

2019 IAP2 Australasia Core Values Awards Finalists

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Brimbank City Council | Brimbank Young Citizens' Jury

Brimbank Young Citizens' Jury & the Brimbank Youth Participation and Engagement Model

What makes a group 'hard to reach'? Is it true that young people are disengaged from democracy?

In late 2017, Brimbank City Council's Youth Services began planning to respond to a Council-identified need to develop a Youth Participation and Engagement Model. It was important to align the development of this process with Brimbank Youth Service's key underpinning principles, including the recognition of young people as the experts in their own lives, the empowerment of young people to have autonomy over their own lives and the belief in young people's capacity to be creative in developing solutions complex issues.

Looking to move away from traditional forms of consultation, Brimbank Youth Services consulted with Brimbank's Community Engagement team ('Connected Communities') to develop a deliberative approach to this project. Looking to empower young people, and to support Brimbank Council to demonstrate their belief that young people are an asset to the community, the Brimbank Young Citizens' Jury was developed.

The Brimbank Youth Ambassadors, the pre-existing youth participation mechanism, were invited to form a paid Steering Group to work alongside Brimbank Youth Services and a consultant to design, develop and deliver this opportunity. The Brimbank Young Citizens' Jury were tasked with developing a model which would create opportunities for young people aged 12-25 who live, work, study or socialise in Brimbank to have an input into Council's decisions, as well as reflect the civic engagement young people already partake in.

Across two and a half days in April 2018, these 14 young jurors worked together to develop a sustainable, flexible, accessible model that they felt best reflected the needs of Brimbank's young people.

The Brimbank Young Citizens' Jury and its resulting Youth Participation and Engagement Model represent an innovative approach to public participation and to the involvement of young people in decision-making processes. Entrusting young people to design a model for the engagement and participation of their peers was not a process that had been undertaken in Victorian or Interstate Local Government prior.

The Brimbank Young Citizens' Jury was also innovative for its interdisciplinary approach to public participation, drawing on a wide range of expertise, including community engagement, education, psychology and youth work, and the lived experience of young people themselves.

The resulting outcomes of the Brimbank Young Citizens' Jury extend further than the development of a model. The resulting outcomes for involved young people have also been significant. Two jurors have since found employment pathways through Council. One young man in particular, from a marginalised cultural background, has been able to represent his community in a range of participation opportunities whilst developing his skills working for Brimbank Libraries.







City of Logan, Delos Delta and Articulous | City Futures Innovation

Like all cities around the World, the City of Logan faces a host of emerging challenges and opportunities: climate change, population growth, congestion, environmental pressure, new technologies and global markets. We also live in exciting times: times of new technologies, commerce, social relations, governance, and connection.

In early 2017, Logan City Council committed to an ambitious program of innovation and smart technology engagement, resulting in the development of a City Futures Strategy and the collaborative implementation of that strategy with community, industry and researchers. The two-year journey to date has been based on extensive community engagement, using a mix of collaboration and co-creation with community, industry and other regional and international governments.

At its heart of the engagement has been building the capacity of citizens to identify the challenges and opportunities to address, and to innovate to develop new ideas, technology or methodologies to improve the lives of citizens or cities. Community development through civic innovation and citizen capability will enable the City of Logan to succeed and thrive in the face of these emerging challenges and opportunities.

In line with community development processes, the City Futures program seeks to bring community members together to take collective action and to generate solutions to local problems, which are measured through a series of community wellbeing measures such as economic, social, and cultural. Through the process of engagement, communities build capacity and resilience.

The engagement journey can be broken into 3 phases:

- Phase 1: Understand shared community and industry needs and issues and to generate local solutions around how to foster greater innovation in the City of Logan
- Phase 2: To develop a 5-year strategy (City Futures Strategy) to establish Logan as a City of Civic Innovation
- Phase 3: Collaborative implementation of initiatives within the City Futures Strategy to build capacity within communities to create a home for civic innovation whereby communities are provided the infrastructure, training, support and programs to develop local solutions, and locally-developed commercial entities that create innovation.

The three phased engagement program, which is based on collaboration and empowerment with community, has sought to partner with community to develop a strategy to enable innovation, and work collaboratively with community to develop the capacity, skills, support and infrastructure to create a City of Civic Innovation, where community leads to the innovation of a city.

Involving more than 1,000 people in deep engagement during Phase 1 and Phase 2, the Strategy is being implemented with community during Phase 3 over 5 years.

In line with the IAP2's Core Values, and the IAP2 Australasian Engagement model, the engagement process has involved both decisions to be made, and implementation of those decisions.

Innovation has been a core element of the engagement process, and has included

- The release of the largest number of open data sets by any local government in Australia, which will give free access to the community of the data and information required for true community-led innovation and to enable the community to identify the right problems to solve.
- Logan's first Innovation Summit designed to build community capacity around smart cities, innovation and technology, while also understanding community needs and priorities
- Using hackathons where community members, young people, students, entrepreneurs and staff create solutions to local challenges identified by the community and Council
- An avatar survey of community to map their preferences for how to be engaged
- Mapping possible ideas based on their ability to make transformative vs step changes
- Co-creation of a network of innovation and co-working jobs with community, innovators and industry across Logan
- Establishing Logan as an urban innovation living lab where the community participates in city-wide trials, tests, and experiments to create learn and improve innovation efforts



Cumberland Council | Discover Cumberland

Discover Cumberland is a free civic education program which has been developed to meet the unique cultural and linguistic needs of the Cumberland community. The program aims to raise awareness of Council services and democratic processes, and increase access to Council services and encourage participation in civic life. Discover Cumberland is a joint initiative between Council's Community Development team and Resource Recovery team to meet shared objectives, developed in response to ongoing consultation with local residents, schools and community organisations. Groups of residents participate in experiential learning through interactive workshops and bus tours, led by bilingual community educators. Since its launch in late 2018, the program has reached 313 residents and seen an increase in the levels of awareness of participants from 35% rating themselves as having a 'high level of understanding' at the start of the program, to 80% at the conclusion.

This program demonstrates a change in Council's model of service delivery – from Council driven design to person-centred design. This has been achieved through extensive community consultation. The idea for an experiential educational program came from consultation with newly arrived and migrant communities as an effective method for raising awareness and behaviour change. Council has also changed our way of working internally, by collaborating across departments to achieve shared objectives – by sharing resources and expertise to more effectively engage with our community.

For Council, this program is also pioneering a new way of communicating and engaging with residents from newly arrived and migrant backgrounds. Through recruiting and training six bilingual community educators (who speak 11 community languages), Council is working to overcome communication barriers which prevent residents from knowing about or accessing Council in the first place. Council has also used community networks to target promotion of the program to newly arrived and migrant residents.

The extensive community engagement process to develop and deliver this program has involved over 250 individual participants, with their involvement including:

- Identifying the program need and primary beneficiaries
- Identifying the program aims and objectives
- Identifying the program methodology (such as a bilingual educator option to reach newly arrived residents, translated resources, experiential learning methodology, bus tours, use of visual and simple English tools)
- Shaping and reviewing the development of educational resources which will be relatable and relevant to the communities of Cumberland (such as residents booklet translated and videos)
- Promoting the Bilingual Community Educator positions through local networks
- Advising on the best way to promote the program and generate group bookings
- Assisting with booking groups into the program
- Providing continuous feedback on the program delivery

In many ways, Discover Cumberland aims to inform residents in Cumberland about the services, decision-making processes and how they can have their say on matters which affect them in their local community. Council plays a critical role in encouraging and representing a vibrant and active civil society in the local area. By informing residents about how they can participate in services and decision-making processes, this is the path which facilitates residents to take the next step of involvement and influencing decisions on a range of issues which matter to them in their local area.

This makes Discover Cumberland a leading model for generating widespread public participation in a local government context, as it seeks to address barriers to participation and to actively seek out and inform residents who may often be excluded from participation in services and decision-making processes.





Renew Brighton and Christchurch City Council | The HOW Team

The How Team - community designing its own engagement process

"Nothing about us, without us" - how can a community make this a reality while ensuring the engagement process between decision-makers and the community is constructive and leads to better decisions, while building capacity and looking after wellbeing?

The How Team is a new community-initiated engagement model that is designed to address these needs. It signals a potential for 'new beginnings' for previously difficult relationships, in the context of new and challenging issues.

The How Team model involves community members and agency staff working together on the 'how' of community engagement. The focus on the 'how' (the process of engagement), rather than the 'what' (the subject matter of the engagement), is one of the key factors that sets it apart from most engagement models. It recognises that 'one size does not fit all' and brings community intelligence and ownership to engagement design to connect projects to the communities they impact.

The How Team concept originated in New Brighton, Christchurch, and was designed by Renew Brighton, a local postearthquake community development organisation.

New Brighton, a beachside suburb, was one of the communities most affected by the 2011 Canterbury Earthquakes and is one of the most active and connected communities in Christchurch. Post-earthquake the community has become increasingly dissatisfied with its interactions with local and central government agencies, particularly in relation to how it is engaged with about decisions that affect them. Earthquake stress, anger and exhaustion are evident, and agency staff are also frustrated and disempowered by the breakdown of trust.

The development of the How Team concept was in response to this situation and has been successfully used to prepare an engagement plan for a new and difficult project in the area: the development of a strategy to adapt to the effects of climate change and to respond to earthquake legacy issues.

The strategy is led by several agencies who, aware of the low trust relationships with the community, saw value in trialling the How Team model for the project.

Given the pertinent issue of adapting to the impacts of climate change that many communities will face, we believe this model supports the community-centric approach being promoted by the Ministry for the Environment in its recent guidance documents. This area is only the second place in New Zealand to pro-actively plan for climate change adaptation and we understand it is the first to take such a community-led approach.

The How Team utilised an IAP2 framework to guide the development of the engagement plan, consciously unpacking and clarifying the aims and desired outcomes of the various parts of the engagement process. An evaluation of the project showed it to be successful, highlighting the key success factors and main lessons of the How Team approach.



Disaster and Emergency Services

Melbourne Water | Stony Creek Recovery and Rehabilitation

The engagement process for the Stony Creek Recovery and Rehabilitation project sought community input into recovery from the most significant waterway pollution event in Melbourne in almost 30 years.

Stony Creek is an urban waterway that flows through Melbourne's western suburbs to the Yarra River. On Thursday 30 August 2018, a warehouse in West Footscray housing toxic chemicals caught fire and burned for two weeks. The fire had a catastrophic impact on the popular creek and adjacent Cruickshank Park in Yarraville. The toxic fire runoff that washed into the creek resulted in a significant loss of flora and fauna, including approximately 2,500 dead fish and other animals. For several days after the creek exceeded safe guidelines for human health. The incident also created outrage and frustration in the community.

The huge impact that the incident had on both the environment and the community required a matching response. As one c ommunity member stated, "It is an unprecedented event so it requires unprecedented action, not just feasible and in line with existing policies."

This submission relates to the immediate response to the disaster and the first three phases of the engagement process to develop a rehabilitation plan. This included a large-scale, multiagency approach in the immediate aftermath of the fire that gave a highly outraged community space to voice their concerns and be heard and helped to shift the conversation from disaster to recovery.

The response to rehabilitation of the much-loved and valued creek called for nothing less than a collaborative approach. Working with leading facilitator Max Hardy, we designed a process to motivate, inspire and involve the local community in the development of a rehabilitation plan. This provided the public with an opportunity to share their values and aspirations for the rehabilitation, identify and prioritise outcomes and have input into actions to achieve those outcomes.

We sought to innovate through the use of story-telling and deliberative workshops, and despite the immediacy of the disaster we used the project as an opportunity to demonstrate leadership, align outcomes with the Healthy Waterways Strategy and Waterways of the West initiatives, and strengthen relationships with the community and other stakeholders. The recovery continues to be coordinated across multiple agencies. Melbourne Water has been working with Maribyrnong City Council, the Environment Protection Authority and the Department of Health and Human Services since the incident, and we continue to work closely with these agencies as well as the Department of Environment, Land, Water and Planning (DELWP), Parks Victoria, Hobsons Bay City Council, and Victoria Police to manage the cleanup.

The engagement process will continue throughout 2019, with the release of a draft rehabilitation plan in June for community feedback and further collaboration with agency partners to finalise the plan.



Infrastructure - Planning and Design

Health Infrastructure and Nepean Blue Mountains Local Health District | Nepean Hospital Stage 1 Redevelopment

In November 2016, the NSW Government committed \$576 million for a major expansion and upgrade of Nepean Hospital and community-based services to provide essential health care for the growing population in western Sydney. First built in 1956, the hospital is undergoing a major transformation to ensure it is equipped to meet the community's health needs now and into the future.

The main objective for the Nepean Redevelopment Stage 1 is to build an innovative and welcoming health facility that would meet the unique health needs of the local population well into the future.

This is particularly important – and challenging - in an area where the community is demographically, culturally and geographically diverse and growing at a rapid rate.

To achieve this, Health Infrastructure – the NSW Government agency tasked with overseeing major health facility projects in the state, formed a multi-disciplinary, integrated project team in partnership with the Nepean Blue Mountains Local Health District to undertake a comprehensive planning and consultation phase. Key stakeholders included both internal and external audiences.

Providing meaningful and tangible community engagement is considered key to the success of the redevelopment and the ongoing trust placed in the Nepean Hospital and the public health system.

Over the past two and a half years, the project's communication and engagement team has developed and delivered a comprehensive program of consultation resulting in more than 1,000 interactions with hundreds of community stakeholders.

The intent is to translate input from our patients, their families, carers and staff into innovative, safe, efficient and accessible design solutions. We want to build anticipation and enthusiasm for the project, as well a sense of community ownership, confidence and pride in the hospital and its future.

Stakeholder consultation also helps the team to identify project risks early, and to put effective mitigation measures in place to manage them.

Meaningful community consultation is a key focus for the project and throughout the planning and design phase, the team was regularly demonstrated our commitment to community participation and engagement. This approach was supported by all members of the project team and was sustained throughout the planning and design of Stage 1 of the Nepean Redevelopment.

Hospitals are essential pieces of infrastructure that everyone will rely on at various stage in their life. That is why we made sure that feedback wasn't limited to people who could dedicate the most time and resources. Our community centred approach to consultation put the onus on the project team to visit the places where the community is based and in an environment that consumers were comfortable in, rather than limit our interactions to boardrooms and town hall meetings.

The hospital is being co-designed with the active involvement of clinicians, consumers and their carers and staff so that facilities meet the needs of the vulnerable people who use them. It is the intention that the redevelopment is personcentred, safe and includes therapeutic environments where integrated holistic care is delivered.

Participant satisfaction with the engagement process has been very high over the course of the project, and the team continues to engage with the community to ensure we are meeting their communication and information needs. The Nepean Hospital redevelopment took an approach to be as proactive and open with their consultation process as possible. The level of public participation in the decision-making process was maximised to its fullest possible extent. This contributed to the advancement of public participation in Western Sydney, specifically the Penrith/Nepean Region.





Infrastructure - Planning and Design

Brisbane City Council and AECOM Australia Pty Ltd | Stones Corner Precinct - Hanlon Park Concept Plan

Hanlon Park is located in the inner suburban precinct of Stones Corner, five kilometres south-east of the Brisbane CBD. It is a 400 metre long, 150 metre wide, open green space positioned between two busy arterial roads, and divided by a concrete stormwater drainage channel. Brisbane City Council is revitalising Stones Corner Precinct - Hanlon Park, as a priority precinct of the Norman Creek 2012-2031 Master Plan.

In January 2018, Council engaged AECOM Australia Pty Ltd to develop a Concept Plan for Hanlon Park, including community and key stakeholder engagement. To inform the Concept Plan development, Council asked the community: How can Hanlon Park be revitalised, to enhance the amenity, liveability, ecology and biodiversity of the area?

AECOM communication and engagement specialists collaborated with Council and AECOM technical specialists, to develop a Stakeholder and Community Engagement Plan, underpinned by contemporary communication theory and practices, including the IAP2 Core Values and Public Participation Spectrum, and the Power of Co (Dengate, Hardy, Twyford & Waters, 2012).

The strategic approach focussed on collaborating with internal and external stakeholders, to define, design, create and deliver solutions to enhance the amenity, liveability, ecology and biodiversity of Hanlon Park. It aimed to meaningfully engage stakeholders, and develop a shared vision with high levels of community ownership and buy-in. Innovation and inclusivity were key principles applied to facilitate the co-creation of the space. The project was delivered in six phases:

- 1. Co-design engagement process
- 2. Co-design sketches
- 3. Refine and consolidate design sketches into draft Concept Plan
- 4. Community engagement on draft Concept Plan
- 5. Consider community feedback, and finalise Concept Plan
- 6. Release of final Concept Plan, and advise next steps.

Key engagement activities included:

- Two online surveys on the Council 'YourCitvYourSav' website
- Seven key stakeholder interviews, using the ORID framework for facilitated conversations
- A co-design charrette with AECOM, Council and 18 community members, to develop three design sketches
- A drop-in kiosk to seek feedback on the draft Concept Plan
- Communication activities at key project milestones.

Results from the initial online survey fed into the co-design charrette, which produced the design sketches that were refined into the draft Concept Plan. The community were given further opportunity to influence the design, when the draft Concept Plan was released for community engagement. Residents provided feedback about the Hanlon Park draft concept plan via a second, online survey. Of the 229 feedback surveys completed, there was 85% overall agreement with the draft Concept Plan. Community-developed features included in the final Plan include the southern wetland and nature walk, nature play, informal terraced seating (reverse amphitheatre) and naturalised waterway.

All feedback mechanisms indicated a high level of satisfaction with the engagement process. In particular, charrette participants completed an anonymous feedback form at the end of the day. Feedback was overwhelmingly positive:

- All participants said they felt comfortable sharing their opinions with the group
- 82% said there was a diverse range of opinions at their table
- 94% said their contributions were represented in their table's design
- 94% said their table's design reflected collaboration between project team members and the community
- 94% said they are energised and optimistic about the work delivered on the day.

The project provided an opportunity for Council to collaborate with industry experts and the broader community. The project was unique for Council, in its combination of participation tools, across a multi-phase iterative process. The process not only enabled community members to shape the design, but enhanced team member commitment to the design, even when facing complex technical challenges.



Power and Water Corporation | Borroloola Water Treatment System Upgrade

Borroloola is one of the most remote communities in Australia, located in the Gulf of Carpentaria of the Northern Territory. To address water quality issues and to ensure long term security of water supply, major infrastructure upgrades were undertaken by Power and Water Corporation the water supply system operator.

The project dealt with various levels of complexity (technical, social, geographical and logistical) as well as a wide range of challenges including a high level of political and social influence and a large number of stakeholders involved in different phases of the project with various interests. Successful public participation was predicated on taking the time to build an honest and genuine relationship with the community and provide balanced, objective and accessible information about the water supply situation and the proposed treatment system upgrade. In taking this approach, the community was able to understand the project rationale and contribute to the project elements areas where community input into decision making was genuinely possible.

To ensure communication and public participation were actively promoted and managed in a meaningful way, giving consideration to local characteristics (i.e. language, cultural and social context, and local sensitivities), an extensive communication and stakeholder engagement strategy was developed and updated throughout the project. Applying rigour to the public participation process facilitated the establishment of strong relationships between the community and the project team.

In addition to using "tried and tested" engagement strategies, the project also featured new and innovative approaches to engagement that advanced the field of public participation in remote Indigenous communities. These included:

- Engagement of school students and local artists in an artwork project to create a link between the benefits of the project and the local Aboriginal culture. The artwork created local pride in the facility and provided an avenue for the project team to engage with the school about the water supply and share messages about saving water. The students excelled at the creation of Aboriginal paintings that associated water conservation with Aboriginal culture. This aspect of the project created an enormous sense of satisfaction and pride within the community.
- Development of key messages in local languages in the form of water stories and imagebased factsheets. Messages were developed in partnership with local community members to ensure the messaging was culturally relevant and meaningful to the targeted audience.
- Creation of a series of radio stories (in language) that were broadcast throughout the project duration. Radio stories were developed in accordance with the stage of the project and the key messages that needed to be conveyed. The radio stories involved local community members including school students, increasing the relevance of the messages to the local community. The radio stories were put together by people with Aboriginal background that had strong connections with Borroloola. This provided an authentic and meaningful way of connecting with the Borroloola community and the ability for Power and Water to convey key messages. This project was considered very successful because of the high level of engagement of the community and the social outcomes that were achieved.



SA Water | Jetty Road, Glenelg - Water Main Upgrade

SA Water puts the needs of our customers at the heart of everything we do. We consult closely with people to understand their needs, concerns and priorities and implement work methodologies to keep the impact of our construction works on capital and development projects to a minimum. In doing so, we help our customers go about their daily lives successfully throughout these projects.

Jetty Road is the shopping and dining hub situated in close proximity to Adelaide's most popular beach, Glenelg. This kilometre-long retail strip is a hive of activity, with more than 150 businesses, comprising a wide range of goods and services, from cafés and restaurants, clothing boutiques, homeware and, gift shops to speciality shops, bars, and shopping centres. Significantly, Jetty Road also has a popular tram line running down its centre connecting Glenelg's tourists and residents directly to Adelaide's city centre.

During 2017 we determined that an aging water main running underneath Jetty Road needed to be replaced. An option of relocating it away from Jetty Road in its entirety was not available given the volume of connections to this main.

As well as technical complexities of working around existing infrastructure, the potential of disrupting local businesses and impacting on the economic success of this precinct, and the experience of tourists and residents, was significant. Balancing the needs and interests of these key stakeholders required thorough planning, targeted engagement and intensive communications.

Through this time, good working relationships with the City of Holdfast Bay and the Jetty Road Mainstreet Committee continued to be forged and became key to the ultimate success of the project. Our team worked closely with the City of Holdfast Bay and the Jetty Road Mainstreet Committee on changes to project design and work schedules to ensure their needs were met. Positive and useful feedback was provided, as well as a sense of surprise that a government organisation was both consulting with them and using their insights to ensure minimal impact on traders and community from the project.

We undertook early engagement with our business customers and local businesses to understand their individual requirements, including operating hours and water needs. This approach empowered these customers to influence the project schedule and methodology. By engaging business owners in discrete decisions throughout the construction phase, we were able to influence work schedules so that interruptions to their water services required throughout the project were kept to an absolute minimum. This approach ensured temporary service interruptions to water supply were timed to coincide with restaurant closing times.

We delivered an integrated communications and relationship building strategy using a combination of tools including letters, emails, presentations, face to face meetings and phone calls. Our approach focussed on coming up with innovative changes to delivery methodology that put the customer first, rather than prioritising construction or infrastructure led benefits. Some decisions that were influenced through engagement with the City of Holdfast Bay and the Jetty Road Mainstreet Committee included:

- · The scheduling of overnight construction on Jetty Road, enabling free flowing traffic during the day
- The scheduling of construction on side streets off Jetty Road during the day to minimise noise impacts to local residents
- Not scheduling works on Friday or Saturday nights to support business trading for restaurants
- Scheduling works to start later on some AFL game days.



Main Roads WA and Swan River Pedestrian Bridge Alliance | Matagarup Bridge - a new Perth icon

Matagarup Bridge has changed the skyline of Perth and brought to life the city's exciting new entertainment precinct, featuring Australia's premier big event stadium.

The construction of the 370-metre pedestrian and cycling bridge, connecting Burswood to East Perth and the city, was an incredible feat of engineering. Towering 72 metres above the Swan River, the bridge is enjoyed daily by hundreds of locals and visitors and it provides an important transport link to the stadium during big crowd events. At night, the feature lighting can be seen from several vantage points across the city and the myriad colour combinations provide a new way to symbolise charity and special awareness campaigns in Perth.

The WA State Government project to design and construct Matagarup Bridge was led by Main Roads Western Australia (Main Roads) following project development by the Public Transport Authority (PTA). The project was delivered by York Rizzani Joint Venture (a partnership between York Civil and Italian infrastructure specialists Rizzani de Eccher). Approximately three years of design and construction time culminated in the first public opening of the bridge on 14 July 2018.

More than 3000 people had a role in Matagarup's creation, including designers, architects, steel workers, engineers, electricians, concreters and heavy lifting experts. While everyone's role was important and the technical achievements were remarkable, community and stakeholder engagement was critical to the successful delivery of the completed bridge.

Main Roads oversaw the public participation component from early delivery planning to completion with a project appointed community and stakeholder engagement manager. York Rizzani, who engaged a stakeholder engagement specialist through local consultancy Cannings Purple, employed an equivalent role. The collaboration and team-focused approach between these two senior roles led to outstanding results against mammoth challenges.

The construction program included a period of significant noise disturbances during piling works for the concrete piers supporting the bridge; the need to create an artificial land area by infilling the river with 200,000 tonnes of rock to allow for steel assembly; a 10-week hard closure of a 600 metre stretch of river (preventing anyone from travelling up river or down river); and, a technical requirement to source more than 1200 people to test the bridge's user experience in a process called dynamic testing.

In the early stages of the project, the team laid the groundwork for positive relationships with the Whadjuk people of the Noongar nation – the traditional owners for the Perth metropolitan area. Regular consultation and input by Whadjuk is celebrated through the naming of the bridge and other features such as a permanent audio art piece.

Through targeted and issues-based programming built on preparation, planning and relationship building, the consultation team delivered bespoke and detailed engagement through face-to-face consultations and negotiations with the Whadjuk Working Party, local resident groups, local governments, regulators, neighbouring enterprises, institutions and special interest groups.

An engagement approach based on commitments to listen to the needs of stakeholders and act accordingly resulted in tailored management packages assisting commercial operators to temporarily alter their business model but ensure ongoing operations.

In the lead up to the bridge opening, the team generated public excitement and positive media coverage by turning the technical requirement for dynamic testing events into opportunities for large-scale public participation.

The consultation approach was honest, adaptive and ultimately acted in the best interests of stakeholders, while managing the constraints of a highly disruptive and challenging construction program.





RMS, Transurban and Lendlease Bouygues Joint Venture | NorthConnex

About NorthConnex

NorthConnex is a nine kilometre twin tunnel motorway connecting the Hills M2 Motorway at West Pennant Hills with the M1 Pacific Motorway at Wahroonga. The \$3 billion project is a successful example of an unsolicited bid by Transurban, with Government contributions of \$577.3 million from the NSW Government and \$412.3 million from the Australian Government. Lendlease and Bouygues Construction formed a joint venture (LLBJV) to design and construct the project, which is due for completion in 2020.

Our approach

NorthConnex has delivered a best practice community engagement program to overcome many challenges including public concern about tunnelling and construction fatigue, engineering restrictions, an intense program and project delays. The engagement strategy allows stakeholders to participate in the construction process where possible to deliver sustainable outcomes that benefit the community and which facilitate construction. This objective is underpinned by the project's 'good neighbour' approach, which champions respect, openness, transparency and accountability. One-on-one, tailored communication is prioritised to facilitate collaboration with the most impacted stakeholders, which is complemented by a suite of best practice communication tools aimed at reaching the broader, silent majority.

Examples of the good neighbour approach in practice include the collaboration between residents living above the tunnel and the project team to reschedule trenching work where possible, and to minimise construction impacts by implementing a self-imposed curfew with residents.

The strategy also involves providing access to construction information so the broader community have an opportunity to engage with NorthConnex. This has been achieved through a best practice presentation program which has reached more than 5,000 people from western Sydney to Newcastle. A mobile display program, aimed at taking the project to residents, has included 62 sessions with an average attendance of 100 people.

The team is also committed to leaving a lasting, positive legacy of the project in the community and has collaborated with teachers to deliver an education program to more than 4,100 students promoting learning in science, technology, engineering and mathematics (STEM).

Outcomes

NorthConnex enjoys significant community support because of its inclusive engagement strategy, with a survey of residents in November 2018 finding that more than 80% of people who responded felt information about the project was easily accessible, easy to understand, timely and well-presented and about 65% of respondents felt that communications and engagement for the project went above and beyond what they would expect.







Sydney Water Corporation, Diona and GHD | Refresh Woolloomooloo

Refresh Woolloomooloo saw a robust community engagement program, enabling dynamic collaboration in design and construction for one of Sydney Water's biggest projects in Eastern Sydney. Sydney Water partnered with Diona and GHD to lay nearly 5 kilometres of new pipe through the oldest built-up areas of Australia separating the last combined stormwater and wastewater pipes and impacting over 30,000 people.

A positive focus on the benefits (aka the 'gains') – rather than a more traditional emphasis minimising impacts (aka the 'pains') – built buy-in before work started. Branding was leveraged to bring a distinctive look and feel that was fresh and clean and distinguished this project from the many others underway in the area. This required a proactive, transparent approach, coupled with extensive investigation and planning. In the past, Sydney Water has taken an almost apologetic approach to its construction work. The proactive approach allowed us to explain the benefits of the work and build a relationship with the local community – not only for the benefit of this project, but to help build Sydney Water's overall brand.

Collaboration with the Environment Protection Authority gave rise to an acknowledged approach to consultation, with the detailed project Review of Environmental Factors published online for participant input. Resident feedback ultimately determined a change in project methodology (boring) and the unusually intensive schedule of night work over a condensed period. Stakeholders and representative bodies such as the local Member of Parliament, City of Sydney and the Environment Protection Authority were involved upfront and throughout construction, consolidating trusted relationships, leveraging their community profile to convey news and progress reports.

The team responsively managed issues for impacted residents as they arose, such as organising garbage collection and paying for parking in local parking stations. The project also actively sought out those impacted personally, adjusting working schedules to accommodate individual needs such as not working during end-of-year exams and ceasing noisy work while a new-born baby slept.

In all, an astonishing 6000 interactions occurred between the project team and the community through letters, phone calls, doorknocks, surveys, the live chat on its website and visits to the innovative 'pop-up' onsite office. A new element in public consultation, it gave the community a visible mechanism to provide feedback in an ultimately empowering process.

The project met its complaint targets with fewer than 0.05 per 1000 impacted stakeholders and Sydney Water is replicating the methodologies of this successful participation process in current projects. It was an outstanding example of innovation combined with tried and true techniques, involving the community to develop sustainable solutions to problems. As noted by a local impacted K–12 school, SCEGGS Darlinghurst, 'The communication from the initial planning stages right through to present day has been outstanding.'







Nexus Delivery | Toowoomba Second Range Crossing (TSRC) - Nexus

After decades of local community lobbying a new, safer, faster road has been built – the Toowoomba Second Range Crossing (TSRC) – a nationally significant piece of infrastructure opening up freight connections across the Australian east coast.

The TSRC is a \$1.6 billion 41 kilometre road project that bypasses Australia's largest inland regional city. The bold construction build is co-funded by the Australian and Queensland governments with 24 major bridge structures, many of which intertwine with existing road infrastructure, navigating the steep terrain of the Great Dividing Range.

Nexus Infrastructure, which comprises a consortium of global leaders, was awarded the contract to design, construct, operate and maintain the TSRC in August 2015.

Nexus Delivery (Nexus), the Construction Joint Venture of Nexus Infrastructure, is responsible for the design and construction of the project. Nexus consists of Acciona Infrastructure Australia and Ferrovial Agroman.

Construction of the TSRC commenced in April 2016 and since then, the Nexus project team has made several Australian firsts in terms of its engineering feats, innovative design and construction and its significant cultural and environmental discoveries.

The overriding approach to community engagement was to create strong positive momentum for the TSRC project's local community members from the Toowoomba and Lockyer Valley regions (240,000 residents) and road users.

Nexus Community Relations Team has conducted over 34,000 proactive events since construction commenced. Of these, 320 unique stakeholders were considered Directly Affected Land Owners neighbouring the Project alignment. The impact of the construction of the project has been significant when considering the individual interactions with stakeholders, particularly being the first large infrastructure project, the community has experienced.

The project's engagement goal was to lift the perception and acceptance of the TSRC project above the typical local commentary that often surrounds large development and construction projects. The team has been successful in implementing key public participation values across multiple work activities, which have culminated in strong, positive and successful relationships with meaningful contributions from the community, robust discussions on issues and very little opposition to the project.

Together, the entire TSRC project team has shown outstanding leadership, partnership and communication with stakeholders to deliver this world class engineering and construction project.

The TSRC project has been a success for its client, the Queensland Department of Transport and Main Roads, created value for the local community and will leave a lasting legacy ensuring a positive impact on the local community for many years to come.

The TSRC project was completed on 3 December 2018, as per the contractual agreement, except for a 4km section of alignment. The TSRC is open to traffic between Cranley on Toowoomba's northern edge and the Gore Highway, 25km west of the city, providing 24km of new road. The entire TSRC is expected to open in the second half of 2019.









W2BH (John Holland, MPC Kinetic and WaterNSW) | Wentworth to Broken Hill Pipeline Project

In October 2017, WaterNSW engaged the John Holland and MPC Kinetic Joint Venture to design and construct the \$467 million Wentworth to Broken Hill Pipeline. The water pipeline was needed to provide Broken Hill with a secure source of water, after battling a long history of critical water shortages, since the new millennium.

The project scope included design and construct of a 270km pipeline, four pump stations, a 720 megalitre storage dam and approximately 40 km of High Voltage electrical supply. Once constructed, the pipeline would have the capacity to provide Broken Hill with up to 37.4ML per day of raw water sourced from the River Murray.

In addition to its isolated location, the project had the added pressure of an accelerated delivery timeframe with the forecast that Broken Hill would run out of water by mid-2019. Other challenges included the pipeline route traversing areas of important Aboriginal cultural heritage, difficult geotechnical conditions including hard rock and increased dust in an environment without a ready supply of water for dust suppression. The level of community concern around broader water management issues and the 2019 NSW State Election also added a layer of complexity for the project team to navigate.

The project sought to minimise construction impacts on the community wherever possible. The development and implementation of a best practice community and stakeholder engagement program ensured that the community were aware of any upcoming works and that consideration was given to community and stakeholder requests for involvement in decision making wherever possible. To achieve this, the team actively sought out and facilitated the involvement of those stakeholders potentially affected by, or interested in a decision during construction, rather than making decisions in isolation

The integrated team of WaterNSW and JV personnel worked closely together to deliver consistent messaging, identify whether issues were to do with broader water policy or related directly to the project and quickly resolve any issues that were raised by community members.

In order to develop meaningful relationships and achieve positive outcomes with the local community during construction, the project team implemented a program that went above and beyond the expectations of a standard construction project, recognising the substantial community and stakeholder interests and expectations that needed to be managed. During the 12 month construction period, the team had several thousand interactions with local community members, businesses, the media and stakeholders. In addition to standard communication and engagement activities (newsletters, management of 1800 line, letters, website updates) the team rolled out the following initiatives which contributed significantly to increasing community awareness and understanding of the project and provided opportunities for meaningful engagement during construction

- Facilitation of Jobs Open Days and Business Information Sessions to allow local jobseekers and businesses to engage extensively with the project team about opportunities for getting involved with the project during construction.
- Design and delivery of a large driver and road safety awareness campaign
- Facilitation of a Local Representative Committee which included representatives from the community and other key stakeholders.
- Development of a monthly Project Report Card made available to the public that showed progress against a number of project targets including number of local employees, amount of spend in local economies, number of trainees and number of Indigenous persons working on the project.
- Establishment of positive, open and transparent relationships with local media outlets including regular interviews, project updates and provision of photos and video footage for news broadcasts









W2BH (John Holland, MPC Kinetic and WaterNSW) | Wentworth to Broken Hill Pipeline Project continued...

- Daily face to face consultation with local residents and business during construction in commercial and residential areas of Broken Hill and Wentworth
- Briefings for Senior NSW Government Ministers
- Weekly Council briefings Delivery of a school education program for both primary and secondary students
- Briefings and site tours for local community groups
- Development and delivery of a cultural awareness program for the workforce in partnership with local Aboriginal stakeholders.
- Establishment of multiple partnerships with local community groups and delivery of a community building program, provide opportunities for the wider project team (including local employees) to engage positively with the wider community outside of a construction setting

Our comprehensive and proactive engagement program, and following through on our commitments around local employment, training and spend, resulted in the project being delivered ahead of time and within budget. Support for the project increased as time passed and we showed the community that the team is respectful, responsible and committed to meaningful public participation.





The City of Bayswater and Shape Urban | Building Bayswater

Building Bayswater provided people within the City the opportunity to learn about planning and development, and share their thoughts, ideas and expectations regarding how Council should respond to the challenges and opportunities of new development. It facilitated the examination of future housing types, design innovation and the interface between the public and private realm.

Building Bayswater represents an industry leading community engagement process for a controversial issue, which generated high levels of interest and feedback from the community. There was opposition from the Bayswater community regarding development within and near town centres, so Building Bayswater was created to engage with the community, provide them with information, explain the reasons for development, describe the different types of development, and gather their feedback to influence the City's Local Planning Strategy (LPS).

The deliberative Community Panel facilitated as part of the engagement process has never before used in Western Australia for the development of LPS; and the use of an Online Forum gathered valuable input from people unable to join the deliberative community panel.

Broad engagement processes included face-to-face events, an online forum, pop-ups, quick polls and the project website.

Building Bayswater was a resounding success. Using innovative techniques, multiple platforms and a commitment to community education and engagement, the City of Bayswater and Shape Urban have delivered a project that actively used the collective voice of the community as an important tool in LPS decision making, and helped people shape the City in which they live.



NSW TrainLink | Connecting our communities - NSW TrainLink Regional trial coach services

"Regional communities have been ignored for too long. Thank you for finally talking to us."

NSW TrainLink, in alignment with Transport for NSW and the 2056 Future Transport Regional NSW Services and Infrastructure Plan, has a vision for improving the connectivity of regional NSW with greater choices for regional travellers. In order to achieve these goals, NSW TrainLink is planning and conducting trial coach services which will provide better connections between regional centres and better public transport options for local communities.

Anecdotal feedback from communities indicated they would value improved transport services between regional centres and towns, as well as with Sydney and other major city services.

Regional Coach Trial Project Summary

NSW TrainLink undertook extensive community engagement to inform the service design of two rounds of coach trials which aimed to better connect regional cities and towns. The consultation objective was to understand where local communities needed to travel and why.

The Project aimed to deliver more frequent and reliable public transport services. The coach trials supplemented existing rail and coach services, giving communities more travel options, and helping to boost the economy of regional communities.

Three pilots were initially identified – day return options connecting Newcastle, Dubbo and Port Macquarie to Tamworth; morning and evening day return services between Wagga Wagga and Albury/Wodonga; and two new day-return options trialled between Goulburn and Sydney, and Goulburn and Canberra.

Community consultation for the next round of coach trials further extended the direct 'conversation' with the regional communities. New day return services were proposed between Wagga Wagga and Canberra (via Gundagai, Junee and Cootamundra); Forster to Coffs Harbour; and a day-return option connecting Bathurst, Orange, Dubbo, Parkes and the smaller towns in the Central West.

Engagement approach

Working with Newgate Engage and Newgate Research, NSW TrainLink sought data-driven evidence and anecdotal feedback to inform service planning and delivery. This included an online survey which was available by the Transport for NSW website and hard copies distributed at community meetings and pop up displays in shopping centres and at community events.

By consulting with the community and involving them in the service design, NSW TrainLink sought to understand the constraints and opportunities in each community, uncover service needs that may not have been thought of previously, and challenge the assumption that all regional NSW communities want is faster connections to Sydney.

Outreach to hard-to-reach groups through existing community connections and local community service providers meant that previously under-represented groups were able to have their say in the process. This included universities, TAFEs, hospitals, aged care facilities, multicultural support groups, and indigenous and disability support services. The approach ensured a far more rounded view of the community's needs was reflected in the final service offering.

In addition to pop-ups, information sessions and town-hall meetings, key stakeholder briefings were held to understand the needs of local business, government and communities. NSW TrainLink's customer service staff often led the face-face engagement at these events enhancing their community engagement skills. This is an important skill set for these staff to develop as NSW TrainLink seeks to deepen its relationship with local communities across the state.



NSW TrainLink | Connecting our communities - NSW TrainLink Regional trial coach services continued...

Follow-up meetings were organised after the engagement period to allow further conversations with key stakeholders. Having the anecdotal feedback from the community not only bolstered planning considerations but opened up otherwise unrecognised service requirements and options.

NSW TrainLink provided feedback on the engagement programs via newsletters, its website, social and mainstream media so the community was informed about how their feedback was included. Dedicated phone and email channels were set up and supported to answer community questions and ensure real-time and current feedback was constantly received.

Evidence of NSW TrainLink's commitment to public participation became clear during community engagement activities for a proposed new day-return trial from Taree to Coffs Harbour. The feedback from community in Forster on the NSW Mid-North Coast was clear and consistent enough to warrant a change to the proposed offering to include Forster in the timetable. This meant customers in Forster as well as Taree and other smaller communities along the route could go to the larger centres of Port Macquarie and Coffs Harbour and return in the one day. The trial was introduced on 8 April and early patronage is encouraging and validates the feedback received from the community.

Results and outcomes

Each new service was introduced for a six-month trial period, with a midpoint review conducted to further commit to a true community-led service. Performance against service KPIs such as patronage, the broader economic benefit, such as tourism, and social improvement (education and medical) were considered as part of the review. Further customer surveys and feedback also informed the midpoint review.

The first round of trials, introduced in March 2018, has been reviewed and is continuing with support from the community with the exception of the Tamworth to Newcastle service which was cancelled due to poor patronage.

The second round of trials commenced on 8 April 2019 and early patronage data supports the strong community support received during community consultation.

Following the success of this project, community participation remains core to NSW TrainLink's service planning and delivery and we are continuing to build on this approach with further coach service trials.

NSW TrainLink firmly believes open two-way communication is an important way to ensure it has the trust of our communities and the 'goodwill' needed to deliver services for the future.



GHD and the Town of East Fremantle | East Fremantle Oval Revitalisation

The East Fremantle Oval precinct is located within the Town of East Fremantle, approximately 20km southwest of the Perth CBD and roughly 2km northeast of the Fremantle City Centre. A Class A Reserve for the purpose of recreation, the precinct includes the East Fremantle Oval (including the East Fremantle Football Club facilities), Locke Park, Sumpton Green Community Centre (including a playgroup and child health centre), the East Fremantle Bowls Club, and the East Fremantle Croquet Club. The precinct also includes some housing and the Town of East Fremantle works depot.

Over the course of the last 20 years, an array of Development Plans, Master Plans, Concept Plans, condition reports, conversations, surveys and option discussion have been developed. The precinct is considered so significant as part of the Town's history and future that it features in all major strategy and planning documents. Although the topic of redeveloping the precinct has been a point of discussion for over 20 years, previous attempts to develop plans to revitalise the precinct had been unsuccessful, resulting in opposition and distrust amongst the community. Opinions on how the precinct might be best revitalised were fractured and divergent amongst the wide range of interested and affected stakeholders.

East Fremantle Oval Precinct Revitalisation – Shape Our Future represented a new focus on collaboration with the community to develop a vision for revitalisation through a facilitated consensus building process. To achieve the "collaborate" level of engagement, a charrette (refered to as a community design forum, facilitated over an intensive four day period) was convened to facilitate a collaborative, community-led approach to contemporary concept planning for the precinct.

The project objectives were achieved by a participation process that was delivered against the IAP2 core values. The project from its very essence was designed and delivered with "those who are affected" to be involved in the decision making process. From the very outset, the Town of East Fremantle promised the public that they would be listened to and their contribution would be reflected in the outcome. Affected stakeholders and public participated in an open process of rational and deliberate reasoning that created future options for the precinct. As the engagement process was based on charrette methodology, specific sessions were designed to draw out the needs and interests of all participants. By devising and delivering intensive consultation that created a vision for the future of the precinct and provided systematic evaluation of the costs and benefits, those affected or interested in the decision, worked alongside the broader community to create viable options. Prior to the commencement of the charrette, a combination of one-on-one interviews, group discussions and telephone calls were undertaken with a wide cross section of stakeholders and the community. These conversations revealed insights into the type and level of information required in order for participants to meaningfully participate and allowed the project team to refine face-to-face and virtual offerings. Information provided prior, during and post the Community Design Forum (charrette) ensured participants had access to data, facts, ideas, background documentation and intelligence they required to participate. The participants' and interested participate in precinct.

All 7,300 residents of Town of East Fremantle, and additional stakeholders from outside the Town were invited to be involved through flyers, promotions, and direct written invitations. Over 1,000 people were reached through social media. More than 145 individuals attended workshop sessions (many of these people attending multiple sessions) and additional people participated through the online design forum. The participation process had a strongly positive impact on the future revitalisation of the precinct, providing the Town of East Fremantle with a vision that is supported by its community to underpin more detailed business planning and funding negotiations.







Fishermans Bend Taskforce (Department of Jobs, Precincts and Regions) with RPS Group | Fishermans Bend Framework communications and engagement program

Fishermans Bend is Australia's largest urban renewal opportunity, covering approximately 480 hectares on the south side of the Yarra River where Melbourne connects to the bay. The area is within the municipalities of the City of Port Phillip and City of Melbourne and is expected to accommodate 80,000 residents and provide employment for up to 80,000 people by 2050.

The project has been identified as playing an important role in addressing many of the challenges and opportunities that face metropolitan Melbourne. It will be a key contributor to protecting and enhancing Melbourne's liveability, while growing and diversifying the city's economy.

The project has had a chequered past. Ad hoc planning and a lack of transparency in decision making at the inception of the new precinct in 2012 created an environment of community distrust and scepticism in both the planning and engagement process. Since its establishment in January 2016, a key challenge for the Fishermans Bend Taskforce has been to rebuild community trust and build social licence by developing an engagement program that puts people at the heart of the planning for Fishermans Bend.

This submission relates to the engagement process that supported the development of the Fishermans Bend Framework, which provides the roadmap for the planning and development of the precinct, setting out how key infrastructure, open space, community services, housing and new employment opportunities will be delivered over the next 30-40 years. It was the culmination of more than two years of ongoing engagement, including broad public processes to support development of the Fishermans Bend Vision and to test and validate the key ideas and priorities for the precinct.

The scale of the process was commensurate with the scale and impact of the precinct – and the many Victorians who would be affected by the decisions being made in this planning phase. There were 27 face-to-face events held at locations across Fishermans Bend and neighbouring areas throughout the process. The Taskforce spoke to more than 1200 people in person, more than 550,000 people were reached online, 251 submissions were received, 12,591 people visited the website, there were 97,654 views of the Fishermans Bend video and 5062 downloads of the draft Framework. This was followed by a 59-day public panel hearing process – the longest in the history of Planning Panels Victoria – ensuring all submitters had the opportunity to be heard.

For the first time for a Victorian project, an innovative "submission storming" was incorporated into the engagement program to seek out and facilitate the involvement of those whose views might not otherwise be heard. This was accompanied by social research focus groups to ensure a cross section of community voices were heard.

The governance and partnerships established through the Fishermans Bend planning process promoted sustainable decisions by recognising the needs and interests of all participants, including decision makers. The Fishermans Bend Taskforce was overseen by a Ministerial Advisory Committee and comprised a multi-disciplinary team that included officers from the Department of Environment,

Land, Water and Planning, the City of Port Phillip, the City of Melbourne and Development Victoria. It also included expertise as required across other departments and agencies such as South East Water, the Environment Protection Authority and the Metropolitan Waste and Resource Recovery Group. This governance structure has embedded meaningful stakeholder engagement at all levels and every step of the planning process. Targeted consultation was also undertaken with developers and landowners. This included four development industry and business information sessions, briefings with members of the development and property sector peak bodies, and focus groups involving community members, real estate agents and developers to understand views on housing diversity and future housing needs.

After 12 months of engagement, the Fishermans Bend Framework and accompanying planning controls (Amendment GC81) were implemented through amendments to the Melbourne and Port Phillip Planning Schemes. The outcome is a long-term strategy and controls that will guide the development of a low carbon, climate resilient community, with world-leading sustainability initiatives driving recycling, waste, energy and water management.

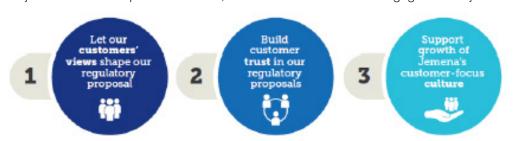


Jemena and Capire | Jemena People's Panel

We own and operate the electricity network (the poles and wires) that delivers electricity to over 340,000 households and businesses in Melbourne's North-West. Our costs to deliver electricity ultimately constitutes around 30 per cent of a household electricity bill.

By July 2019 we must submit a funding proposal to the Australian Energy Regulator (AER) for the cost of building and operating the electricity network infrastructure over the five years commencing 1 January 2021. The funding proposal, known as the 2021 Plan, sets out our plan for delivering electricity safely, reliably, affordably and sustainably.

Objectives: To develop the 2021 Plan, we established three core engagement objectives:



These principles meant taking a radically different engagement approach from what we or the rest of the industry had done before. With the trust in the industry at an all-time low, the challenge was significant.

So, in November 2017, more than 18 months ahead of the deadline for submission of the 2021 Plan, we ran a series of thirteen focus groups for residential and business customers and spoke to local councils and energy retailers. The feedback received confirmed the view that the typical engagement processes used in the energy industry tended to struggle to reach a broad section of the community, and time pressures lead to a lack of commitment to learning about the real needs of customers.

The engagement process needed to move to the level of Empower on issues where we could implement customer preferences, and Inform on issues that were subject to separate government process or outside of the rules in which we operate. We also needed a mechanism to respond to customer feedback on aspects of the energy industry that were outside of our control.

We appointed engagement specialists, Capire Consulting Group as partners to identify and design an engagement approach that would overcome these challenges.

Methodology: The approach identified was a deliberative engagement process known as a 'People's Panel'. This approach involved creating a mini-public, a representative sample of the community which closely matched its diversity. It involved building the panel member's knowledge over a series of sessions and then participating in in-depth discussions with them about the future of electricity distribution and pricing.

Central to the approach was creating a People's Panel that represented the diversity of experiences, values and voices within the community. We needed to recruit a Panel of 43 people. Using demographic and company data, we set targets for each characteristic such as age, suburb, place of birth and home ownership as well as key electricity attributes such as solar panel and battery ownership.

The process was iterative, so each session built on the content and outcomes of the previous session. At the end of most sessions participants were asked to vote on options or provide suggestions for recommendations. These draft decisions were collectively presented back to the group on the final day for review, discussion and final voting.

In line with the IAP2 Core Value 7, our plan was always to return to the People's Panel once the Draft Plan had been prepared, to ensure it accurately reflected the Panel members' views and recommendations.

Outcomes: This process provided a set of 25 recommendations, 13 of which directly related to Jemena's pricing and, and the remainder of which were important topics for customers that they wanted us to commit to pursuing outside of the regulatory framework.

Over and above the outputs, participants valued their opportunity to contribute an influence their electricity provision "It was a good way for a normal person to participate in important policy and community issues. People's panel member.



Central Coast Council | Let's Talk...

Central Coast Council has established a rolling, place-based engagement program to engage and involve its residents, who cover a large geographic region, consisting of a number of unique, local identities.

The program - Let's Talk - provideds local communities with a holistic view on what is happening in their area. It allows residents to have their say on planning, Council projects being undertaken in their area and to learn about what's already been done, what's happening now, and what's planned for the future and how the community can participate. The place-based engagement approach of Let's Talk evolved from the results of a dedicated consultation project where Council looked to the community to help enhance Council's Community Engagement program. The feedback from the community indicated that 69% of respondents preferred 'place-based' consultation through a combination of both online and face-to-face options. Through this engagement process the community asked Council to 'Make it local, make it relevant, make it inclusive'.

Locations for Let's Talk were chosen where two or more projects were being planned and consulted on concurrently, or major local changes such as land-use planning was underway.

Combinations of tools were used to inform and educate each community of Council's plans and projects in their neighbourhood to ensure all residents could participate.

A key tool included dedicated Let's Talk pages on Council's online consultation hub which comprised project information in plain English, frequently asked questions, user-friendly maps (including interactive mapping), links to past studies and plans, and other materials to help the community provide informed feedback. Where needed, the historical context and timelines were provided to show how each project and plan fits within the ongoing delivery of Council's services or planning for the area.

Online content was replicated for information sessions and static displays, which meant those who preferred non-digital material had access to the same information and could provide the same level of feedback or input. Project staff contact details were also provided to encourage dialogue outside of the face-to-face events.

To date Let's Talk has been carried out in four of the Coast's suburban areas and small town centres. It has seen high participation numbers relative to the usual engagement carried out for individual projects, with over 630 residents participating in face-to-face activities in their local areas and over 6000 visits to the Let's Talk online engagement project pages. Over 250 comments and ideas have been dropped on online and static maps and ideas boards, with more than 1400 reactions (likes/dislikes).

At the end of each Let's talk cycle, Council closed the loop through notifications to participants, thanking them for their involvement and providing them with links to the consultation results – presented as overviews and as full consultation reports.

In addition to showing the results and data from consultation, these reports include Council's response to issues raised during each Let's Talk for all community members to see and consider. Creating meaningful, two-way dialogue between Council and the community through Council's tried and tested engagement approaches, helped build mutual trust and a more collaborative and cohesive way to deliver projects - in all, better outcomes for local communities.



Let's Talk 'made it local, made it relevant, made it inclusive'.





Brisbane City Council and Articulous | Plan your Brisbane

Brisbane City Council's Plan your Brisbane was an innovative community engagement program about the future of Brisbane and how the city will accommodate 386,000 more residents by 2041.

The largest planning engagement exercise conducted by a local government in Australia, Plan your Brisbane was part of Council's commitment to develop a community-led charter of principles that would guide the city's future.

Involving more than 277,000 interactions and generating more than 100,000 contributions, Plan your Brisbane reached residents from every suburb in the Brisbane local government area from September 2017 to April 2018. One in five households participated in the citywide conversation about Brisbane's future, including important questions about trade-offs and priorities, such as:

- Affordability How can we make sure housing is affordable for everyone when demand is high and space is limited?
- Lifestyle As our city grows, how do we keep it liveable and friendly while creating new lifestyle and leisure opportunities?
- Transport How do we make getting around Brisbane easier not harder, with more people choosing to live here?
- Greenspace How can we create greenspace and leisure areas with more people and limited land?

A three phased engagement program, based on pre-engagement workshops and focus groups with residents to guide the process, tackled the complexities of growth from a grassroots citizens approach, using structured question design.

Pre- engagement	Phase 1: Values, Strengths, Challenges	Phase 2: Preferences and Priority Actions	Phase 3: Community- based Charter of Principles Released
Use existing data plus undertake pre-program engagement.	Understand community values by mapping strengths and challenges and by tackling key concerns and aspirations for managing growth.	Understand community preferences and priority actions for managing growth of 386,000 more residents by 2041.	Release of Brisbane's Future Blueprint.

Plan your Brisbane delivered 20 types of engagement activities, including an online game, a series of deep-dive forums to tackle complex questions, and surveys, generating more than 15,000 unique ideas by everyone from primary school students to senior residents. The engagement activities featured:

- the first intergenerational forum for planning ever held in Queensland, which included representatives from millennials to
- a digital gamification tool and game survey that achieved greater reach than any previous engagement tool of its kind
- more than 100 pop-up events across the city, generating more than 6000 resident interactions
- a student postcard competition that received almost 2000 entries from 93 schools
- a mobile film competition with films by residents voted on by other residents
- industry roundtable sessions
- a series of online and hard-copy surveys
- 32 school workshops with more than 900 students.

Plan your Brisbane community engagement has created a legacy of community-driven ideas about how to plan for the future and informed the charter of principles, Brisbane's Future Blueprint. The blueprint outlines eight principles and 40 actions to help ensure our city thrives as a friendly and liveable place for future generations. Brisbane's Future Blueprint is underway and represents Council's continuing commitment to the community.

Essential links:

- Brisbane's Future Blueprint
- Plan your Brisbane Game (this is a link to a modified version for student resource purposes on Council's website)
- Plan your Brisbane citywide engagement summary report
- Video



Melbourne Water | The Healthy Waterways Strategy: A co-design approach to refreshing the Healthy Waterways Strategy

We believe that the creation of the Healthy Waterways Strategy is one of the largest and most innovative co-design processes undertaken in Australia to date.

Over a two-year period from September 2016 to October 2018, Melbourne Water worked with the community, government agencies, landholders, Traditional Owners and other Aboriginal Victorians and the development sector to develop a strategy that aimed to protect the city's waterways in the face of wicked problems such as climate change, increasing urbanisation, pollution and rapid population growth.

The strategy addresses an area encompassing almost 13,000 square kilometres and containing more than 25,000 kilometres of rivers and creeks, 33 estuaries and in excess of 14,000 natural wetlands. Three of these wetland complexes are listed as internationally significant under the Ramsar Convention.

Reflecting the complexity of the challenges facing waterways, and the sheer number of people who were affected by the decisions made in forming the strategy, we adopted a co-design framework from start to finish for this project. The process was not planned from the outset, rather it emerged one step at a time. It allowed time for discussion on collaboration and complexity and the challenge ahead. It also supported agility and creativity, trialling different ideas, making mistakes and in some instances, moving with the energy of the group or process at the time.

More than 630 people representing more than 220 organisations participated in a series of workshops to co-design the process and its implementation, and then to consider the visions and values that would underpin the strategy, key actions, outcomes and targets.

We received more than 2600 formal comments from stakeholders and the community along the way through volunteer working groups, discussions with Traditional Owners, conversations with Friends and Landcare groups, council meetings, agency discussions, listening posts and pop ups. Our dedicated YourSay engagement portal had almost 43,000 page views and almost 1900 reports were downloaded.

Emerging from this synthesis of scientific and stakeholder knowledge is a comprehensive framework for each of the five major catchments that provides catchment-specific visions, goals, long-term targets and performance objectives. The final strategy was approved by Victoria's Minister for Water in October 2019.

Our process also included an innovative evaluation approach guided by a theory of change in complex systems that proposes that activities where people plan and learn generate impacts progressively through levels of value creation. Analysis of feedback from the last workshop conducted in each of the catchments found participants were committed to the new Health Waterways Strategy and were bringing new ways of thinking and working into their approach to waterways management. An average of 92% of respondents told us that they would advocate for the final strategy.













Indigenous

GHD, Landcom, Blacktown Arts Centre, Blacktown City Council, C3West and the Dharug Strategic Management Group | Blacktown Native Institution

Having faced the first wave of colonial dispossession, Dharug families and communities have endured further discrimination with little formal recognition, even from Aboriginal land councils. This means that until recently, the Dharug communities have not held any land. Working together over many years with the Dharug people, GHD, Landcom, Blacktown Arts (Blacktown City Council) and C3West (Museum of Contemporary Art), are very proud to have been involved in this history-making occasion of returning the Blacktown Native Institution land back to the Dharug people.

Established in 1823 the Blacktown Native Institution (BNI) is one of the earliest known sites of Australia's Stolen Generations policies, where Aboriginal children were removed from their families. With a long history of distrust of the government and competing ideas for use of the site amongst stakeholders and community, developing a shared vision and way forward for this significant site was a challenge for owner of the site, Landcom.

Landcom engaged GHD in 2012 to prepare a Draft Plan of Management (PoM) for the site and facilitate transfer of the site to a new owner. Consultation with Dharug community members in 2013 revealed not only their deep connection to and sense of responsibility for the site, but also a strong desire for the site to return to Dharug ownership and care.

The complexity of achieving this resulted in a six year long engagement project. Following a process determined by the Dharug people themselves, and establishing an Interim Working Group of Dharug representatives, empowered them to be directly involved in the decisions made about the future of the site.

The Interim Working Group would report back to the broader community through their family and community networks, and through several community workshops. These discussions directly informed the future opportunities for the site. Engagement with the broader community was also facilitated through: a series of artist activations and community events on the site initiated by Blacktown Arts in 2013; and several ongoing arts projects over the next five years. The Blacktown Native Institution Project, a collaboration with C3West in 2014-15 and 2017-2018, brought Aboriginal artists together with community to develop a vision for the future of the site through creative exchange.

The Blacktown Native Institution Project provided an interactive and interdisciplinary way to blend cultural and artistic expression with discussions about the site. The Project provided an avenue to bring Dharug people together in a positive, innovative, and culturally appropriate way, and enable them to input into decisions about the future of the site.

In 2017, Landcom and GHD supported the Interim Working Group to establish the Dharug Strategic Management Group (DSMG) Ltd, a not-for-profit organisation representing the interests of all Dharug people. This was a critical pre-requisite to Dharug ownership and management of the land.

In late 2018, the many years of meetings, discussions, workshops, Artist Camps, storytelling, dancing and artistic expression culminated in a community corroboree on the site. The corroboree brought Dharug and other Aboriginal people together with DSMG Ltd, Landcom, Blacktown City Council, Blacktown Arts, C3West and GHD to celebrate the historic act of true reconciliation – Landcom returned the BNI site to the Dharug people.



Indigenous

Working Visions | Dengue Out Program Northern Peninsula Area

Cape York Qld

Partnered with World Mosquito Program; Northern Peninsula Area Regional Council and Tropical Public Health Service

Working Visions led the Community Engagement and Communications Strategy planning and delivery for the Tropical Public Health Service (TPHS) Cairns, on the Dengue Out Program.

The Dengue Out Program is a collaboration between Tropical Public Health Service Cairns, the World Mosquito Program (WMP) and the Northern Peninsula Area Council (NPARC).

This ground-breaking program was carried out on the Northern Peninsula Area (NPA) of Cape York, which is made up of three Aboriginal communities – Umagico, Injinoo and New Mapoon; and two Torres Strait Islander communities – Seisia and Bamaga. The NPA region is approximately 1,000 kilometres north-west of Cairns by road.

NPA is the first Aboriginal and Torres Strait Islander community to be part of the World Mosquito Program's global Wolbachia project.

The Dengue Out Program aim was to establish Wolbachia across the five communities, within the NPA Aedes aegypti mosquito population entirely through egg releases, at a low cost and with strong support of the public and key stakeholders.

The Community Engagement and Communications Strategy was underpinned by the IAP2 Spectrum and the Cairns and Hinterland Hospital and Health Service's (CHHHS) model of participation. The TPHS is a division of CHHHS. The Community Reference Group (CRG) was integral in the success of engagement activities and in approving the Program to proceed in the community. CRG members represented local Traditional Owners, Council, health, sporting and community members, acting as advisors and community champions. NPARC's Mayor was appointed as CRG Chair. Local staff were recruited into the field team and a local Community Engagement Coordinator provided a crucial conduit between the Program and community.

As a community-led model, the success of the scientific and field component of the Program depended on community support. Weather, including two cyclones, torrential rain and flooding impacted engagement activities, as did community Sorry Business.

However, with strong community support from local residents, almost half of households hosted mosquito release containers (mozzie boxes) and mosquito monitoring traps.

Planning for the project commenced in February 2018, engagement activities commenced n late October 2018 until late January 2019. With CRG approval, mosquito releases commenced in February 2019 and extended to mid-May.

For twelve weeks, each week, the field team delivered Wolbachia mosquito eggs, food and water to mozzie boxes hosted by 380 local households. As the Program's Wolbachia mosquitoes emerged, breeding occurred with local Aedes aegypti mosquitos, effectively halting dengue transmission. A further 80 households assisted the Program by hosting mosquito monitoring BG traps as their home for over a year as mosquito numbers and types were mapped, providing a crucial local mosquito database.

Engagement and communications risk monitoring and evaluation was carried out and reported to the project team and CRG at regular intervals. Given the collaborative nature of the Program, partnership communications was monitored and maintained, with challenges including working across time zones and geographical locations globally.



Indigenous

True North Strategic Communication | Uluru-Kata Tjuta National Park - Media Industry Guidelines

Uluru-Kata Tjuta National Park is a place of profound natural and cultural significance, and its rugged landscape holds a millennia of traditional knowledge. Photographers, filmmakers, media and artists travel from across the world travel to capture the iconic views of Uluru and Kata Tjuta.

Project

True North was engaged (as Michels Warren Munday) to review and update Uluru-Kata Tjuta National Park's Media Industry Guidelines, previously developed in 2005, in consultation with all key stakeholders. The Media Industry Guidelines are in place to help photographers, filmmakers, media and the tourism industry work on and use images of the park for commercial purposes while balancing the responsibility of Anangu traditional owners over their land and respect for Tjukurpa (cultural law, knowledge and values).

The extensive consultation process included time invested up front with senior Anangu traditional owners to understand their values, aspirations and concerns, interviews with key stakeholders from across the media, arts and tourism industries and workshops to bring together key stakeholders, parks staff and Anangu.

True North took advice from stakeholders on how they wanted to be consulted and tailored the approach to individual stakeholders to ensure the consultation was culturally appropriate and ultimately successful.

Guiding principles

- Maintain and protect Tiukurpa
- Respect the views of Anangu regarding their culture
- Be consistent with the Uluru-Kata Tjuta National Park Management Plan
- Reduce administrative and regulatory burdens
- Increase cost-effectiveness and develop new revenue options for the park and traditional owners.

Challenges

Working with a broad range of stakeholder groups and accommodating the number of different concerns and values can be challenging. The aim of this project was to develop all-encompassing guidelines that are acceptable for all groups, maintain and protect Tjukurpa, and that are easy to understand and use. However, most importantly, the process needed to involve and empower Anangu in the decision-making and help to create sustainable opportunities for the traditional owners of the park.

Other challenges of this project were findings ways to streamline the applications and approvals process, accommodate exponential changes in technology from drones to 3D printing and reduce the administrative burden on the park.

Outcome

True North consulted with 18 key stakeholder groups across more than 60 meetings and four workshops to understand stakeholder values and needs to inform the new guidelines. In addition, seven written submissions were received from stakeholders detailing their concerns and ideal outcomes for the guidelines.

We have been incredibly proud to work on this significant project in partnership with Parks Australia for the past two years and are pleased that the new guidelines have been approved for release in 2019. A 'Handbook' to support the guidelines will also be released.

True North partnered with Debbie Curtis from Floodlight Creative for design of the guidelines and Brooke Summers from Studio B Designs for design of the handbook. Both local Territory companies captured the essence of the park in their wonderful designs.



Environment

City of Gold Coast | Koala Conservation

In early 2017 the protection and conservation of the Gold Coast koala population and their natural habitats were identified as key objectives for the City of Gold Coast (the City). This included the development of a Koala Conservation Plan which aimed to ensure the long term sustainability of koalas on the Gold Coast. Previously there had been independent plans developed in several different Gold Coast regions, however a city-wide approach to koala conservation was required.

The City adopted a community driven development framework where community engagement was central to the development of the Koala Conservation Plan. Key strategies including asset-based community development and innovative methodologies were used throughout the City's three stage community engagement.

Stage one Dates: 31 January – 21 February 2017

A city-wide survey designed to inform the community of the draft Koala Conservation Plan and provide the opportunity to contribute to the development of the Plan.

Stage two Dates: May - June 2017

As a result of the engagement from Stage one the draft Koala Conservation Plan was developed and presented to Council and the City Planning committee. It was resolved that the draft plan go back to the community with another engagement survey before being endorsed to ensure all community feedback had been incorporated and addressed.

Stage three Dates: January 2017 to current

As almost half of Gold Coast koala habitat exists on private property the ultimate success of koala conservation on the Gold Coast is reliant on the ongoing commitment, participation and awareness from the community to partner with the City in conservative action.

Stage three of the engagement specifically focuses on ongoing partnerships with community, key stakeholders and koala advocacy groups by ongoing communication, education and collaboration.

Methodology

The success of koala conservation required us to gain support and input of key stakeholders, residents and the media as they would be influential in the ongoing success of the plan. The City achieved this through meaningful engagement via tried and tested engagement methods as well as innovative approaches including:

- · virtual reality koala surgical educational videos shown to school groups and community forums
- community outreach and education forums and events
- online community hubs with koala news, sightings and photo upload opportunity
- key partnerships
- koala drone photography
- positive media stories
- koala food and tree planting days.

These are just a few of the different methods utilised to engage the community. Overall the engagement received overwhelming endorsement by the community and stakeholder groups with a 92.8% satisfaction rating for the City's approach to koala conservation in the Koala Conservation Plan for the Gold Coast.

Outcomes

Following a successful community engagement in 2018 the City of Gold Coast made national headlines by introducing an Australian first with a \$10.85 million 'Koala Fund' to protect the furry mammal and conserve its unique biodiversity. In early 2019 Gold Coast Council voted to make the first purchase under this newly created 'Koala Fund' which consists of a significant 400 hectare land parcel in the Coomera region to be set aside for the preservation and protection of the species into the future.

The purchase will be the materialisation of just one of the 62 recommended conservation actions arising from the Koala Conservation Plan. The final Koala Conservation Plan was adopted by the Council following a successful community engagement in 2017. The success of the engagement has significantly contributed to koala conservation in our city.







Environment

Sydney Water Corporation, Diona and GHD | Refresh Woolloomooloo

Refresh Woolloomooloo, one of Sydney Water's biggest and most complex projects in Eastern Sydney, involved separating the last combined stormwater and wastewater pipes, which had been in place since the 1800's. The project promised significant environmental benefits, including minimising odour and contamination of canal water leading to the harbour, enhancing water quality and the diversity of marine life in the bay, minimising wet weather overflows, and significantly enhancing the energy efficiency of the water processing system. However, to achieve these significant environmental outcomes, the team needed to do extensive work, including laying nearly five kilometres of new pipe, through of one of Australia's most densely populated and historic urban communities.

Despite the highly regulated nature of the work, the team went to great lengths to enable the public involvement in the decision-making process - starting with a generous six-month planning and engagement phase before construction. In all, an astonishing 6,000 interactions occurred between the project team and the community through letters, phone calls, doorknocks, surveys, live chat on the project website, and visits to the innovative 'popup' onsite office. In addition, the team sent 81 notifications to 30,000 impacted stakeholders; made 76 visits to local homes and businesses to provide updates; and held four community information sessions.

This interaction with the public went far beyond merely informing people – rather, it facilitated genuine collaboration with stakeholders and empowered those impacted to make decisions about how the work was done. For example, the community was empowered to decide whether excavation would be done in the conventional timeframe of two nights per week for six months, or five nights per week for two to three weeks; and whether the team would drille or break through

Stakeholders and representative bodies, such as the local Member of Parliament, City of Sydney and the Environment Protection Authority (EPA) were involved upfront and throughout the project lifecycle, consolidating trusted relationships, and leveraging their community profile to convey news and progress reports.

The team were highly responsive to issues as they arose, including organising garbage collection when road access was blocked and paying for residents' parking in local parking stations. The team actively sought out those impacted personally, adjusting working schedules to accommodate individual needs, such as not working during HSC exams or during a newborn baby's nap time.

As a result of this comprehensive public participation program, fewer than 0.05 per 1000 impacted stakeholders complained, and Sydney Water has replicated this successful methodology across other current and future projects. This was an outstanding example of innovation combined with tried-and-true stakeholder engagement techniques, to proactively involve the community to develop sustainable solutions to problems and make key decisions. As noted by a local impacted school, SCEGGS Darlinghurst, "The communication from the initial planning stages right through to present day has been outstanding."



Advocating for Engagement

Fire and Rescue New South Wales | Developing an Evidence-Based Community Engagement Framework for Risk Reduction

In May 2018, Fire and Rescue New South Wales (FRNSW) implemented a new and ambitious strategic plan. The Plus Plan aims to establish FRNSW as an organisation 'Prepared for Anything' in order to 'Protect the Irreplaceable'. 'Priority Two' of the Plus Plan requires FRNSW to understand the current state of community risk, what communities need, expect, and want from FRNSW, and what FRNSW wants from communities, to reduce loss. The 'Number 1 Capability' within the Plus Plan, Prevention + Education, involves engaging closely with communities to reduce their risk and increase their resilience to fire and other emergencies.

FRNSW's strategic priorities and capabilities necessitated an enhanced organisational approach to community engagement for risk reduction, under which a suite of Prevention + Education programs could evolve and operate. In October 2018, FRNSW began the process of developing an evidence-based community engagement framework for risk reduction.

Despite a strong, sizable, and diverse theoretical basis for community engagement, there are no best practice guidelines for community engagement in risk reduction due to a paucity of rigorous systematic evaluation. In light of this gap, FRNSW conducted a study to develop an evidence-based community engagement framework for risk reduction. Part one of the study involved an analysis of 54 publicly-available community engagement frameworks employed by Australian and international agencies that were comparable to FRNSW in governance (government), scope (jurisdiction-wide), and purpose (risk reduction). Part two involved a rapid review of 41 academic publications and grey literature concerned with empirically derived community engagement practices and frameworks. Results from part one and two were collated to inform the development of a Community Engagement Prototype.

Workshops were held to pilot test the Prototype on two participant groups: The Community Engagement Unit which supports frontline firefighters to understand the risks in their local communities so that they can tailor prevention programs to suit (n = 5); and Field Operations Area Commanders, responsible for the operational frontline services delivered by FRNSW (n = 23). Pilot test results revealed that end users required a community engagement framework that was comprehensive, evidence-based, and credible, while being simple and easy to use.

To reconcile these competing demands, the Prototype was transformed into an interactive Community Engagement Toolkit. The Toolkit guides users through the process of community engagement to reduce any risk that falls within FRNSW's capabilities: fire, rescue, hazmat, protecting the environment, counter terrorism, natural disaster and humanitarian relief, and medical response. The Toolkit's organisational-wide scope embeds community engagement for risk reduction within business as usual. It ensures consistency, cohesiveness, transparency, and sustainability, enhancing FRNSW's commitment to community engagement for risk reduction.



Smart Budget

Power and Water Corporation | Borroloola Water Treatment System Upgrade

Borroloola is one of the most remote communities in Australia, located in the Gulf of Carpentaria of the Northern Territory. To address water quality issues and to ensure long term security of water supply, major infrastructure upgrades were undertaken by Power and Water Corporation the water supply system operator.

The project dealt with various levels of complexity (technical, social, geographical and logistical) as well as a wide range of challenges including a high level of political and social influence and a large number of stakeholders involved in different phases of the project with various interests. Successful public participation was predicated on taking the time to build an honest and genuine relationship with the community and provide balanced, objective and accessible information about the water supply situation and the proposed treatment system upgrade. In taking this approach, the community was able to understand the project rationale and contribute to the project elements areas where community input into decision making was genuinely possible.

To ensure communication and public participation were actively promoted and managed in a meaningful way, giving consideration to local characteristics (i.e. language, cultural and social context, and local sensitivities), an extensive communication and stakeholder engagement strategy was developed and updated throughout the project. Applying rigour to the public participation process facilitated the establishment of strong relationships between the community and the project team.

In addition to using "tried and tested" engagement strategies, the project also featured new and innovative approaches to engagement that advanced the field of public participation in remote Indigenous communities. These included:

- Engagement of school students and local artists in an artwork project to create a link between the benefits of the
 project and the local Aboriginal culture. The artwork created local pride in the facility and provided an avenue for
 the project team to engage with the school about the water supply and share messages about saving water. The
 students excelled at the creation of Aboriginal paintings that associated water conservation with Aboriginal culture.
 This aspect of the project created an enormous sense of satisfaction and pride within the community.
- Development of key messages in local languages in the form of water stories and imagebased factsheets. Messages
 were developed in partnership with local community members to ensure the messaging was culturally relevant and
 meaningful to the targeted audience.
- Creation of a series of radio stories (in language) that were broadcast throughout the project duration. Radio stories were developed in accordance with the stage of the project and the key messages that needed to be conveyed. The radio stories involved local community members including school students, increasing the relevance of the messages to the local community. The radio stories were put together by people with Aboriginal background that had strong connections with Borroloola. This provided an authentic and meaningful way of connecting with the Borroloola community and the ability for Power and Water to convey key messages. This project was considered very successful because of the high level of engagement of the community and the social outcomes that were achieved.



Smart Budget

Wellington Water Limited | Omāroro Reservoir

Wellington City has a vulnerable water supply, with some parts of the city facing being without drinking water for up to 100 days following a major earthquake. Local government agencies Wellington City Council and Wellington Water have a long-term programme to improve the city's hazard and operational water resilience. The Omāroro Reservoir is part of this programme, providing additional bulk water storage to meet this identified need.

A key milestone in achieving the construction of the reservoir was obtaining approvals required under the Wellington Town Belt Act and the Resource Management Act.

Omāroro Reservoir Community Engagement Programme

The Omāroro Reservoir Community Engagement Programme's overarching goal was to build awareness, understanding and acceptance of the Omāroro project as an important part of improving Wellington's water resilience, and mobilise involvement in the consenting programme.

The consultation process engaged directly with members of the community at a local level through one-on-one meetings, community BBQs, open days, stand-up street meetings, ad hoc information sessions with Q&A expertise and engaging with the networks of the residents' associations.

Innovative techniques such as Virtual Reality were developed, so people could see how the reservoir would look on site during and after the construction.

The focus on smaller scale engagement, with the personal delivery of information, street meetings and one-on-one discussions, meant that residents were certain that their individual concerns had been heard and addressed. The approach fostered a local level feel to the engagement, building strong relationships and trust between the project team and the local community, which is ongoing as the project continues.

The Omāroro Reservoir Community Engagement Programme has been extremely successful in genuinely engaging the local community to raise awareness and understanding of the project, addressing community concerns as much as possible and building acceptance of the proposed reservoir. The engagement process has turned initial resistance to the project into interest and active participation by the local community.









Judges Encourangement

North Western Melbourne Primary Health Network, MosaicLab and Deliberately Engaging | A creative way of engaging the community: What does dying well look like and how can we help people achieve this?

North Western Melbourne Primary Health Network (NWMPHN) recognises that communities have the right to influence decisions that impact their health. We acknowledge that when the community participates in the planning, development and evaluation of health services, better health outcomes are achieved. Community participation is key to NWMPHN achieving its objectives to:

- Increase the efficiency and effectiveness of health services for patients, particularly those at risk of poor health outcomes
- Improve coordination of care to ensure patients receive the right care in the right place at the right time.

The objectives of this public participation process were designed based on a larger program known as the 'Greater Choice for At Home Palliative Care (GCfAHPC)', which is funded by the Australian Commonwealth Government Department of Health in 2018–2020.1 The aims of the GCfAHPC program are to help improve end-of-life care for Australians and make accessing palliative care at home easier for patients and families.

To improve our communities end-of-life experience, it was important for us to identify and understand our communities' needs. This includes understanding people's values and beliefs, as well as what support, care and choices they want, and the type of services they require.

It was especially important as we were at the beginning of developing our program activity. Community involvement through this process will inform more effective and sustainable planning, design and implementation of end-of-life support and services in the north western region of Melbourne.

As such, the aims of our Community Panel engagement and the participants' role were to:

- · Consider the remit: 'What does dying well look like and how can we help people achieve this?'; and
- Create a set of meaningful recommendations that can help people to achieve dying well, to be considered by NWMPHN for future investment.

Using a Deliberative Democracy Process, 27 consumers and carers (collectively known as the Community Panel) came together for two-and-half days in November and December 2018 to work, discuss and provide recommendations on the remit.

They were identified and recruited from the community/public members living in Melbourne's north and west regions. They ranged in age, were from diverse backgrounds, and had varied end-of-life experiences.

Throughout the engagement process (August 2018–March 2019), our Community Panel were supported by experienced facilitators through a range of activities, empowering everyone to meaningful participate in the process.

These activities included:

- a welcome email outlining purpose of the public participation process and the Community Panel's role;
- a three-hour facilitated 'Meet and Greet' session to introduce the Community Panel to each other and the Process.
- sharing of information, data and research via an online platform to support discussion and preparation by the Panel;
- facilitated face to face engagement over two-full weekend days to respond to the remit and develop recommendations;
- follow-up/reporting meeting with the Community Panel and NWMPHN decision makers to present their recommendation report: and
- ongoing communication from NWMPHN staff via email about updates and progress.

Outcome and conclusion: The deliberative process was the first of its kind for NWMPHN. Its positive impact is demonstrated through:

- a change of attitudes towards public participation reported by the community members;
- a greater understanding across the NWMPHN organisation of the value of collaborative public participation; and
- a set of meaningful community led recommendations that will lead to long term sustainable solutions for our community

Despite the emotive topic covered through this process we successfully demonstrated that open and safe discussions can be achieved using this innovative deliberative process.



Organisation of the Year

Queensland Urban Utilities | Doing it with us, not for us - a whole of business approach to customer-centric engagement

As a provider of essential water and sewer services, there are many elements of business at Queensland Urban Utilities (QUU) which interest the community and also significantly impact them, particularly during planning and the delivery of essential infrastructure projects and maintenance works.

QUU started its IAP2 journey in 2015 and now, four years on, has fully transformed its business model to embrace customer-centric engagement as core business across the organisation.

Established in 2010, QUU is a statutory body delivering drinking water, recycled water and sewerage services to over 1.4 million customers in South East Queensland.

QUU's purpose is to 'enrich quality of life' and its vision is to 'play a valued role in enhancing the liveability of [its] communities'. To achieve its purpose and uphold its organisational values of 'Participation' and 'Customers and Community', QUU has enshrined IAP2 Core Values in its Customer and Community Engagement Policy (2016) and online Community Engagement Manual (developed by a working group in 2016 and updated in 2019).

QUU's commitment to the IAP2 Core Values of Public Participation is also embedded in its 2023 Corporate Plan, which states: 'Our strategic direction is underpinned by our commitment to customercentricity; every decision we make is considered through the lens of our customer' (July 2018).

QUU's IAP2 journey is ongoing and supported by the Community Engagement Capability Centre (CECC), which operates out of the newly established Community Engagement Division (2018). Endorsed by the Executive Leadership Team and Senior Management, the CECC is the culmination of foundational work that has occurred since 2016.

The CECC is underpinned by the Community Engagement Governance and Reporting Framework which was endorsed by QUU's Board in 2018. The fully integrated organisational structure includes eight IAP2 specialists who are embedded across key business areas, a Community of Practice for contractors and a resource hub that provides leadership, strategic advice and engagement templates and tools that support bestpractice engagement.

Over the past four years, QUU has progressively moved from 'inform' to 'collaborate' on the IAP2 Spectrum, as the organisation acquired the necessary skills to confidently 'open the window of vulnerability'. In doing so, QUU has come to appreciate the value-add provided by proactive issue, risk and reputation management and has embraced and integrated customer-centricity as a core business value.

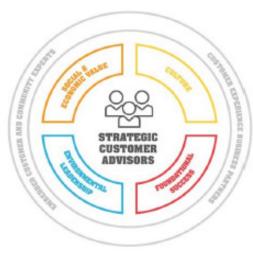
QUU has also adopted a leadership position in an unregulated operating environment by developing its own Customer Engagement Strategy, which aims to better align services and capital

investments with the long term interests and needs of customers and communities.

As a result, customer-centric engagement is now integrated into business planning, customer service and project management. This achievement represents a transformative journey embraced by internal staff and a paradigm shift from informing customers to a readiness to collaborate on design feasibility, policy initiatives and construction methodology.

QUU is now ready to embark on the next phase of its IAP2 journey starting in mid-2019 – a first-ever voyage of discovery with a Community Planning Team using customer-based design and collaborative engagement methodologies to identify innovative project solutions in the early concept planning phase.









Organisation of the Year

Department of Transport (VicRoads) | VicRoads - Committed to the Core Values for Public Participation & Putting our customers and community first

In 2016 VicRoads made a conscious decision to embed the IAP2 Core Values of public participation into all aspects of the organisation and, in particular, decision-making that impacts on the public. This process has been, and continues to be, an improvement journey of individual and organisation-wide capability building to ensure we realise our 5-year engagement strategy vision:

Engagement with Victorians early and often to achieve outcomes that are community driven and make our cities, towns and regions work better.

Victoria is facing a period of unprecedented growth. Melbourne is predicted to grow from 4.5 million people to almost 8 million by 2050. The rest of Victoria's population is predicted to double to around 2 million people over the same period. Victoria continues to attract migrants from all over the world, and the 2016 census data revealed we are home to one of the most culturally-diverse societies in the world1.

Roads touch people's lives in a way that few other services do –roads connect people with health and education facilities, their family and friends, recreation centres and supermarkets. For those who don't drive, our buses and trams also run on the roads. And people with limited mobility who stay close to home have their food, medicines and other services delivered to them via the roads. It's not surprising that Victorians expect to have access to quality roads and to have a say in what happens on the roads they use.

Our community need to know that with everything we do, we have their best interest at heart. The way we design our service and products, how we deliver our programs and projects, and how and when we communicate and engage, is all for the betterment of our community. These core principles have underpinned the way we do business since 2016. Prior to that time, VicRoads had a history of doing communications well on construction projects. This then evolved to doing engagement on planning projects and has since moved to a stakeholder management framework to build relationships irrespective of projects in an area. The next stage of our journey, which we're getting underway now, is community education about our business and discussion about local issues to influence our future programs. This is a long-term corporate journey for us, which we made a commitment to begin in 2016. Our submission for this award is an acknowledgement to ourselves and our peers of how far we've come, and we're proud of the commitment our organisation has made to engagement core values.

We still have a way to go on our journey – as the engagement culture takes hold we identify new opportunities to invite public participation into our policy development and decision-making. The journey, for us, will never end. As at the time of preparing this submission, it was announced that from 1 July 2019 VicRoads would merge with the Department of Transport (DOT) and Public Transport Victoria under the banner of DOT. Although we're not sure yet what the new structure and resourcing looks like, we're determined that the work we've done and the plans we've made will form the foundation of the engagement function at DOT, and lead to even better outcomes for the community as part of an integrated transport function.

IAP2 Australasia is:

- your peak body for engagement;
- your place to grow your knowledge, develop your network, connect with peers, realise opportunities and gain insight;
- your platform to be recognised, be heard and showcase your expertise; and
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