

Involving People in Forestry

# introduction

**Max Hislop, Mark Twery  
and Heini Vihemäki**

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The authors of this publication are:

Max Hislop of Forest Research; Dr Mark Twery of  
the USDA Forest Service, Northeastern Experiment  
Station and Heini Vihemäki of the Institute of  
Development Studies, University of Helsinki.

Enquiries relating to this publication should be  
addressed to:

Max Hislop  
Social Research Unit  
Forest Research  
Northern Research Station  
Roslin  
EH25 9SY

Tel: 0131 445 6955  
Fax: 0131 445 5124

## Contents

Introduction	1
What do we mean by 'involvement'?	2
Who do we mean by 'public'?	4
When should we involve people?	6
Planning for public involvement	8
How to use this toolbox	10
References & useful sources of information	12

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## Introduction

This toolbox aims to assist forest or woodland managers when considering the public involvement tools they could use to include people in forest or woodland planning decisions. The toolbox has grown from a *Framework for public Involvement in forest planning*, a report developed by Max Hislop (Forest Research) and Mark Twery (USDA Forest Service) in conjunction with Forest Enterprise (FE) staff across Great Britain.

In particular, the toolbox aims to help forest or woodland managers to answer the following questions:

- **Who** should be involved in decisions about the forest or woodland?
- **When** should they be involved?
- In **what** ways could they be involved?
- **What** resources will I need?

These questions are relevant to all planning decisions irrespective of forest or woodland type, location or level of decision. However, the answers to these questions will vary widely according to the local circumstances.

### **‘One size’ does not fit all!**

There is no single right way in which to involve people in forest or woodland planning decisions. People and their needs vary from place to place. In addition, every forest and woodland is unique and capable of delivering a range of benefits to people to a greater or lesser extent. The toolbox helps users to **identify for themselves** whom to involve, which tools to use, when to use the tools, and what resources will be needed. At each stage there is a need to judge which tools are most appropriate and how to apply them so that the best public involvement process can be designed to suit the particular circumstances. The goal should be to make decisions that will deliver the range of benefits needed by people, which are consistent with sustainable forest management.

# What do we mean by ‘involvement’?

## Levels of involvement

Any one person may wish to be involved to a greater or lesser extent in a particular forest or woodland planning process or forestry decision. Their level of commitment to the process is likely to be determined by:

- What they may gain from the decision.
- What they may lose from the decision.
- The relative importance of the decision compared to other concerns in their life.
- The responsibility they have for the decision or for people affected by the decision.

The different levels of involvement that people may choose have been classified in many ways. Most classifications describe an ascending scale of involvement which refer back to Sherry Arnstein’s ‘ladder of participation’ model from 1969 in the USA (Figure 1).

**Figure 1** Sherry Arnstein’s ‘ladder of participation’ (adapted from Arnstein, 1969).



The following terms are used in the toolbox to differentiate between the different levels of involvement of people in forest or woodland planning:

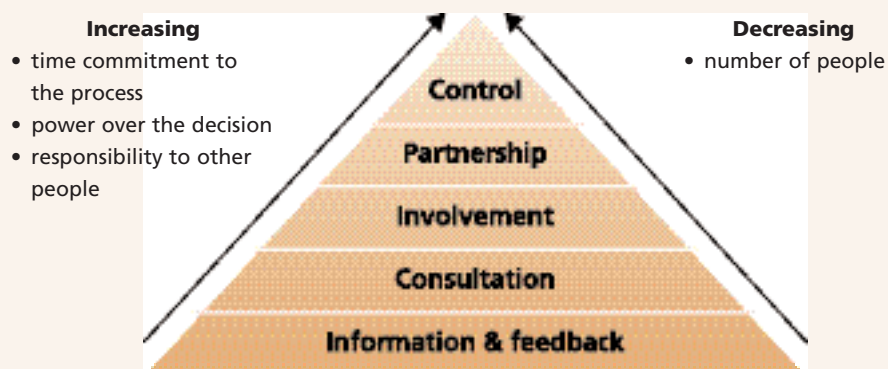
- **Information:** the basic information is given to people so that they can decide if they wish to be a consultee on, or a participant in, the forest or woodland planning process. This level of involvement underpins all other levels. Information also includes the provision of feedback on decisions that have been made.
- **Consultation:** people are invited to express their interests, concerns and ideas for the forest or woodland plan.

- **Involvement:** people actively participate in generating options and potential solutions for the forest or woodland plan.
- **Partnership:** people directly participate in selecting the best-fit solution that will become the forest or woodland plan.

## The pyramid of involvement

A useful way of illustrating the different levels of involvement is as a pyramid. Figure 2 shows the four levels of involvement (as described above) tiered like levels on a pyramid, with a fifth tier (Control) added at the pinnacle. This tier represents the individual or group of people who are ultimately responsible for the planning decision. The width of each tier represents the proportion of people who are likely to want to be involved in the planning process. Most people will want to have information about the planning process and the decisions that are to be made. With this information they can then decide if they wish to be more actively involved in the process. Similarly, most people will want feedback on the progress of the process and the decisions that have been made. A lesser number of people will decide to get involved at the consultation or involvement levels, and fewer still will be prepared to commit their time and energy to working in partnership with the forest or woodland planning team.

**Figure 2** The Pyramid of Involvement.



### A pyramid cannot be built from the top down!

When a new community-focussed project or initiative is launched it is tempting to immediately want to involve people at the higher tiers of the pyramid (e.g. forming a 'Community Woodland Group' or a 'Friends of the Forest' group). A more secure way to develop a dialogue and build a relationship with people is to work from the lower tiers of the pyramid and to encourage 'growth' into the higher tiers of the pyramid as mutual trust, understanding and commitment to the project develop. The lower levels are the 'foundations' of the pyramid of involvement. They are vital to all planning processes and provide stability to the higher levels of involvement. This approach takes time.

### Empowerment and responsibility

The higher people choose to 'climb' the pyramid the more power they have over the forest or woodland planning decision. However, with power comes responsibility. The people on the higher tiers of the pyramid have power, but they also have a responsibility to all those people on the lower tiers of the pyramid. Their responsibility is to:

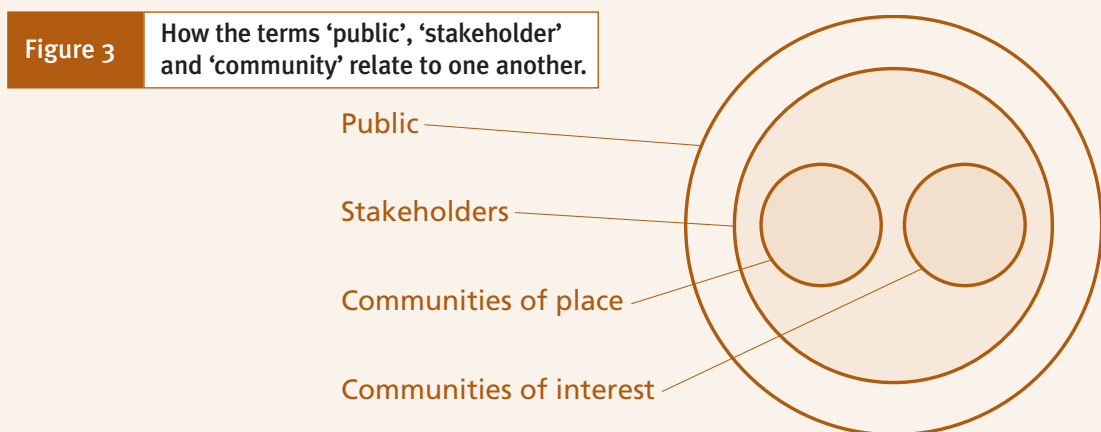
- Commit sufficient time to the planning process;
- Prepare and manage an equitable participatory process;
- Represent the interests of other people;
- Choose the best-fit solution that meets the needs of all people;
- Keep people informed on the progress of the planning process.

## Who do we mean by ‘public’?

The people we wish to involve in a forest or woodland decision-making process are often referred to by one of the following terms. These terms are frequently used interchangeably, but they do not mean the same thing. Here are some definitions:

- **Public:** ‘the community or people in general’ (Source: *Collins English Dictionary*, 2000).
- **Stakeholders:** those who have an interest in a particular decision, either as individuals or representatives of a group. This includes people who influence a decision, or *can* influence it, as well as those affected by it (Source: *Earth Summit website*, [www.earthsummit2002.org](http://www.earthsummit2002.org)).
- **Community:** ‘all the people living in one district’; ‘a group of people with shared origins or interests’ (Source: *Collins English Dictionary*, 2000).

From these definitions we can think of a community as a subset of all the stakeholders, and the stakeholders as a subset of the general public. The definition of ‘community’ can lead us to think of communities related to a district – ‘*communities of place*’ and communities with common interests or origins – ‘*communities of interest*’. Figure 3 illustrates these relationships.



When starting to consider who should be involved in the decision-making process it is right and proper that we consider the entire public so that our deliberations are not limited. It is easy to focus on the ‘locals’ at the risk of missing other vital stakeholders. However, it is not practical to involve the entire public (many of whom will not wish to be involved). Our efforts are best placed in identifying those individuals, groups of people and representatives of groups of people who have an interest in the decision (i.e. stakeholders) and will therefore wish to be involved at some level.

### Identifying stakeholders

If we have worked in a forest or woodland for some time we may feel we know who has an interest in what we do. Our individual knowledge as foresters, rangers or office staff is a very valuable. We found that sharing individual knowledge was very helpful and in the process identified more stakeholders than any one individual would have been able to identify. Stakeholder-brainstorming sessions are best held with a range of staff, including planners, harvesting and woodland management staff, rangers and operational staff. A mind-map framework, such as the one shown in Figure 4, can considerably reduce the time needed for these sessions and helps to encourage the participants to think of stakeholders beyond the usual ‘local community’.

**Figure 4** An example of a stakeholder mind-map generated from a brainstorming session.

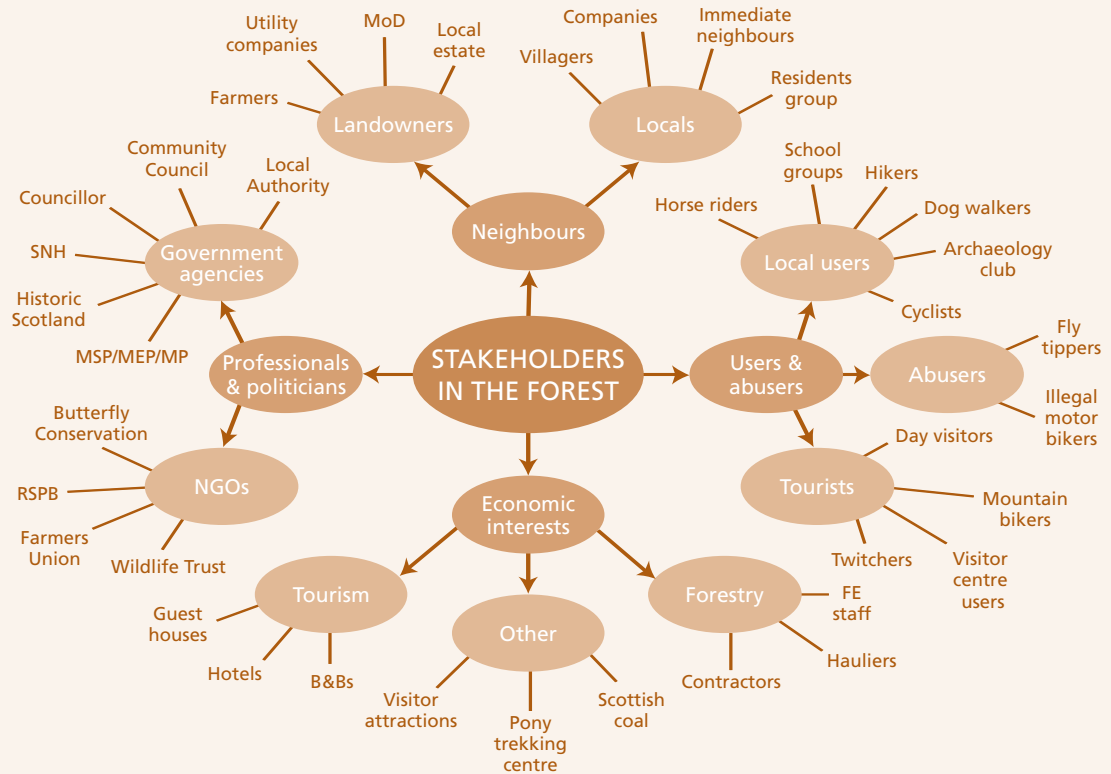


Figure 5 shows the results of a stakeholder brainstorming session for a forest design planning process in Galloway. The mind-map framework was drawn on to flipchart paper and stuck on to the office wall. ‘Sticky notes’ were used to represent each stakeholder group.

**Figure 5** A stakeholder mind-map for a forest design process in Galloway.



Brainstorming with other colleagues is a good way of starting to list stakeholders, but it isn’t necessarily a comprehensive list. The list is limited by the combined knowledge of the participants in the brainstorming session.

Other ways of identifying stakeholders include:

- **Secondary data**, e.g. historical records, correspondence files, newspaper articles, census information.
- **Self-selection**, i.e. promoting the planning process to the public and encouraging those with an interest to make themselves known.
- **Snowballing**, i.e. one stakeholder helps to identify another stakeholder. This might happen as the planning process unfolds and those that get involved identify others with an interest.

## When should we involve people?

Involving people in forest and woodland planning develops knowledge and understanding for all concerned. Foresters learn the public's interests, concerns and needs, and people learn the benefits, opportunities and limitations of forestry. This exchange of knowledge and understanding is vital to the updating of all our forestry plans.

### Forest Enterprise Forest Design Planning process

The FE's Forest Design Planning process has been developed and formalised over recent years and the need for public involvement clearly stated. The differing levels of public involvement can be related to the process and these are shown in Figure 6 opposite. Generally, the more that is at 'stake' for an individual, the greater their commitment to the process.

### 'Forest planning with public involvement' or 'Public involvement for forest planning'?

When we open our planning processes to public involvement we receive a range of responses, many of which will not be related to our particular management concerns. For example, we may want the public to make comment or give suggestions on the felling and restocking proposals for a forest or woodland plan. What we receive, however, may be concerns about dog mess on a path; timber wagons passing the local school; employment opportunities for local people in forestry. The danger is that these concerns are not heard or taken into account because they don't fit into the current task to prepare the forest or woodland plan.

All the responses we receive should be heard and taken into account if we wish to build trust and commitment. Some responses will be relevant to short-term site plans (operational plans), some will be relevant to longer-term site plans (Forest Design Plans, forestry/woodland grant scheme plans), and some will be relevant to strategic or corporate plans.

Public involvement is therefore relevant to all levels of forest or woodland planning, and should be considered as a continuous process that feeds important information into all planning processes, rather than an activity that is part of a planning process (Figure 7). One advantage of this approach is that it begins to reduce the peaks and troughs of public involvement activities relating to particular planning processes.

Figure 7

The relationship of public involvement processes to differing levels of forest or woodland planning.

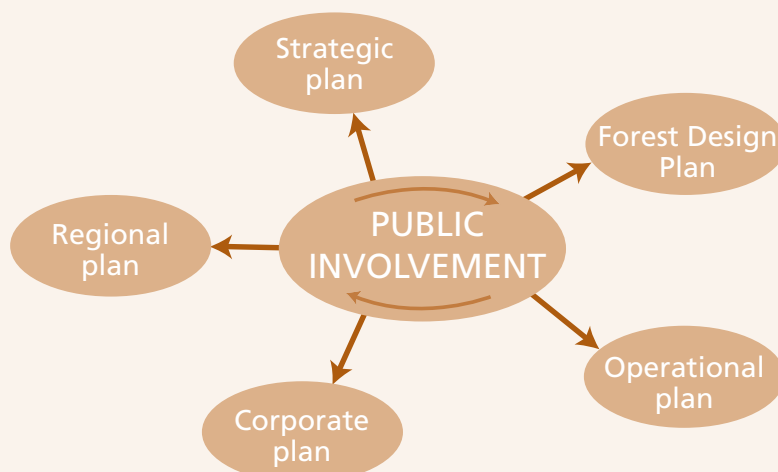
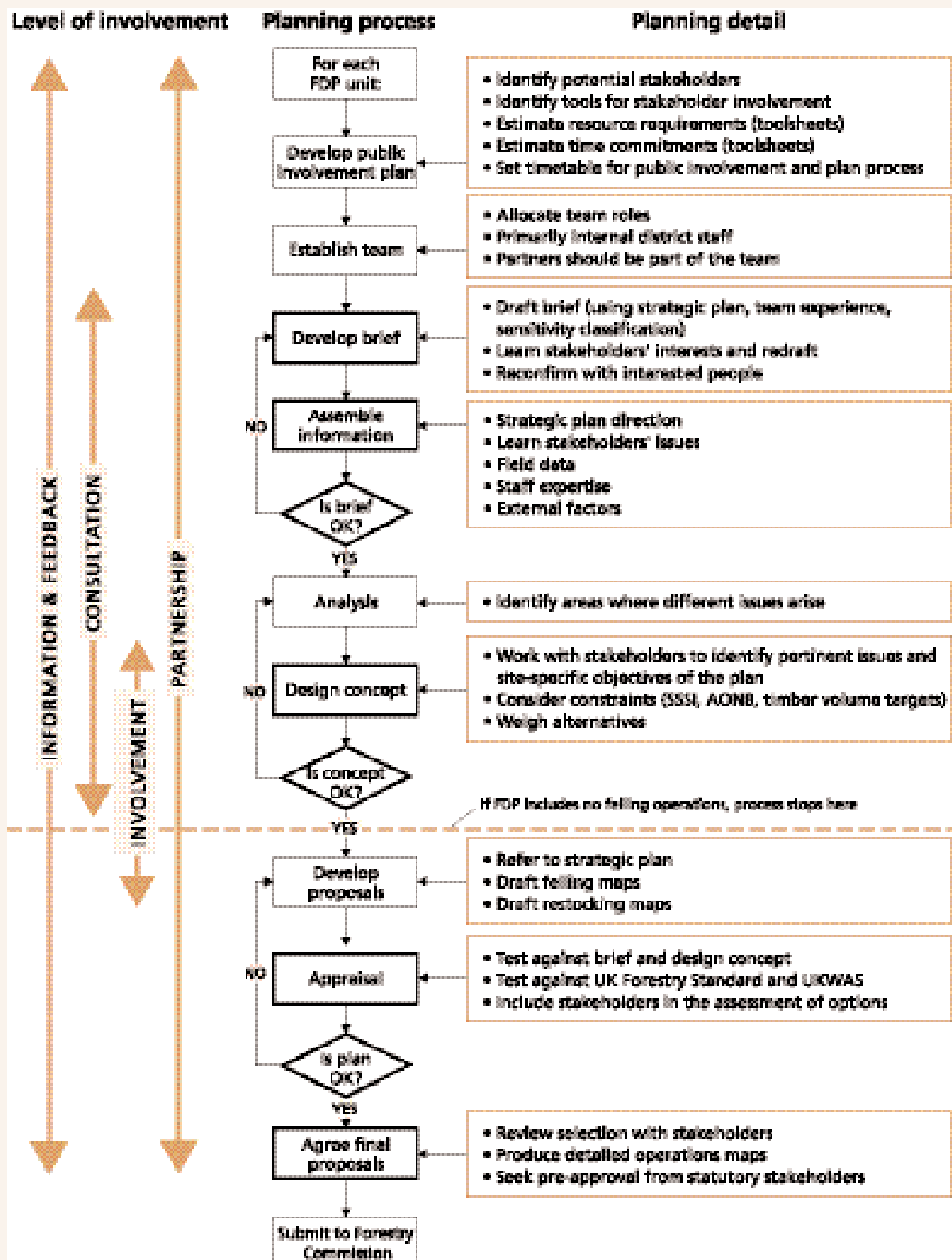


Figure 6 Forest Enterprise's Forest Design Planning process and levels of public involvement.



# Planning for public involvement

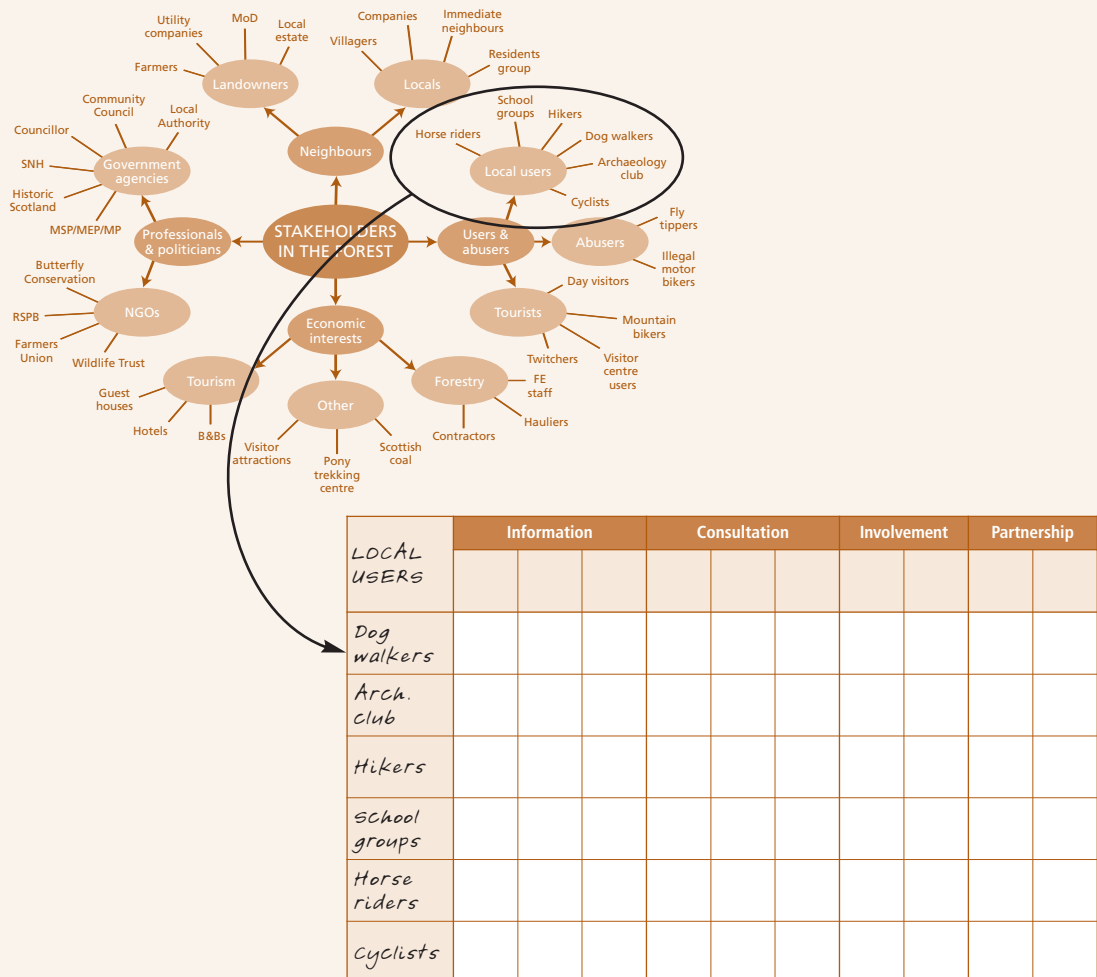
Before starting a process of public involvement it is sensible to think through:

- The ways in which each stakeholder or group of stakeholders may best be involved in the process.
- How this may change as their level of involvement changes.
- What demand this may put on your resources.

A simple public involvement planning chart can help you think through these questions. The planning chart lists the stakeholders identified in the brainstorming session against the levels of involvement (information, consultation, involvement, and partnership).

Each stakeholder group from the brainstorming session can be transferred to the first column of the planning chart (see Figure 8). Then, for each stakeholder, appropriate techniques can be considered for each level of involvement, starting with the best ways to get information to that particular stakeholder. The chosen techniques are entered in the top row (Figure 9). Appropriate techniques are then recorded on the planning chart against each stakeholder group (this can be done with 'sticky notes' as shown in Figure 10) along with any additional details. In this example, a brown tick is added for any techniques which are currently being used, and black ticks added as the new techniques are implemented, to keep a record of who has been involved and to what level.

**Figure 8** A stakeholder group is transferred from the mind-map to the planning chart.



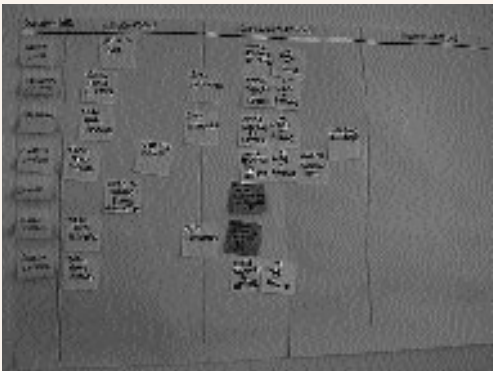
**Figure 9** A partially completed public involvement planning chart.

LOCAL USERS	Information			Consultation			Involvement		Partnership	
	Trail head posters	Targeted letters	Website info.	Response by letter/web/phone	On-site interview	Forest for Real	Forest Forum		Participatory appraisal	
Dog walkers <i>+ pet shop</i>	✓		✓	✓	✓	✓				
Archaeology club		✓ <i>to secretary</i>	✓	✓						
Hikers <i>+ hiking shop</i>	✓		✓	✓	✓					
School groups		✓ <i>to head</i>	✓ <i>pupils</i>	✓ <i>from head</i>		✓				
Horse riders <i>+ stables</i>	✓		✓	✓	✓	✓				
Cyclists <i>+ cycle shop</i>	✓		✓	✓	✓	✓				

Figure 10 shows a simple planning chart for a forest design planning process in Galloway. Here the techniques were written on a sticky note against each stakeholder. The two darker coloured notes refer to techniques currently in use.

The toolbox can help forest or woodland managers to complete a public involvement planning chart by providing information on the range of tools and techniques that could be used, their particular strengths and weaknesses and the resources required to use them.

**Figure 10** A partially completed planning chart for a forest design planning process.



## How to use this toolbox

This toolbox has been designed for use both electronically and as a loose-leaf book. The electronic (pdf) version includes hyperlinks to assist navigation to the most relevant tool or technique in the toolbox and also to relevant external publications and websites for convenient access to more detailed information.

### The right tool for the job

The toolbox provides information on a wide variety of public involvement tools. All the tools have their particular strengths and weaknesses. Some are good ways of providing information to people; others are better ways of consulting with people; while others are better for allowing people directly to participate in making a decision. The toolsheets contents page shows the tools organised under the four levels of involvement which concern the forest or woodland manager when developing plans.

There are other questions you should ask yourself when considering the appropriate tool for the level of involvement:

- What do people want from us and what do we want from them?
- What information do people need first to give us the information we want?
- What are the social, cultural, economic, and geographic characteristics of the stakeholder group or individual and how might these affect the methods and location we choose?
- Will it reach the right people?
- Is it convenient for involvement?

Source: USDA Forest Service, 1998.

### The toolsheets

The toolbox consists of a collection of single ‘toolsheets’ that provide information on the public involvement tools that may be useful to you when working with a variety of people in developing forest or woodland plans. An example is shown in Figure 11.

The toolsheets are not definitive but represent a summary of different tools gathered from a range of published sources in print and on the Internet (see **References & useful sources of information** on page 12). These sources were found to vary considerably in their descriptions of the same method, therefore we have tried to choose the ‘best-fit’ description for a forest or woodland planning situation. Sometimes the tools are known by other names – we have included these alternatives, where appropriate, also in **References & useful sources of information**.

The nature of the tools and techniques means that they are used and adapted by people to meet their individual needs, and so they evolve with use. Some tools are therefore closely ‘related’ to others and some are ‘subsets’ of others.

We hope that these toolsheets will inspire you to try out a few previously unfamiliar tools. In doing so you will probably adapt and change the ideas they contain to meet your needs. This will in turn contribute to the evolutionary process and the creation of new public involvement tools that will be of value to others. We look forward to hearing about your experiences.

**Figure 11** An example toolsheet.

**Involving People in Forestry Toolbox** [www.forestry.gov.uk/toolbox](http://www.forestry.gov.uk/toolbox)

forester's task is to help different sectors of the community to discover what **events** the forest. And even when the long term community interest has found documentary expression, that document can have no permanent validity. It will require periodic review. In

Participation in community events organised by other organisations such as agricultural shows or other local fairs is described under Staffed Displays. Events in this context mean the organisation of an event by forest or woodland staff. Events, e.g. guided walks, forest or woodland shows and open days, provide an opportunity for staff to inform the public about the forest or woodland planning process and to gain an understanding of those who are potential participants in the process and their interests. The gathering of this information may be quite informal. For example, recreation and wild life rangers can provide regular feedback to the planning team based on the knowledge they have gained from leading public events. A regularly commemorated date or event, such as the Tree Council's National Tree Week, is a good time to schedule an event because it allows you to take advantage of other organisations' advertising. A more formal event may include various elements such as presentations and displays and may be organised around specific activities such as tree planting. Presentations should include attractive graphics and covers as many issues as possible. Adequate staffing is essential to allow people to discuss issues of concern. It is recommended that special activities are organised for children as well as fun activities for adults to make the event enjoyable to all.

**Resources & requirements**

**Skills**

- Graphic design and written communications skills are necessary for preparing good, attractive presentations.
- Excellent speaking, listening and personal communication skills are desirable.

**Equipment**

- A good facility where displays can be housed in any weather is necessary.
- Numerous staff are needed to ensure that the event will work.
- A variety of refreshments should be available.

**Time**

- Considerable preparation is necessary to ensure the success of the event.
- Planning needs to begin months in advance to advertise the event and to prepare materials.

**Useful sources of information**

**Books**

- Involving communities in forestry through community participation. Forestry Commission (1996). Forestry Practice Guide 20. Forestry Commission, Edinburgh.
- Public involvement guide – a desk guide to public involvement. USDA Forest Service (1998). Northern Region, Public and Governmental Relations.

**Web**

- Community Woods: [www.community-woods.org.uk/events.htm](http://www.community-woods.org.uk/events.htm)
- The guide to effective participation by David Wilcox: [www.partnerships.org.uk/guide](http://www.partnerships.org.uk/guide)
- The International Association for Public Participation: [www.iap2.org/index.html](http://www.iap2.org/index.html)

**Training**

- The Prince's Foundation runs courses on Designing Successful Involvement Events: tel. 020 7613 8500 or [www.princes-foundation.org/news/on.html](http://www.princes-foundation.org/news/on.html)

**LEVEL OF INVOLVEMENT**

INFORMING: ★★  
 CONSULTING: ★★  
 INVOLVING: ★★  
 PARTNERSHIP: ★

**STRENGTHS**

- Useful information can be gathered from activities already organised within the forest or woodland.
- Events build a link between ranger staff skills and the planning team.
- Public attention is drawn to the forest or woodland.
- Events bring fun into participation and enable to engage groups who would not normally attend.
- They provide a variety of information needed by community members.
- Events introduce people to parts of the forest or woodland programme in a way that may encourage them to participate more in the future.

**WEAKNESSES**

- Attendance by the public is not assured.
- If poorly organised and presented an event can have negative impact on the public image of forest or woodland organisation.
- Costs can be expensive.
- Planning and carrying out an event requires much arranging and/or assistance.
- Depending on the size of the event, it may require the presence of a large number of staff.

**Level of involvement**

- ★★★ highly suitable
- ★★ very suitable
- ★ suitable

**Strengths**

**Description**

**Resources & requirements**

**Weaknesses**

**Sources of useful information:**

- Books
- Web
- Training: includes information on training providers in the use of particular tools or techniques
- Case studies

## Your feedback on the toolbox

The toolbox is intended to give you practical assistance. It is important that you let us know about any problems encountered in using it, or ideas you may have, so that we can improve our future guidance. Please let us know about:

- tools which you may be using, or have heard of, that are not included here;
- links contained in the toolbox that do not work;
- sources of useful information which we have not included.

Please send your comments to:

Max Hislop  
 Social Research Unit  
 Forest Research  
 Northern Research Station  
 Roslin EH25 9SY

Tel: 0131 445 6955 (Direct line) | Fax: 0131 445 5124  
 E-mail: [max.hislop@forestry.gsi.gov.uk](mailto:max.hislop@forestry.gsi.gov.uk)

# References & useful sources of information

## References

The publications listed below have been used in compiling the toolsheets. They may provide useful additional information when you are considering using the particular tools they cover. Under each publication is a list of the toolsheets that refer to it. In some cases the publication uses a different name for the tool and this has been added in parentheses.

**BARKER, J., BULLEN, M. AND DE VILLE, J.** (1999). *Reference manual for public involvement*, 2nd edn. Lambeth, Southwark and Lewisham Health Authority, London.

- Displays (Exhibitions)
- Focus Group
- Interviews
- Media (Using Local Media)
- Newspapers (The Press)
- Questionnaires
- Response Cards (Self-completed Questionnaires)
- Staffed Display (Exhibitions)
- Surgeries (Open Surgeries)
- Unstaffed Displays (Exhibitions)

**BISHOP, J.** (1994). *Community participation in Local Agenda 21*. LGMB, London.

- Displays
- Forum
- Leaflets
- Newsletters
- Surveys

**BEIERLE, T. C.** (1998). *Public participation in environmental decisions: an evaluation framework using social goals*. Resources for the Future, Washington, DC.

Available on the Internet: [www.rff.org/disc\\_papers/PDF\\_files/9906.pdf](http://www.rff.org/disc_papers/PDF_files/9906.pdf)

- Advisory Committees
- Public Hearing

**BORRINI-FEYERABEND, G., Ed.** (1997). *Beyond fences: seeking social sustainability in conservation*. IUCN, Gland, Switzerland.

Available on the Internet: [www.iucn.org/themes/spg/beyond\\_fences/beyond\\_fences.html#contents](http://www.iucn.org/themes/spg/beyond_fences/beyond_fences.html#contents)

- Nominal Group Technique
- Presentations

**CLIFT, S.L.** (1997). *Building citizen-based electronic democracy efforts*.

Available on the Internet: [www.e-democracy.org/intl/library/build.html#further](http://www.e-democracy.org/intl/library/build.html#further)

- Electronic Democracy

**DAVIS CASE, D.** (1999). *The community's toolbox: the idea, methods and tools for participatory assessment, monitoring and evaluation in community forestry*. FAO, Rome.

Available on the Internet: [www.fao.org/docrep/X5307E/X5307Eoo.htm#Contents](http://www.fao.org/docrep/X5307E/X5307Eoo.htm#Contents)

- Interviews (Semi-structured interviews)
- Public Meetings (Group Meetings)
- Small Informal Meetings (Group Meetings)

**DELAP, C.** (1998). *Making better decisions: report of an IPPR symposium on citizens' juries and other methods of public involvement*. Institute for Public Policy Research, London.

- Citizen's Juries
- Electronic Democracy
- Surveys

**DUTCH MINISTRY OF THE INTERIOR AND KINGDOM RELATIONS** (1998). *Electronic civic consultation*.

Available on the Internet: [www.democracy.org.uk/centre/articles/elcivco.pdf](http://www.democracy.org.uk/centre/articles/elcivco.pdf)

- Electronic Democracy

**ENVIRONMENT TRUST ASSOCIATES** (1994). *Creating involvement*. Local Government Management Board, London.

- Displays
- Leaflets

- Media
- Newsletters
- Public Meeting
- Questionnaires
- Staffed Display
- Workshops

**FORESTRY COMMISSION** (1996). *Involving communities in forestry through community participation*. Forestry Commission Practice Guide 10. Forestry Commission, Edinburgh.

- Events

**HARRISON, O.** (1995). *Tales from open space*. Abbott Publishing, Maryland, USA.

- Open Space

**HARRISON, O.** (1992). *Open space technology – a user's guide*. Berrett-Koehler Publishers Inc., USA.

- Open Space

**HOLMES, T. AND SCOONES, I.** (2000). *Participatory environmental processes: experiences from north and south*. IDS Working Paper, 113. Institute of Development Studies, Brighton.

- Community Issues Groups

**LOCAL GOVERNMENT MANAGEMENT BOARD** (1993). *Building effective local partnerships*. LGMB, London.

- Partnerships

**LOIKKANEN T., SIMOJOKI, T. AND WALLENIS, P.** (1999). *Participatory approach to natural resource management: a guide book*. Forest and Park Service, Finland.

Can be ordered on the Internet: [www.metsa.fi/english/publications/index.htm](http://www.metsa.fi/english/publications/index.htm)

- Delphi Survey (The Delphi Method)
- Electronic Democracy (The Internet)
- Nominal Group Technique (Nominal Group Method)
- One-to-one Contact (Questionnaires and interviews)
- Public Hearings
- Public Meetings
- Questionnaires (Questionnaires and interviews)
- Response Cards (Written comments)
- Site Visits (Field Excursion)
- Television and Radio (The media and co-operation with their representatives)
- Website (The Internet)
- Working Groups (The Work Group)
- Workshops (The Workshop)

**MORGAN, D.L.** (1988). *Focus groups*. Sage Publications, London.

- Focus Group

**NEW ECONOMICS FOUNDATION** (1998). *Participation works! 21 techniques of community participation for the 21st century*. CD-Rom edition 1999. New Economics Foundation, London

Available on the Internet: [www.neweconomics.org/gen/z\\_sys\\_publications.aspx](http://www.neweconomics.org/gen/z_sys_publications.aspx)

- Citizen's Juries
- Consensus Building
- Planning for Real
- Open Space
- Participatory Appraisal

**PETTS, J.** (2001). *Evaluating the effectiveness of deliberative processes: waste management case studies*. *Journal of Environmental Planning and Management* xx, 000–000.

- Advisory Committees

**PETTS, J. AND LEACH, B.** (2000). *Evaluating methods for public participation: literature review*. mEnvironment Agency Technical Report E135, Bristol.

- Advisory Committees

**SIDAWAY, R.** (1998). *Good practice in rural development*, No. 5, *Consensus building*. Scottish National Rural Partnership, The Scottish Office, Edinburgh.

- Consensus Building

**SLEE, B. AND SNOWDON, P.** (1997). *Good practice in rural development*, No. 1, *Effective partnership working*. Scottish National Rural Partnership, The Scottish Office Central Research Unit, Edinburgh.

- Partnerships

**TAYLOR-POWELL, E AND STEELE, S.** (1996) *'Collecting Evaluation Data: Direct Observation'*. University of Wisconsin, Co-operative Extension Publications, Madison, Wisconsin, USA.

- Direct Observation

**TOOGOOD, M.** (2000). *Techniques for talking: participatory techniques for land use planning – a review.* Report Commissioned by RSPB. RSPB, Sandy, Bedfordshire.

- Citizen's Juries
- Focus Group
- Participatory Appraisal

**TSAGAROUSIONA, R. et al.** (1998). *Cyberdemocracy.* Routledge, London.

- Electronic Democracy

**USDA FOREST SERVICE** (1998). *Public involvement guide: a desk guide to public involvement.* Northern Region, Public and Governmental Relations. USDA Forest Service, Washington DC, USA.

- Advertisements (Paid Advertisement)
- Events (Contests and Events)
- Leaflets (Brochures, Pamphlets and Newsletters)
- Media (Publications; Television and Radio)
- Newspapers (Publications)
- One-to-one Contact (One-on-One Meetings)
- Site Visits (Field Trip)
- Small Informal Meetings (Breakfast Meeting)
- Telephone Hotline
- Television and Radio
- Unstaffed Displays (Posters/Traveling Displays)

**USDA FOREST SERVICE** (1999). *1999 Partnership guide.* USDA Forest Service, Washington DC, USA. Available on the Internet: [www.fs.fed.us/r6/siskiyou/planning/partnership/partnerships.pdf](http://www.fs.fed.us/r6/siskiyou/planning/partnership/partnerships.pdf)

- Partnerships

**U.S. ENVIRONMENTAL PROTECTION AGENCY** (2000). *Public involvement in environmental permits: a reference guide.* US Environment Protection Agency, Washington DC, USA.

Available on the Internet: [www.epa.gov/permits/publicguide.pdf](http://www.epa.gov/permits/publicguide.pdf)

- Briefings
- Displays (Exhibits)
- Interactive Displays
- Newsletters (Project Newsletters and Reports)
- Open House (Availability Sessions/Open House)
- Presentations
- Public Hearing
- Small Informal Meetings (Informal Meetings with Stakeholders)
- Staffed Display (Exhibits)
- Surgeries (Availability Sessions/Open House)
- Surveys (Surveys and Telephone Polls)
- Telephone Hotline
- Telephone Survey (Surveys and Telephone Polls)
- Unstaffed Displays (Exhibits)

**WATES, N., ED.** (2000). *Community planning handbook.* Earthscan Publications, London.

- Interactive Displays
- Newspapers
- Open House
- Open Space
- Task Force

**WILCOX, D.** (1994). *The guide to effective participation.* Partnerships Books, London.

- Consensus Building
- Partnerships
- Forum
- Leaflets
- Nominal Group Technique
- Presentations
- Public Meeting
- Shared Decision-making
- Surveys
- Telephone Survey
- Working Groups

## Web

**CENSUS INFORMATION GATEWAY:** [census.ac.uk](http://census.ac.uk)

- Secondary Data

**COMMUNITIES ONLINE:** [www.communities.org.uk](http://www.communities.org.uk)

- Website

**COMMUNITY WOODLANDS ONLINE:** [www.community-woods.org.uk/events.htm](http://www.community-woods.org.uk/events.htm)

- Events

**CENTRE FOR ENVIRONMENT AND SOCIETY:**

[www2.essex.ac.uk/ces/CommParticipation/ComPartPrinciplesnmethods.htm](http://www2.essex.ac.uk/ces/CommParticipation/ComPartPrinciplesnmethods.htm)

- Participatory Appraisal

**DESIGNED TO INVOLVE:** [www.designedtoinvolve.org.uk/methodologies/individualmethodologies/interviews.htm](http://www.designedtoinvolve.org.uk/methodologies/individualmethodologies/interviews.htm)

- Citizens' Jury
- Displays
- Focus Groups
- Interviews
- Localised Techniques (Newsletters; Questionnaires; Direct Mail)
- Nominal Group Technique

**ELECTRONIC DEMOCRACY RESOURCE SITE:** [www.democracy.org.uk](http://www.democracy.org.uk)

- Electronic Democracy

**FOOD AND AGRICULTURE ORGANISATION OF THE UNITED NATIONS - FAO (Participation):**

[www.fao.org/Participation/ft\\_factl.jsp](http://www.fao.org/Participation/ft_factl.jsp)

- Shared Decision-making (Facilitation)

**GENERAL REGISTER OFFICE FOR SCOTLAND:** [wood.ccta.gov.uk/grosweb/grosweb.nsf](http://wood.ccta.gov.uk/grosweb/grosweb.nsf)

- Secondary Data

**INTER-AMERICAN DEVELOPMENT BANK:** [www.iadb.org/exr/english/POLICIES/participate/sec7.htm](http://www.iadb.org/exr/english/POLICIES/participate/sec7.htm)

- Open Space

**INTERNATIONAL ASSOCIATION FOR PUBLIC PARTICIPATION:** [www.iap2.org/index.html](http://www.iap2.org/index.html)

- Advertisements
- Advisory Committees
- Briefings
- Consensus Building
- Design Charrette
- Focus Group
- Events (Community Fairs)
- Internet Surveys
- Leaflets (Printed Public Information Materials)
- Media
- Newspapers (Feature Stories; Press Releases)
- Open House
- Public Hearing
- Questionnaires (Mailed Surveys and Questionnaires)
- Response Cards (Response Sheets)
- Site Visits (Field Trips)
- Small Informal Meetings (Small Format Meetings)
- Task Force
- Telephone Hotline (Information Hot Line)
- Telephone Survey (Telephone Surveys/Polls)
- Television and Radio
- Website (Electronic Democracy)
- Workshops

**ITC:** [www.teledemocracy.org/toplevel/e-toolkit.htm](http://www.teledemocracy.org/toplevel/e-toolkit.htm)

- Electronic Democracy

**MAKING THE NET WORK:** [www.makingthenetwork.org](http://www.makingthenetwork.org)

- Electronic Democracy
- Internet Surveys
- Website

**MEDIATION UK:** [www.mediationuk.org.uk](http://www.mediationuk.org.uk) or tel. 0117 9046661

- Shared Decision-making (Mediation)

**MIDCONTINENT ECOLOGICAL SCIENCE CENTER:** [www.mese.usgs.gov/edps/success.html](http://www.mese.usgs.gov/edps/success.html)

- Shared Decision-making (Negotiation)

**MINNESOTA ELECTRONIC DEMOCRACY:** [www.e-democracy.org](http://www.e-democracy.org)

- Electronic Democracy
- Internet Surveys

**NATIONAL GRID FOR LEARNING SCOTLAND:** [www.ngflscotland.gov.uk/communities/gettcon/help/hlists.asp](http://www.ngflscotland.gov.uk/communities/gettcon/help/hlists.asp)

- Website

**NRM-CHANGELINKS.NET:** [nrm.massey.ac.nz/changelinks/webware.html](http://nrm.massey.ac.nz/changelinks/webware.html)

- Website

**OFFICE FOR NATIONAL STATISTICS:** [www.statistics.gov.uk](http://www.statistics.gov.uk)

- Secondary Data

**PARTNERSHIPS ONLINE** (*The guide to effective participation*): [www.partnerships.org.uk/guide](http://www.partnerships.org.uk/guide)

- Advertisements (Advertising)
- Briefings
- Consensus Building
- Electronic Democracy (Online Communities: [www.partnerships.org.uk/community/index.htm](http://www.partnerships.org.uk/community/index.htm))
- Events (Special Events)
- Planning for Real
- Partnerships (Partnerships: [www.partnerships.org.uk/part/index.htm](http://www.partnerships.org.uk/part/index.htm))
- Forum
- Internet Surveys
- Leaflets (Leaflets and Newsletters)
- Media
- Newsletters (Leaflets and Newsletters)
- Newspapers (Media)
- Nominal Group Technique
- Presentations
- Public Meeting
- Shared Decision-making (Facilitation; Negotiation)
- Surveys
- Television and Radio (Media)
- Working Groups
- Workshops

**SCOTTISH PARTICIPATORY INITIATIVES (SPI):** [www.napiers.demon.co.uk/participation/pa\\_info.htm](http://www.napiers.demon.co.uk/participation/pa_info.htm)

- Participatory Appraisal

**STATPAC INC.:** [www.statpac.com/online-surveys/index.htm](http://www.statpac.com/online-surveys/index.htm)

- Internet Surveys

**TRADITIONAL NEIGHBOURHOOD DESIGN:** [www.tndhomes.com/grado4.html](http://www.tndhomes.com/grado4.html) and [www.tndhomes.com/phdo7.html](http://www.tndhomes.com/phdo7.html)

- Design Charrette

**UNIVERSITY OF OREGON** (PPPM 613 Planning Analysis Course Notes): [darkwing.uoregon.edu/~rgp/PPPM613/class10summary.htm](http://darkwing.uoregon.edu/~rgp/PPPM613/class10summary.htm)

- Delphi Survey (Delphi Technique)
- Focus Group
- Nominal Group Technique (Delbecq Technique or Nominal Group Process)

**US DEPARTMENT OF TRANSPORTATION** (*Public involvement techniques for transportation decision-making*): [www.fhwa.dot.gov/reports/pittd/contents.htm](http://www.fhwa.dot.gov/reports/pittd/contents.htm)

- Advisory Committees (Civic Advisory Committees)
- Briefings
- Delphi Survey (Small Group Techniques)
- Design Charrette (Charrettes)
- Interviews (Key person interviews)
- One-to-one Contact (Key person interviews)
- Open House
- Public Hearing (Public meetings/hearings)

- Site Visits
- Surveys (Public Opinion Surveys)
- Task Force (Collaborative task forces)
- Television and Radio (Interactive Television)

**US FEDERAL ENERGY MANAGEMENT PROGRAM** (Federal Greening Toolkit):  
[www.eren.doe.gov/femp/techassist/greening\\_toolkit/charrette.html](http://www.eren.doe.gov/femp/techassist/greening_toolkit/charrette.html)

- Design Charrette

**WORLDWIDE OPEN SPACE:** [www.openspaceworld.org/english/index.html](http://www.openspaceworld.org/english/index.html)

- Open Space

## Training

**FORESTRY TRAINING SERVICES** (training prospectus):

[www.forestry.gov.uk/website/pdf.nsf/pdf/fts2003.pdf/\\$FILE/fts2003.pdf](http://www.forestry.gov.uk/website/pdf.nsf/pdf/fts2003.pdf/$FILE/fts2003.pdf) or tel. 01387 860637

- Presentations (Presentation Skills)
- Public Meeting (How to Run a Meeting)
- Small Informal Meetings (How to Run a Meeting)
- Telephone Hotline (Customer Care Workshop)
- Television and Radio (Media Interview Training)

**NEIGHBOURHOOD INITIATIVES FOUNDATION:** [www.nif.co.uk/index.html](http://www.nif.co.uk/index.html) or tel. 01952 590 777

- Planning for Real

**SCOTTISH COMMUNITY DEVELOPMENT CENTRE:** [www.scdc.org.uk/events\\_brief.htm](http://www.scdc.org.uk/events_brief.htm) or tel. 0141 248 1924

- Partnerships (Good Practice in Partnership Working)
- Open Space (Involving People through Large Group Processes)

**SCOTTISH PARTICIPATORY INITIATIVES:** [www.napiers.demon.co.uk/participation/pa\\_info.htm](http://www.napiers.demon.co.uk/participation/pa_info.htm) or tel. 0131 555 0950

- Participatory Appraisal

**THE CATHIE MARSH CENTRE FOR CENSUS AND SURVEY RESEARCH:**

[les1.man.ac.uk/ccsr/courses/shorthome.htm](http://les1.man.ac.uk/ccsr/courses/shorthome.htm) or tel. 0161-275 4721

- Surveys (Surveys and Sampling)
- Interviews (Questionnaire design)
- Questionnaires (Questionnaire design)
- Telephone Survey (Surveys and Sampling)
- Secondary Data (Demographic Forecasting with POPGROUP)

**THE ENVIRONMENT COUNCIL:** [www.the-environment-council.org.uk](http://www.the-environment-council.org.uk) or tel. 020 7632 0103

- Consensus Building (Stakeholder Dialogue)

**THE PRINCE'S FOUNDATION:** [www.princes-foundation.org/news/on.html](http://www.princes-foundation.org/news/on.html) or tel. 020 7613 8500

- Citizens' Juries
- Events (Designing Successful Involvement Events)
- Electronic Democracy (User Online)
- Partnerships (Making Partnerships Work)
- Planning for Real
- Participatory Appraisal
- Task Force (Roadshows and Task Forces)
- Workshops (Enquiry by Design Workshop)

## Case studies

**BELL, S. AND KOMULAINEN, M.** (2001). *Cross-plan Integrated participatory planning as a tool for rural development*. University of Oulu, Finland.

- Questionnaires

**FIFE COUNCIL** (1997). *Creating job opportunities in a deprived area*.

- Citizens' Juries

**GARFORTH, M.** (2002). *Co-View. Visioning and participatory modelling by a rural community in Wales. A report for the Forestry Commission National Office for Wales*. Forestry Commission, Wales.

- Co-View

**MCPHILLIMY, D.** (1998). *The community woodland handbook*. Reforesting Scotland, Edinburgh.  
Available on the Internet: [www.community-woods.org.uk](http://www.community-woods.org.uk)

- Participatory Appraisal

**REFORESTING SCOTLAND** (2001). *The Scottish rural development forestry programme 1994–1997*.  
For more information contact Reforesting Scotland: [www.reforestingscotland.org](http://www.reforestingscotland.org) or tel. 0131 554 4321.

- Participatory Appraisal

## Other sources

The following were used in the preparation of the toolbox but not referred to in the toolsheets.

**DONALDSON, C.** (2000). *Consultation manual – a guide to help you plan your community consultation*.  
Forestry Commission/BTCV, Thames Chase Community Forest, Essex

**THE ENVIRONMENT COUNCIL** (2001). *Mediation: an overview*. Course notes from Enabling Environmental Stakeholder Dialogue training course (July 2001).

**INGRAM, H.** (1998). Environmental consensus-building and conflict resolution in the UK. In *Environmental Conflict Resolution*. Edited by Christopher Napier. Cameron May, London.

**IPPR** (2000). *Models of public involvement*. Web pages of the Public Involvement Programme:  
[www.pip.org.uk](http://www.pip.org.uk) (no longer available).

**LYNN, F. M., AND KARTEZ, J.D.** (1995). The redemption of CACs: a perspective from critical theory. In: *Fairness and competence in citizen participation. Evaluating models for environmental discourse*, eds O. Renn, T. Webber and P. Wiedemann. Technology, Risk, and Society, vol. 10. Kluwer Academic Publishers, Dordrecht, 87–102.

**MERCER, D. AND MOLE, R.** (1994). *The capable manager, Book 10: You and your customer*. B600. Open University Business School.

**MINTZBERG, H., RAISINGHANI, D. AND THEORET, A.** (1976). The structure of unstructured decision processes. *Administrative Science Quarterly* 21, 246–275.

**THE OPEN UNIVERSITY BUSINESS SCHOOL** (1999). *Technique library. Creativity, innovation and change*. B822 TL. Open University.

**PRETTY J. AND HINE, R.** (1999). *Participatory appraisal for community assessment: principles and methods*.  
Centre for Environment and Society, University of Essex.  
Available on the Internet: [www2.essex.ac.uk/ces/CommParticipation/ComPartPrinciplesnmethods.htm](http://www2.essex.ac.uk/ces/CommParticipation/ComPartPrinciplesnmethods.htm)

**PROJECTS IN PARTNERSHIP** (2001). Course notes from Involving Local Communities training course run by Scottish Natural Heritage, June 2001. SNH, Edinburgh.

**OLIVER, C. D. AND TWERY, M. J.** (1999). Decision support systems/models and analyses. In: *Ecological stewardship: a common reference for ecosystem management*, vol. III, eds W.T. Sexton, A.J. Malk, R.C. Szaro and N.C. Johnson. Elsevier Science Ltd. 661–685.

**SCHMOLDT, D. L. AND D. L. PETERSON.** (2000). *Analytical Group Decision Making in Natural Resources: Methodology and Application*. *Forest Science* 46, 62–75.

**STUDD, K.** (2001). An Introduction to deliberative methods of participation. a draft report for English Nature. English Nature, Peterborough.

**RAUSCHER, H. M.** (1999). Ecosystem management decision support for federal forests of the United States: a review. *Forest Ecology and Management* 114, 173–197.