

# SP=EED

Scottish Planning = Effective Engagement and Delivery

A Practical Guide to Better  
Public Engagement in  
Planning in Scotland

Planning Aid for Scotland  
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## Foreward

The vision of effective community engagement contributing to more efficient planning processes is central to the reform of the planning system. The Planning Etc. (Scotland) Act 2006, now being supplemented with emerging guidance, offers an exceptional opportunity to transform the planning system and its contribution to making Scotland an attractive place in which to live, work, visit and invest. More effective community engagement is essential to meeting these objectives, especially when working within a context of Pre-Application Consultation, Participation Statements and Good Neighbour Agreements.

Planning Aid for Scotland (PAS) has developed SP=EED to take this opportunity to make a step-change in the quality of community engagement in planning. A steering group made up of public, private and voluntary sector organisations has guided the delivery of SP=EED. It is important that the guide has the support and endorsement of a range of stakeholders.

A special thank you has to go to Professor Cliff Hague who has guided this work so expertly from the start and to Dr Chris Williams from Heriot Watt University who supervised 60 postgraduate students in their extensive testing of SP=EED.

SP=EED is not prescriptive but provides practical guidance to deal with the specific challenges of involving people in the planning system. Engagement and involvement will never remove conflicts over the use and development of land but effective, informed engagement can build confidence and trust in the integrity of the planning system.

We will work with all the stakeholders in the planning system, to build on the guidance in SP=EED. By using it as a framework to share and learn from the experience of all the players in Scotland's planning system, we will continue to improve on the guide. We will welcome examples from your experience.

If you require further advice on how to use SP=EED or training on its application please do not hesitate to contact PAS.

Finally, using this guide will not constitute an endorsement of a particular process but if you wish to discuss how your approach might be endorsed by PAS, please do contact us for further information.

Ian Angus  
Chair  
Planning Aid for Scotland Board

# SP=EED

## A Practical Guide to Better Public Engagement in Planning in Scotland

## What is SP=EED?

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SP=EED stands for **Scottish Planning = Effective Engagement and Delivery**. It is a practical guide to community engagement for all those involved in the Scottish planning system. It is designed to speed up the process of public involvement in planning, while also enhancing the quality of that process. These are the key dual objectives which lie at the heart of the programme of reform agreed by the Scottish Parliament in passing the Planning Etc. (Scotland) Act in 2006. Public engagement is a vital part of the new Scottish planning system, as PAN 81 made clear. However, the benefits of public engagement are diluted if they create significant delays and bottlenecks in the planning system. There has to be effective engagement, but also greater certainty in the delivery of sustainable development to benefit the whole of society. Can the new system achieve this win-win outcome? We believe this practical guide can help.

SP=EED asks questions and makes suggestions but it does not direct. It is up to developers and planning authorities to decide how they want to involve the public and for public interest groups to decide what approach best suits their needs. However, by drawing on good practice and the independent expertise of Planning Aid for Scotland, SP=EED is able to provide a system for quality management. SP=EED is not a 'one size fits all' approach. Although the general principles are robust for different situations, it encourages users to design the detail of an engagement process to match the needs of the situation they are dealing with and the resources they can devote to it. That is why it can make the engagement of the public more efficient and effective.

**How does SP=EED relate to existing guidance on Community Engagement?**

Effective community engagement has

become an essential component of modern public services. The role of community engagement in the delivery of more community focused and integrated services is recognised, for example in housing, regeneration and community planning. This has led to the development in Scotland of the National Standards for Community Engagement, produced by Communities Scotland in 2005. The National Standards set out standards in relation to Involvement, Support, Planning, Methods, Working Together, Sharing Information, Improvement, Feedback, and Monitoring and Evaluation, together with more or less measurable indicators for performance assessment. Meantime, engagement in the town and country planning system has faced challenges in responding to the system's growing complexity and the number and nature of representations made on planning issues. Engagement in planning is also increasingly recognised as central to sustainable development and addressing issues such as climate change and health improvement. The National Standards establish key principles that should be followed in the planning system. It has become clear however through work across the UK and in the development of SP=EED that there is a need for guidance more tailored to the particular issues raised in engagement in planning.

The land use, property and place making issues dealt with by the planning system raise specific challenges for effective engagement. For example:

- Planning cannot set limits in terms of resources, geographical communities, or powers so that the basis for community engagement can be relatively clear-cut. There are inevitably significant external influences from wider communities of interest both in a geographical and in a

sectoral sense, frequently involving EU Directives, national policy, statutory rights of individuals etc., all of which complicate community engagement. Standards for engagement need to accommodate the need for greater information and explanation regarding the context within which the communities can become involved.

- Planning is primarily concerned with the long term investment decisions of private as well as public agencies, providing a framework to anticipate market behaviour. While it can also inform specific capital investment decisions in the public sector, it is less concerned with the annual or short term resources controlled by the public sector. Standards for engagement therefore need to address longer timescales and less certainty overall for outcomes.
- Planning involves complete visions for the structure of liveable, functioning places for all and not just those who willingly engage. It therefore depends on a degree of intervention in property owners' rights, often against strong resistance from people who have to resort to lengthy legal processes. Standards therefore have to deal with situations where there may be a frustration of general consensus by the attempts of individuals to protect their property rights.
- The statutory approach to planning can only address matters material to planning (ie the use and development of land). Specific arrangements therefore have to be made to integrate planning with community planning in order to address other matters which include many of the services which community planning and regeneration seek to coordinate.

In summary, planning provides the policy framework for all property investment decisions of any consequence and timescales are longer both in lead-in and in delivery; intervention is rarely a win-win situation and involves a designated authority exercising discretionary judgments outside any partnership arrangement. This means that expectations of engagement in planning have to be managed to a greater extent than in some other contexts. Managing community engagement in planning is thus a demanding task and effective engagement requires specific skills and knowledge in all stakeholders. This is why a practical guide, building on the National Standards but specific to planning, is needed.

Planning Advice Note (PAN) 81, issued by the then Scottish Executive in 2006, provided practical advice and examples about how to approach community engagement in the light of the emerging new Scottish planning system but prior to many of the details for the formal processes of engagement having been worked out. SP=EED has focused on the checklist proposed in the PAN to evaluate community engagement in planning.

#### Who can use SP=EED?

SP=EED is for the planning authorities, developers, development trusts and community councils or others involved in Scotland's new planning system. It can be used as a DIY aid. It can be used at the very start, to help design the process of engaging the public. It can be used to manage the process. It should also be used to evaluate and learn from the way the engagement worked - and to improve it next time.

## How to Use SP=EED

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SP=EED should be used in planning approaches to engagement well before the process of public engagement itself needs to start. It is a way of guiding everyone involved

through the purposes of the engagement and approaches that are appropriate to the purpose. It can be used for all the main points of public engagement in Scotland's new

planning system: pre-application publicity and consultation, development proposals and masterplans, and the range of development plan consultations. SP=EED can help planning authorities to prepare the Development Plan Scheme and to produce Participation Reports.

The application of SP=EED is not confined to the planning system only, as there are several other procedures by which public bodies conduct public engagement on development projects of particular kinds. SP=EED is equally applicable to procedures for power station, transmission line and pipeline applications, harbour orders, orders and bills for major road and transport projects, traffic regulation orders etc.

### How will SP=EED make community engagement in planning more efficient?

SP=EED will make the process of planning and delivering public engagement more efficient. It provides a check list of criteria, suggestions for action and a developing catalogue of good practice examples. If followed, it should ensure that information is available and procedures conducted at the right time, and delays from misunderstandings avoided. It will allow

developers and planning authorities to meet the Planning Act's intention of 'frontloading' the engagement process so that alternative options can be explored with interested parties before commitments are made or abortive costs incurred.

### How will SP=EED make community engagement in planning more effective?

SP=EED is about setting and achieving transparent standards. It is about being clear about the purposes of public engagement, and negotiating the kind of obstacles that can so easily cause frustration and distrust. SP=EED will not make conflicts over the use and development of land disappear - as noted above, the nature of the planning system is that it provides a place where such conflicts can be aired and managed, but tough decisions will always need to be taken. However, what SP=EED does offer is an informed and focused approach that can build confidence and trust in the integrity of the planning system.

SP=EED has been produced by Planning Aid for Scotland, a body respected for its expertise and independence.

## Three Levels of SP=EED

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What is the purpose of seeking public engagement? Is it:

To give information; or

To give information and to consult and listen to views; or

To give information and to consult and listen to views, and to work with communities as partners, in appropriate situations?

The following sections are presented as guidance for planning authorities and developers but communities and other stakeholders equally can use them to guide their engagement in the planning system.

## Level One: Giving Information

Giving information is an essential building block for any public engagement. Sometimes it may be the only aim of an exercise, though more often it will be part of more interactive forms of engagement such as Consulting and Listening (SP=EED Level 2) or Partnership with Communities (SP=EED Level 3). Giving information usually entails producing and distributing leaflets, newsletters, a Development Plan Scheme or similar documents. Use of websites is now a common way of making information available to a wide public. While public meetings are of limited value as a means of consultation, they can be a valuable method for publicising plans and proposals.

SP=EED sets out a list of criteria to consider. For each of these criteria a quality standard is defined. Then there is some guidance about

how you can achieve the aim. The entries in that column are suggestions and are not the only ways that the standard can be met. Much depends on the actual situation - the key is to be able to achieve the aim. While the means to achieve an aim can vary, the aim itself should be universal and apply in all planning situations. Finally we point to some good practice examples. Again these are not exhaustive or 'the best'. The intention behind SP=EED is that it should be owned by the planning community in the widest sense - planners, developers, community councils, all the players in Scotland's planning system. The experience from all these stakeholders can then be drawn upon to develop good practice examples and to build skills and knowledge of engagement in planning across Scotland.

Criteria	What to aim for?	How can you achieve it?	Examples
Transparency and Integrity	The purpose of the exercise is clear. Rights to access information are explained.	Prominent statements about purpose in documents, websites, meetings etc. Limits of statutory planning to matters material to planning (ie the use and development of land) are explained. Everybody you want to reach gets access to the same information at the same time. No 'spin', no 'hiding bad news', no list of 'pros' without a list of 'cons' for a development proposal. Is there a legacy of trust or distrust from previous attempts at community engagement? How does this affect your approach?	John Brown Shipyard Masterplan, Clydebank, used scribes at forums to take down what was said and post it on their website.
Time and Resources	A timetable for the exercise will be published.	Develop a communications strategy at the start: who is to be targeted with what information, through what medium and when? Time and resources should match the situation: do they? What contingencies are there so that you can avoid unanticipated delays?	South Lanarkshire Local Plan Public Inquiry programme which was used to coordinate the most complex Local Plan Inquiry in Scotland and keep all participants informed

Criteria	What to aim for?	How can you achieve it?	Examples
		<p>Explain in your publicity where delays may occur, why and how you will tackle them.</p> <p>Has a realistic allowance been made in the workload of the staff?</p>	
<b>Information</b>	The information that is given will be relevant, accurate and can be checked. It will be comprehensible to its audience.	<p>Sources of information are provided.</p> <p>Gaps in information are identified.</p> <p>Summaries are available of long documents like a Local Development Plan.</p> <p>National/regional issues need to be translated to local scale to show their relevance.</p>	<p>Aberdeenshire Council planning webpages which hold comprehensive but concise information about planning.</p> <p>Fife Council has introduced e-bulletins to keep interested parties updated on the progress of the Kirkcaldy and Mid Fife Local Plan.</p>
<b>Coordination</b>	Relevant relationships are explained.	<p>As appropriate, reference is made to hierarchy of plans - national planning policy, development plans. Requirements like Environmental Impact Assessment or Strategic Environmental Assessment (if relevant) are explained, together with role of statutory consultees.</p> <p>Relationships to Community Planning, and regeneration are explained, highlighting planning concerns with the long term investment decisions of public and private agencies.</p>	
<b>Responsiveness</b>	Anybody can easily seek further information and see how plans and proposals have been changed in response to consultations.	<p>All documents include the contact details of a person who can be contacted for further information.</p> <p>Details of changes to plans and proposals are publicised, highlighting responses to previous consultations.</p>	Glasgow City Plan 2 promised to use experience gained from the first City Plan to improve the consultation process.
<b>Appropriateness and Accessibility</b>	All stakeholders can access the information that they need at each stage of the planning process.	<p>All documents are written clearly, and can be accessed locally as paper copies and on the internet.</p> <p>Maps, drawings and diagrams are explained in simple terms.</p> <p>Think creatively about what is appropriate to the situation. Do press releases for major plans and developments. Use public notice boards in shop windows, community centres, places of worship etc. for local developments.</p> <p>When public meetings are held, they are in venues and at times that</p>	<p>South Lanarkshire Local Plan Place maps project.</p> <p>Macaulay Institute's Virtual Landscape Theatre used to visualise the impact of a windfarm proposed for Aberdeen Bay.</p>

Criteria	What to aim for?	How can you achieve it?	Examples
		<p>ensure opportunities for all interested parties to attend. Presentations at public meetings can be accessed afterwards by those unable to attend.</p> <p>Information about proposals with major design implications needs to use appropriate media - eg models, computer-generated visualisations.</p> <p>Stakeholders who want further information are able to request and receive it.</p>	
<b>Inclusive and Reaching Out</b>	Dissemination of information is designed to reach all potentially interested parties.	<p>Need to identify potentially hard-to-reach groups if they are likely to be affected by the plan/proposals and consider how to get to them. Think about how and where these groups normally get their information.</p> <p>Seek help from networks of specialist voluntary organisations and local authority equalities officers.</p> <p>Build and share lists of key organisations and contacts.</p> <p>Use mobile units, especially in rural areas.</p>	<p>Glasgow City Plan 2 - Roadshow located at shopping centres etc. in locations with high footfall, and at popular events including Mela festival in a park.</p> <p>The Cawdor Maintenance Trust used press releases and local radio to advertise their exhibition for their pre-application consultation at Delnies, Nairn.</p>
<b>Representative</b>	Representative organisations potentially interested in the plan/proposals will be identified and reached.	<p>Develop databases and keep them up-to-date.</p> <p>Use networks both formal and informal, to grow your list of relevant contacts.</p>	Fife Council has a continually expanding database of groups and individuals who are consulted for every Local Plan consultation period.
<b>Monitoring and Evaluation</b>	There will be monitoring of the information distribution. This information is analysed and influences later stages or exercises.	<p>How many meetings? How many attended? What was their profile? What differences were there between different areas / target groups?</p> <p>How many leaflets etc were distributed?</p> <p>If appropriate, invite people to 'sign up' for updates, newsletters etc.</p>	
<b>Learning and Sharing</b>	Learning from and sharing experience will lead to continuing improvement in quality.	This is used to design and assess the process, and to identify future improvements.	

Note: the inclusion of case examples here is not intended to indicate best practice or otherwise, only to point to examples of where the kind of process recommended has been followed.

## Level Two: Consulting and Listening

This is the level of community engagement that has been most widely practised in planning in Scotland, going all the way back to the late 1960s. It is likely to remain the prime area in the new planning system.

Information giving is a precondition for consulting and listening, and that is why the SP=EED Level 1 should also be met. However, consulting and listening is an interactive process while information giving is one-way.

Criteria	What to aim for?	How can you achieve it?	Examples
Transparency and Integrity	Communities will be made aware of their rights to participate in the preparation of development plans and of the opportunities open to them to make their views known on planning applications, including pre-application consultations.	<p>Clear statements about the integrity of the programme for engagement.</p> <p>Explain which issues can be influenced as a result of responses and what cannot be changed.</p> <p>Statements and assumptions in documents are supported by signposts to their sources.</p> <p>Where public information is involved, explain rights under the Freedom of Information Act.</p> <p>Use professional planners who are bound by their Code of Conduct and make sure that stakeholders know this.</p> <p>Behaviour needs to be open, honest and non-discriminatory at all times.</p>	<p>Hilltown (Dundee) Physical Regeneration Framework - Dundee City Council made clear at the outset that the process could influence the mix of new housing in the area.</p> <p>Falkirk Core Path Plan - varied times of Access Forum meetings between afternoons and evenings to enable all stakeholders to take part.</p>
Time and Resources	A timetable will be published and followed that includes adequate periods set aside for meetings and discussions with respondents.	<p>Plan the consultation strategy.</p> <p>The participation statement should set a realistic and deliverable timetable.</p> <p>Make allowance in the timetable for holiday periods.</p> <p>Consult on the timetable.</p> <p>The published timetable should identify when people will receive a response to their comments.</p> <p>Ensure that members of staff are trained in public consultation.</p>	
Information	Information that is relevant to the development plan or proposals will be communicated and shared between all participants.	<p>The information presented, as well as describing the issues / proposals, should highlight areas of uncertainty and invite comment and debate.</p> <p>Information is updated to include inputs that have been made by participants during the community engagement process.</p>	<p>Scott Wilson did one-on-one interviews with stakeholders about the new development brief for Torvean, Charlestown, Inverness.</p>

Criteria	What to aim for?	How can you achieve it?	Examples
		Use workshops and forums to facilitate sharing of information and ideas.	
<b>Coordination</b>	There will be a coordinated approach that avoids 'consultation fatigue'.	Engage relevant local authority departments and statutory consultees in the consultation process. Check what information is available from Community Planning work on community engagement in the area; share information and avoid duplication.	Clydebank Rebuilt ran design forums that local authority departments took part in.
<b>Responsive</b>	Responses will be analysed and the findings will be reported back to all stakeholders, with an indication of how the plan or proposals have been changed as a result of matters raised during the consultation.	Provide all respondents with a written response to their points and keep them informed throughout the process until a final decision on the plan/proposal is made. Use the participation statement or pre-application consultation report to list respondents and to show how views have been addressed.	Cawdor Maintenance Trust Pre-Application Consultation Statement lists comments and responses to them. Forth Ports PLC held feedback events on the results of their consultations at Leith Docks; see Turley Associates report.
<b>Accessible and Appropriate</b>	The methods used to consult people will be appropriate to the situation so that people with an interest can have a say. There will always be opportunities to discuss the plans or proposals with professional staff, and to submit responses by letter, phone, e-mail or personal contact.	It depends on the situation... Pre-application consultation on a small development may not require more than notification and a contact phone number or e-mail address. However, masterplans or development plan consultations are likely to require the collection of in-depth information from diverse groups of people. In such situations more intensive methods are needed, eg forums, focus groups, site visits, Planning for Real™, photo surveys, - not just public meetings and exhibitions / leaflets. Meetings with established groups can be valuable. If public meetings are held they should be at different times and in different venues, taking account of the diversity of communities, and use techniques that allow everyone present to give their views - eg through postcards, small group discussions etc.	Powharnal Open Cast Liaison Group is chaired by elected members of the local community council and is open to interested parties. Its members include the planning authority's minerals officer, representatives of Scottish Coal and statutory consultees.
<b>Inclusive and Reaching Out</b>	Consultation is structured so that the voices of diverse	Make contact with Equalities Officers, Community Planning, and Access Panels for guidance.	CALA Homes outreach to involve local young people in its masterplan

Criteria	What to aim for?	How can you achieve it?	Examples
	groups can be heard, particularly those who are often under-represented such as youths, ethnic minorities, Gypsy/Travellers, women with young children, the disabled and the elderly.	Consult and liaise with relevant voluntary bodies, eg Disability Scotland, Help the Aged, etc. Build links with local schools. Consider using the expertise of Planning Aid for Scotland to do outreach and training.	for development at Winchburgh.  Forth Ports PLC involved secondary school children in data collection and design for the future Ocean Terminal layout.
<b>Representative</b>	The consultation process will be representative of the persons likely to be affected by the plan or proposals.	Identify the range of persons and interests likely to be affected – both positively and negatively – by the plan or proposals. This may include people not currently living locally. Target publicity and consultation at the full range. Analyse the profile of respondents as far as it is known – eg age, gender, place of residence, tenure etc. – and compare it with the profile of the area as a whole. Where importance justifies the cost, use properly controlled statistically robust questionnaire surveys to establish representative viewpoints of large populations.	Hilltown (Dundee) Physical Regeneration Framework involved the local community forum in planning the programme for community engagement.
<b>Monitoring and Evaluation</b>	The process of community engagement will be monitored and an assessment of the satisfaction of the respondents with the process will be made.	You should be able to record who contributed what through the consultation and to what effect. You should also monitor the effectiveness of the different stages and actions of the process. Some of this may be quantitative - how many hits on a web site, people at a meeting, but there is also scope for monitoring on qualitative criteria - how valuable were ideas from workshops compared with public meetings, for example? Monitoring of the satisfaction of the respondents with the process need not be an onerous task - a show of hands may be appropriate in meetings, or you can use post-it notes in a workshop that people put on a flip chart or coloured tokens to drop into boxes indicating different levels of satisfaction. Think of inviting qualitative comments on how the process of engagement could be improved.	Clydebank Rebuilt used evaluation sheets for each design forum to judge success.

Criteria	What to aim for?	How can you achieve it?	Examples
<p><b>Learning and Sharing</b></p>	<p>The lessons from the community engagement experience will be reviewed and shared with others.</p>	<p>Make community engagement a focus for in-house staff training, where members of staff spend time discussing how to achieve improvements on previous exercises. Take people who are new to community engagement to meet people who have experience of a current or recent exercise.</p>	

Note: the inclusion of case examples here is not intended to indicate best practice or otherwise, only to point to examples of where the kind of process recommended has been followed.

## Level Three: Partnership

Partnership includes consultation and listening but goes further. It involves in-depth joint working with key stakeholders, probably over an extended period of time. While a party such as the planning authority may be the leader of the partnership, the process will only work well if there is mutual respect and some measure of equality amongst the partners. This may be difficult to achieve with respect to statutory planning where many

potential partners are likely to be third parties, while the planning authority has responsibilities that it cannot negotiate away. However, regeneration and major new developments are likely to be well suited to partnership working with communities, since their likely leaders will be less constrained by statute. Partnership is likely to involve organisations and their representatives rather than individuals.

Criteria	What to aim for?	How can you achieve it?	Examples
Transparency and Integrity	There will be dialogues with communities and key stakeholders to agree how the community engagement will operate and how inputs from participants will be used.	<p>Identify the organisations and the benefits that they can expect by being parties to partnership working.</p> <p>Hold meetings with them separately and as roundtables.</p> <p>Be clear what is negotiable and what cannot be negotiated and explain this, with reasons, at the start of the process.</p> <p>Formally record decisions and give all parties access to them.</p>	Newbridge Village Regeneration Plan was produced for Ratho and District Community Council.
Time and Resources	The timetable will be agreed with communities, and will include an opportunity for communities to develop their own proposals. Resources will be invested to allow communities to develop their own ideas and arguments.	<p>Plan ahead: draft a timetable and consult upon it. Be prepared to listen to proposals for changes to it.</p> <p>Set up some kind of steering group to oversee the development and implementation of the timetable.</p> <p>Consider the resources that partners from the community can bring to the process - e.g. local knowledge, enthusiasm, possibly a large number of volunteers, networks of contacts, etc.</p> <p>Consider how communities can develop their own proposals and what help they will need. This will depend on the communities and on the issues. Much can be achieved quickly by using intensive methods such as charettes or 'planning weekends'. Consult those with experience of helping people develop proposals to get guidance on reasonable levels of time and professional staff that will be needed.</p>	Forth Ports PLC outline application for Leith Docks used a full-day design charette.

Criteria	What to aim for?	How can you achieve it?	Examples
		Look for efficiency in use of resources - try to avoid duplication and instead plan events where different stakeholders have to balance their own wishes with the wishes of others.	
Information	Communities will be encouraged to identify further information needs, and all reasonable efforts will be made to satisfy these needs. If communities collect new information, their findings will be disseminated.	<p>In the interests of efficiency try to front-load this process, as information collection and analysis can take time and be expensive.</p> <p>Before it begins, be clear why the information is needed and how it will be analysed and used.</p> <p>Suggest possible means of quick information gathering - eg photo-surveys. Provide professional advice on questionnaire design, survey methods and data analysis to avoid later confrontations over statistically unreliable findings that have taken a lot of effort to produce.</p> <p>Discuss with the partners what is available and appropriate media for dissemination - eg web, local library exhibition, circulation of report etc.</p>	
Coordination	Communities will be involved in discussing how best to coordinate actions of all stakeholders throughout the engagement process. A strategy will be agreed and implemented.	<p>Explain why coordination is necessary and how it can be achieved, in particular if an EIA or SEA is involved.</p> <p>Make sure statutory consultees are aware of the partnership and its timetable, and understand that their projects and policies may have territorial impacts.</p> <p>Use mechanisms like steering groups and forums to facilitate coordination.</p> <p>Consider use of Impact Assessments, eg Health or Transport</p>	
Responsive	There will be opportunities for community organisations and individuals to present their ideas and proposals and to get responses to them through mechanisms such as workshops, charettes, debates etc. The final	<p>Either buy in expertise and facilitator(s) or train staff in using interactive methods for developing proposals and taking decisions.</p> <p>Use the participation statement to show what was done and to what effect.</p>	

Criteria	What to aim for?	How can you achieve it?	Examples
	plan/proposal will explain how responses from stakeholders influenced outcomes.		
<b>Accessible and Appropriate</b>	The effectiveness of the partnership approach and the methods being used to engage the public will be kept under regular review by all partners. Meetings of forums and steering groups will be open and produce publicly available minutes. There will be opportunities to work over key materials with other interested parties and to use independent professionals and mediators to explore possible solutions.	<p>Seek and accept a variety of forms of feedback from participants. Build the collection of such feedback into all events, using appropriate means - eg quick 'straw polls', use of post-its and notice boards, formal items on partnership agendas etc.</p> <p>Consider using mediation when it is appropriate, eg when there are divided opinions but a shared basis of trust.</p> <p>Consider the contribution that independent expertise - eg from consultants or Planning Aid - could make.</p>	
<b>Inclusive and Reaching Out</b>	Assistance and advice will be made available to marginalised groups to enable them to become partners in the planning process.	<p>Plan the outreach programme and listen to what the groups tell you they need.</p> <p>Use Equalities Impact Assessment at the outset to anticipate issues and needs, and then review it in the light of the actions taken.</p> <p>Consider a liaison officer to provide a link to some groups.</p> <p>Use the diversity of the project team to best effect, capitalising on their different skills and profiles.</p>	<p>Aberdeen City Council appointed a Gypsy/Traveller Liaison Officer when Identifying Gypsy/Traveller sites.</p> <p>Glasgow City Council's East End Local Development Strategy initiated a scrapbook scheme of living in the East End including a 'buddy' system to allow those with literacy issues and disabilities to participate.</p>
<b>Representative</b>	Engagement mechanisms will ensure that those involved are representative of the range of stakeholders.	<p>Use an Equalities Impact Assessment to consider how the plan/proposal may impact on diverse sections of the population, and seek ways of involving them and their organisations.</p> <p>For major projects consider use of professionally designed and conducted surveys to ensure that the views of the population as a whole are known.</p>	

Criteria	What to aim for?	How can you achieve it?	Examples
		<p>Ensure that representatives of organisations in the partnership have credentials validating their role, and that there are mechanisms to hold them accountable to their members (eg annual elections).</p> <p>Where responses are invited, map and analyse where they come from and which areas are over/under-represented amongst the responses. Consider possible explanations for the pattern and use sampling from under-represented areas if there seems to be a problem</p>	
<b>Monitoring and Evaluation</b>	<p>Monitoring systems will be devised and operated in consultation with stakeholders, and there will be monitoring of the satisfaction of the partners with the engagement process.</p>	<p>Again the nature and scale of monitoring needs to be appropriate to the situation, and there is much value in using a mix of quantitative and qualitative, formal and informal methods. This can give information quickly that can then be cross-checked from other methods.</p> <p>Embed the idea of monitoring and evaluation into every stage of the process from the outset and analyse findings as you go along and adjust approaches and be prepared to innovate.</p>	
<b>Learning and Sharing</b>	<p>There will be a sharing of experience and skills throughout the engagement process with the aim of developing new skills and a creative, problem-solving culture.</p> <p>There will be opportunities for partners from the community to receive training as well the professionals.</p>	<p>Recognise at the start that active participation can be a very rich way of learning and seek ways to capitalise on this.</p> <p>Do informal audits of self-identified skills and explore ways to share them through informal or formal training sessions.</p> <p>Actively look out for others from whom you can learn and also offer to share your experience with others.</p> <p>Contribute your experiences to SP=EED.</p>	

Note: the inclusion of case examples here is not intended to indicate best practice or otherwise, only to point to examples of where the kind of process recommended has been followed.

## Steering Group Members

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