination involves</p> <p>Lack of awareness of why notification of contamination was not provided earlier</p> <p>Lack of trust in the Council or the management process</p> <p>Perception that this is just another case of Council continuing taking action at the last minute</p> <p>Not knowing if the problem might continue or grow</p> <p>No sense of control</p> <p>Fear of personal impact on property values and lifestyles</p> <p>Poor communication about the risks of surprise contamination, and what will happen if no action is taken</p>	<p>That they will be made aware of decisions on specific contamination issues</p> <p>That Council can justify the decisions made</p> <p>That risks of not taking action have been taken into consideration</p> <p>That they will be able to continue to provide feedback</p> <p>That actions will be modified if the contaminated land issue was to cause health and other issues</p> <p>Information on how to make a complaint</p> <p>In the case of unexpected contamination issues they will be informed of the issue as quickly as possible. Where full response or action plan is not known the</p>	<p>To communicate a clear process about next steps</p> <p>To dispel myths and reinforce truths</p> <p>To provide genuine opportunities for the community to have influence over the decision making process</p> <p>To scope the engagement so that it reflects the key concerns of the community</p> <p>To be transparent about the process</p> <p>In the case of unexpected contamination issues the goal is to achieve awareness of the issue amongst the greatest number of potentially affected community members with maximum clarity in the minimum amount of time. The technique will be dependent on the</p>	<p>Advertising</p> <p>Drop in centres</p> <p>Group briefings</p> <p>Media</p> <p>Web</p> <p>Social media</p> <p>Signage</p> <p>Letters</p> <p>Door knocks</p>

<b>substantial period of time</b>	<p>Lack of understanding of history of use of contaminated materials</p> <p>Media criticism</p> <p>Lack of clarity over what part of government is responsible for contaminated land</p> <p>In the case of unexpected contamination issues, outrage is highly likely in the absence of detailed information or a fully detailed action plan due to lack of time</p>	<p>community will expect all relevant information to be communicated as soon as possible</p>	<p>magnitude of the contamination and the area affected</p>	
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### 3.7 Toolbox for Community Engagement

The following outlines different techniques that will be useful at different Implementation Levels (see section 3.3). Also included is reference to the IAP2 Spectrum, details of which are included in Appendix B: IAP2 Spectrum of Participation, and notes to assist in the consideration of the potential uses for each technique when developing your engagement and communication plan for the identified scenarios.

Note Level 5b refers to Council has identified an emerging contaminant of concern, or an unexpected contamination issue, that is affecting residential or rural communities. For example this could include the realisation that a residential area was built on a previously industrial area without any investigations at the time, or the identification of Per- and poly-fluoroalkyl substances (PFAS) that may have been present for an extended period of time without being identified.

Techniques	Potential Uses	Implementation Level						IAP2 Spectrum					When to Use	
		Level 1	Level 2	Level 3	Level 4	Level 5a	Level 5b	Inform	Consult	Involve	Collaborate	Empower		
<b>Advertising</b>	To inform and educate. To promote community events to ensure widespread awareness. To notify broad community when unexpected contamination issues arise		✓	✓	✓	✓		✓						Advertising alone will not reduce outrage. However, it assists in awareness raising.  The tone of ads should not inflame feelings.
<b>Online survey</b>	To determine the communities' values around contaminated land / information systems, as well as issues,	✓	✓	✓	✓			✓	✓	✓				At the beginning of the engagement.  Keep open at least 4 weeks to enable enough opportunity to participate.

Techniques	Potential Uses	Implementation Level						IAP2 Spectrum					When to Use
		Level 1	Level 2	Level 3	Level 4	Level 5a	Level 5b	Inform	Consult	Involve	Collaborate	Empower	
	beliefs, priorities and actions. Provide link on website.												
<b>Animations</b>  <b>(3d animations, fly-throughs or augmented reality)</b>	To demonstrate what activity could look like.  For example, to illustrate in animation how land can be affected by moving contaminants.				✓			✓	✓				To engage media-savvy community members, including but not exclusively youth  To simplify complex information and assist people see “invisible” contaminants or “below ground” processes
<b>Briefings</b>	To actively seek briefings with community groups  To notify broad community when unexpected contamination issues arise	✓	✓	✓	✓	✓	✓	✓	✓	✓			When you want to ensure the community can ask questions and to enable grassroots engagement  Specifically relevant to emerging or unexpected contamination issues
<b>Café / shopping centre stands</b>	To present information or to gain ideas or feedback  To get broad awareness and engagement	✓	✓	✓	✓			✓	✓	✓			To “go to the people”  To engage the general public

Techniques	Potential Uses	Implementation Level						IAP2 Spectrum					When to Use
		Level 1	Level 2	Level 3	Level 4	Level 5a	Level 5b	Inform	Consult	Involve	Collaborate	Empower	
<b>Design Charrette</b>	<p>To engage the community to map known existing contaminated land and potentially contaminating activities based on their knowledge</p> <p>To actively engage with locals to identify potential solutions by, for example, mapping constraints</p>	✓	✓	✓	✓					✓	✓		<p>When you want to bring experts and community members together in an active exercise to come up with solutions</p> <p>Highly visual activity which can be easier for community members to relate to</p> <p>Allows the community to actively try to resolve conflicting constraints and to understand the difficulties of tradeoffs when, for example, developing a register, investigating contamination, or remediation options for a site</p>
<b>Citizens Jury</b>	<p>To have ordinary citizens make a recommendation or decision, where appropriate.</p>	✓	✓	✓	✓						✓	✓	<p>When you want a representative sample of the public to make a well-reasoned decision or recommendation after considering detailed and complex information (noting specialists are often required to make decisions in the contaminated land field)</p>

Techniques	Potential Uses	Implementation Level						IAP2 Spectrum					When to Use
		Level 1	Level 2	Level 3	Level 4	Level 5a	Level 5b	Inform	Consult	Involve	Collaborate	Empower	
<b>Community Advisory Groups / Committees</b>	<p>Groups will have better credibility if they are chosen through an Expression of Interest process managed by an independent advisor according to pre-determined and pre-published selection criteria</p> <p>Membership should include a proportion for landowners, business owners, community users (e.g. sporting groups) and the general public.</p> <p>Membership should be open for renewal where the contamination issue is ongoing</p>	✓	✓	✓	✓			✓	✓	✓	✓		<p>If this technique is chosen it should be used throughout the process. Success will be dependent upon:</p> <ul style="list-style-type: none"> <li>• Membership sample &amp; selection</li> <li>• Clear Terms of Reference that outline how members will communicate with the broader public</li> </ul>
<b>Community education program</b>	<p>Provide the knowledge and understanding of key processes.</p> <p>Provide education to community members to</p>	✓	✓	✓	✓			✓	✓	✓			<p>Start early in the program, to enable the community to learn about key information so they feel able to contribute.</p>

Techniques	Potential Uses	Implementation Level						IAP2 Spectrum					When to Use	
		Level 1	Level 2	Level 3	Level 4	Level 5a	Level 5b	Inform	Consult	Involve	Collaborate	Empower		
	upskill them for community action projects for contamination related issues													When myths are circulating
<b>Community events</b>	To raise awareness	✓	✓	✓	✓	✓		✓	✓	✓				When trying to reach a broader sample of the community rather than directly impacted residents.  Useful for contamination issues that relate to public land where users may be geographically diverse
<b>Community Forums</b>	To provide information or gain feedback at a local community level.	✓	✓	✓	✓	✓	✓	✓	✓	✓				When communities expect forums for people to collectively gather in one location.  Although implementation level 5 is ticked, it is not considered the best technique when emotions are high.
<b>Community group briefings</b>	Seek briefings to local community groups who are interested in / affected in a certain way by a contaminated land	✓	✓	✓	✓	✓	✓	✓	✓	✓				To ensure user groups are fully informed and have the opportunity to ask questions.  To gain input about impacts on user groups.

Techniques	Potential Uses	Implementation Level						IAP2 Spectrum					When to Use
		Level 1	Level 2	Level 3	Level 4	Level 5a	Level 5b	Inform	Consult	Involve	Collaborate	Empower	
	<p>scenario. This might include:</p> <ul style="list-style-type: none"> <li>• Business groups</li> <li>• Farmers' associations</li> <li>• Sporting clubs</li> <li>• Resident groups</li> </ul>												To generate their ongoing involvement.
<b>Consensus Conference</b>	To have ordinary citizens make a recommendation or decision where appropriate.				✓						✓	✓	<p>When you want a representative sample of the public to make well-reasoned decision or recommendation. This may require participants to consider detailed and complex information</p> <p>Could be useful if (for example) several, viable remediation options are being discussed</p>
<b>Deliberative Forum</b> <b>(a 2-day forum of a couple of hundred people deliberate over complex</b>	To provide a large number of people with the opportunity to discuss and deliberate over detailed and complex information about, for example,			✓	✓					✓	✓		To give the community the time, resources and knowledge to make complex decisions where a number of options are possible, noting that complex issues need to be presented by suitably skilled technical staff and outside experts

Techniques	Potential Uses	Implementation Level						IAP2 Spectrum					When to Use
		Level 1	Level 2	Level 3	Level 4	Level 5a	Level 5b	Inform	Consult	Involve	Collaborate	Empower	
<b>information to provide input or feedback)</b>	contaminated land information systems, contamination on public land, or a remediation option  Allows people to delve deeply into information												
<b>Door knocks</b>	To talk one-on-one with directly affected residents  To notify directly affected community when unexpected contamination issues arise		✓	✓	✓	✓	✓	✓	✓	✓			When individual residents will be highly affected. To ensure all affected residents have the opportunity to ask questions.
<b>Interactive Online Tools</b>  <b>(Self-guided where the community chooses different scenarios or different options.</b>	Particularly useful to explain viable options, triggers and thresholds.			✓	✓	✓	✓	✓	✓				To engage media-savvy community members, including but not exclusively youth.  To demonstrate different scenarios and how residents will potentially be affected.

Techniques	Potential Uses	Implementation Level						IAP2 Spectrum					When to Use
		Level 1	Level 2	Level 3	Level 4	Level 5a	Level 5b	Inform	Consult	Involve	Collaborate	Empower	
<b>Should be mobile and web based)</b>													
<b>Letters</b>	To inform affected individuals	✓	✓	✓	✓	✓		✓	✓				Important to provide tailored information to those impacted or potentially impacted by the contamination issue
<b>Media stories</b>	When the media is interested in or is likely to run stories  Where there is broad community interest which may result in media interest	✓	✓	✓	✓	✓	✓	✓					Important to brief the media early and often to educate them.
<b>Newsletter</b>	Project-specific newsletter to keep key stakeholders / affected communities regularly informed	✓	✓	✓	✓	✓		✓	✓	✓	✓		Throughout the lifespan of the project
<b>Open Houses “Meet the Experts”</b>	To launch the engagement process.  To gain feedback on management options	✓	✓	✓	✓	✓	✓	✓	✓	✓			As an alternative to public meetings.  To allow people to feel comfortable about asking questions.

Techniques	Potential Uses	Implementation Level						IAP2 Spectrum					When to Use
		Level 1	Level 2	Level 3	Level 4	Level 5a	Level 5b	Inform	Consult	Involve	Collaborate	Empower	
													When you are seeking to inform and gain feedback.
<b>Participatory budgeting</b>  (community involved in making choices about where to allocate Council expenditure, and the impact on rates and trade-offs)	To gain community feedback on spending priorities and to identify how much the community would be willing to pay to manage, and potentially remediate, contaminated land.			✓	✓				✓	✓	✓	✓	When there is strong concern about how Council will pay for proposed measures.  Could also be used at the outset to establish higher-level spending priorities before options are developed.
<b>Question the Expert Panels</b>	Community nights featuring panels of high-profile or celebrity experts, where the community can ask questions to gain a better understanding.  Panelists could include associations, environmentalists, scientists, Councils who	✓	✓	✓	✓	✓	✓	✓	✓	✓			To gain greater understanding.  To attract a broader audience.  To create a sense of occasion, which will increase the number of attendees.  When the community wants independent and outside experts to increase their trust in the process.

Techniques	Potential Uses	Implementation Level						IAP2 Spectrum					When to Use
		Level 1	Level 2	Level 3	Level 4	Level 5a	Level 5b	Inform	Consult	Involve	Collaborate	Empower	
	have been tackling similar issues.												
<b>Randomly-selected e-panel</b>	<p>To gain input or feedback from the broader public, rather than just those who usually contribute</p> <p>This technique should be run concurrently with techniques for interested/affected community members such as door knocks, open houses, letters etc.</p>			✓	✓				✓	✓			<p>To provide balanced input across the community.</p> <p>Useful when it is traditionally difficult to engage the “silent majority” but where their involvement is important.</p>
<b>Signage</b>	To educate the community at key locations such as public spaces where land may be contaminated.	✓	✓	✓	✓	✓	✓	✓	✓				<p>For early awareness of engagement activity that is planned.</p> <p>To warn the community about contamination and to protect people from it</p> <p>To prevent community access to a contaminated site.</p> <p>Useful for the above particularly in the case of unexpected contamination issues.</p>

Techniques	Potential Uses	Implementation Level						IAP2 Spectrum					When to Use
		Level 1	Level 2	Level 3	Level 4	Level 5a	Level 5b	Inform	Consult	Involve	Collaborate	Empower	
													Can be interactive to gather information / feedback.
<b>Social Media</b>	<p>For broad community awareness, to create a broad base of community members to gather information.</p> <p>As a means of addressing myths.</p> <p>To notify broad community when unexpected contamination issues arise</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓			<p>To reach a broader audience.</p> <p>To reach a broad audience quickly in the case of unexpected contamination issues.</p> <p>To create understanding and awareness prior to and during early Implementation Levels.</p>
<b>Study Circles</b>	<p>To gather local information and stories.</p> <p>To share information at the grassroots.</p> <p>User groups could run study circles for councils.</p>	✓	✓	✓	✓			✓	✓	✓	✓		<p>To gain grassroots input.</p> <p>To recognise and rely on local residents and gain buy in.</p> <p>When you want to drive community action to collect information / data.</p>

Techniques	Potential Uses	Implementation Level						IAP2 Spectrum					When to Use
		Level 1	Level 2	Level 3	Level 4	Level 5a	Level 5b	Inform	Consult	Involve	Collaborate	Empower	
<b>Visual Communication</b>  (diagrams, infographics, photos)	To explain complex information in an easier to understand format.  Use to explain the process of engagement.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	For complex information.  For mapping exercises.  For processes.
<b>Webinars</b>	To provide access to information or experts for the community		✓	✓	✓	✓		✓	✓				If all the community is not able to attend an event in person.
<b>Website – project specific</b>	A dedicated or stand-alone website that is easily found and navigated.  Provide interactive options.  To notify broad community when unexpected contamination issues arise	✓	✓	✓	✓	✓		✓	✓	✓			Always preferred if appropriate and viable, at least a single webpage providing a project overview and links to key documents

### 3.8 Evaluation

A local evaluation program should be developed which aligns with the Council’s existing engagement evaluation framework that may exist.

The specific Engagement Framework in Section 12 Engagement Framework outlines the phases “Asses, Plan and Do”. An evaluation process should occur throughout each of the three phases, and as a result the strategy should be revised and adjusted as required before the next phase is commenced.

The following table outlines evaluation that should be carried out as part of the Do phase which relates to engagement approach, strategy to reduce outrage, and toolbox for community and stakeholder engagement.

The following table considers “outcome criteria” which relate to the decisions reached, “acceptance criteria” which align with IAP2’s Core Values, and “process criteria” which also relates to IAP2’s Core Values. IAP2’s Core Values can be found in Appendix C. This table can be used by Councils as a post engagement self-assessment tool by reflecting on the engagement activities undertaken and self-evaluating by using the Criteria Met? column.

Outcome Criteria	Criteria Met? Yes or No
Quality of Decision <ul style="list-style-type: none"> <li>- The decision provided a feasible solution to the community engagement project (e.g. contaminated public land was remediated via a council wide levy following broad consultation with a range of potentially impacted users of the land)</li> </ul>	
Sustainability <ul style="list-style-type: none"> <li>- The decision was sustainable and implementable</li> </ul>	
Acceptance Criteria	
Representative <ul style="list-style-type: none"> <li>- The active participants were a representative sample of the affected or interested members of the public</li> </ul>	
Independence <ul style="list-style-type: none"> <li>- The community and stakeholder engagement process was independent and unbiased</li> </ul>	
Early Involvement <ul style="list-style-type: none"> <li>- The public was involved as soon as practical</li> </ul>	
Influence <ul style="list-style-type: none"> <li>- The feedback or input impacted on the decision</li> </ul>	
Transparency <ul style="list-style-type: none"> <li>- The community engagement methods, and the decision making process were transparent to the public</li> </ul>	
Relationships <ul style="list-style-type: none"> <li>- The process supported positive relationships, acknowledged conflicts, and worked through the conflict in a constructive manner</li> </ul>	
Valued <ul style="list-style-type: none"> <li>- Participants felt that their contribution was valued</li> </ul>	

Supported <ul style="list-style-type: none"> <li>- Participants felt they were safe and supported to contribute to the engagement</li> </ul>	
<b>Process Criteria</b>	
Resource Allocation <ul style="list-style-type: none"> <li>- Participants had the necessary information, material, time and human resources</li> </ul>	
Task Definition <ul style="list-style-type: none"> <li>- Participants were clear about the task, the scope, and the output of the engagement techniques</li> </ul>	
Structured Decision Making <ul style="list-style-type: none"> <li>- An appropriate process for decision making was used, and communicated clearly so participants understood how and why a decision is made</li> </ul>	

## 4 References and Further Reading

Further information or resources can be found at:

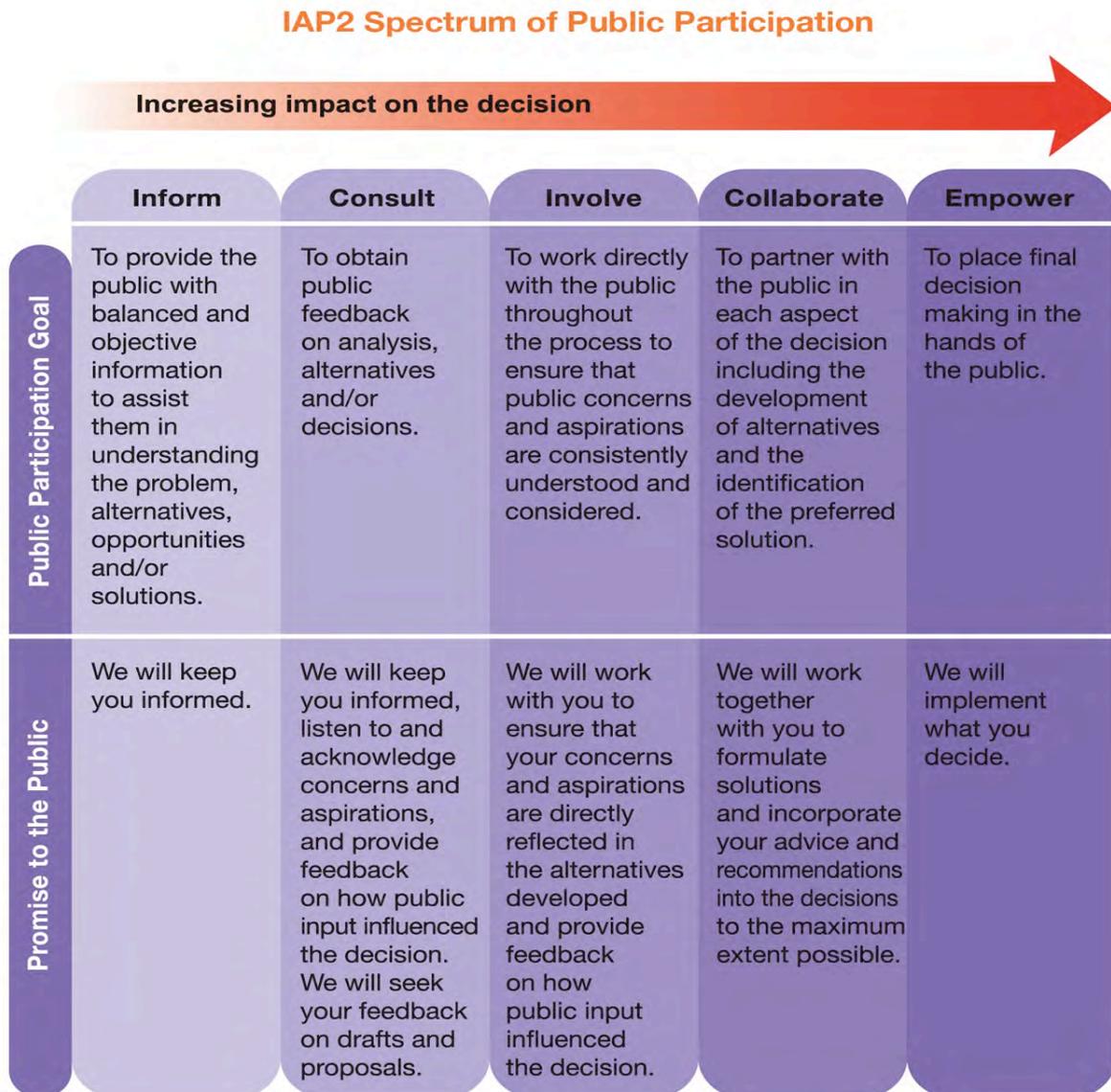
IAP2 Australasia [www.iap2.org.au](http://www.iap2.org.au) for Core Values, Spectrum, Core Values Award winners and other resources  
Management Communication Quarterly: McQ (1986-1998); Nov 1988; 2,2; ProQuest Central pg.235

Dr Peter Sandman [www.psandman.com](http://www.psandman.com) for information on risk communication and outrage

## Appendix A – IAP2 Australia’s Model of Engagement



## Appendix B – IAP2 Spectrum of Participation



## Appendix C – IAP2 Core Values

1. 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.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

## Appendix D – Lorenz’s Orbits of Participation



The orbits move outwards from the Project which, in the case of contamination projects, indicates those who are most directly impacted by the relevant contamination. The further out from the Project, the less impact.

## Appendix E – Outrage Analysis Tool

Category	Questions	L, M, H
Project	What is the extent of the potential impact on vulnerable communities (e.g. schools, aged)?	
	What has been the level of political comments/interest?	
	What is the impact on the community from contaminated land or contamination issues to date within the council area?	
	How highly is potentially contaminated area valued by the broader local community?	
	What don't the community understand about the project's specific contamination problem?	
	What is the likelihood that if no action is taken this will cause outrage in the community?	
	What is the likelihood the level of action taken won't be sufficient in the eyes of the community?	
	What proportion of residents would be fearful that the contaminated land project or scenario will affect them? Consider the immediately impacted area.	
	What proportion of residents would be fearful that the contaminated land project or scenario will affect them? Consider the areas adjoining the immediately impacted area.	
	What proportion of residents would be fearful that the contaminated land project or scenario will affect them? Consider the entire local government area.	
	What is the likelihood that ratepayers will feel they are unfairly paying for management options that will primarily benefit a few?	
	What is the likely cost of remediation options?	
	To what extent do residents feel disempowered to make decisions about their own community?	
	To what extent is there potential economic impact on local businesses short term if management actions are taken?	
	What is the level of community dissatisfaction with the outcome of remediation?	
Process	To what extent is the community NOT able to have decision making roles?	

Category	Questions	L, M, H
	To what extent does the community feel they are being forced into actions without being involved in discussions?	
	How would you rate the difficulty in communicating the issues in a way the community can understand?	
	To what extent does the community feel powerless over their ability to protect their property or local community assets from the specific project's contaminated land impacts or issues (e.g. financial and health)?	
	To what extent does the community feel powerless over their ability to protect their property or local community assets generally in relation to contaminated land impacts or issues (e.g. financial and health)?	
	To what extent is engagement concentrated on a small number of individuals (e.g. High – Engagement was focused on a small number of people)	
	To what level does the community LACK the knowledge or skills to understand and interpret the issues (e.g. Have there been education campaigns)	
	When the contaminated land register or contamination issue is announced, what is the likelihood that the community will feel they have few options to decide from?	
	What is the likelihood that the community will feel that decisions have already been made?	
	What is the likelihood that the community will feel the management options have come “out of the blue” either because of low levels of community interest, or because of a lack of communication through all stages of the process?	
	To what level has Council been unresponsive to social media comments and questions?	
	To what level has Council been unresponsive to community questions or comments to date?	
	To what degree does the community believe they could overturn the implementation of a contaminated land register or contamination project?	
Relationship	What level of interest is there amongst communities to manage contaminated land or emerging contamination issues?	
	What has been the level of community activism for improving the identification or remediation of contaminated land, or for having an accurate and up-to-date register?	
	What is/has been the level of community anger towards council or other levels of government?	

Category	Questions	L, M, H
	To what level does the community feel Council has not acted on their concerns in relation to previous contamination issues or Council registers?	
	what level of effort do affected residents and interested parties expect that the Council will go to, to explain and promote findings related to a contaminated land issue or contaminated land register?	
	What level of distrust in Council exists, as evidenced by past community anger or actions?	
	To what level has local media run negative stories about the contaminated land issue / scenario?	

This framework has been prepared with the assistance of Articulous.  
[www.articulous.com.au](http://www.articulous.com.au)