

Showcase of 2014 Core Values Awards

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IAP2 Foundations



IAP2 Foundations for the practice of public participation

The Core Values are one of the foundations of the IAP2 framework for decision-focused, values-based public participation. Public participation is likely to be successful when:

- there is clarity about the decision to be made,
- appropriate choices have been made regarding the role of the public,
- the Core Values are expressed throughout the process.

The IAP2 Spectrum (<http://www.iap2.org.au/resources/iap2s-public-participation-spectrum>) describes a range of roles for the public in a decision process. Applicants should be able to describe how their work expresses the Core Values and the other IAP2 Foundations



IAP2 Core Values for the practice of public participation

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

Overview



The IAP2 Core Values Awards recognise and encourage projects and organisations that are at the forefront of public participation. The Awards were created to encourage excellence, quality and innovation in public participation internationally. Embedding the IAP2 Core Values in organisations and projects that demonstrate leading practice is a key focus for the awards.

In 2014, IAP2 offered three major award categories, and IAP2 Australasia is pleased to announce winners in each category.

1. Project of the Year
2. Organisation of the Year
3. Research Award.

These winners went on to be included in the International Awards judging process.

IAP2 Australasia selected the Project of the Year from among 8 project Categories:

- Planning
- Infrastructure
- Environment
- Transport
- Health
- Energy and Resources
- Capacity Building
- Smart Budget

A Judges' Choice Award for outstanding innovation in community engagement was also presented this year for the first time and was chosen from amongst all submissions regardless of category.

The winners in each category of the IAP2 Australasia Core Values Awards were announced at a Gala Dinner held on the 22nd October 2014 in Sydney.

The winners of the IAP2 International Core Values Awards were also presented on the evening with the IAP2 Australasian Organisation of the Year receiving the International Organisation of the Year Award also. The International Project of the Year winner was from IAP2 South Africa and the International Research Award from IAP2 USA.

Submissions for the 2015 IAP2 Australasia Core Values Awards will open in February 2015. For enquiries or to request an entrants kit please contact Cathy Moses, IAP2 Australasian Events Manager at cathy@iap2.org.au.

From the Chair



IAP2 developed the Core Values for the Practice of Public Participation for use in developing and implementing community and stakeholder engagement processes to help inform better decisions that reflect the interests and concerns of potentially affected people and entities. The Core Values were developed with broad international input to identify those aspects of engagement that cross national, cultural and religious boundaries.

The IAP2 Core Values Awards were created to encourage excellence, quality and innovation in community and stakeholder engagement. Embedding the IAP2 Core Values in organisations and projects that demonstrate leading practice is a key focus for the awards.

Following the 2013 Awards ceremony, IAP2 Australasia undertook a review of the Awards categories in consultation with our membership. As a result, the project categories changed in 2014 from regional based Awards to sector based categories and

included Smart Budget and Capacity Building.

Project of the Year entries were first judged in their individual categories, and a rating scale was applied. Winners and highly commended were then chosen. During the second stage of judging, all sector winners were reviewed and a highly commended and an overall IAP2 Australasian project winner decided. Organisation of the Year and the Research Award were also scaled in the judging and a winner and highly commended could be awarded.

As always, it was a difficult decision for the judges with so many high quality submissions. Not every submission can receive an award, but sometimes a submission will stand out to the judges due to the unique approach taken. With this in mind we have introduced the Judges' Choice Award. This Award is presented to a submission based on its innovation in community engagement and can come from any of the submissions.

The IAP2 Australasian Winners were awarded a learning scholarship. The purpose of the scholarship is to support two-way learning for leaders in the field of engagement. We look forward to the new insights that our winners will be sharing with the IAP2 community for the ongoing development of the practice.

I would like to pass on a special thanks to this year's judges. With so many applications received each year and so many outstanding entries it is always a difficult task for the judges. To Greg Stephens, convener of the 2014 Judges panel, Amanda Newbery and Ray Tye, we say thank you for volunteering your time and expertise to this year's Awards.

It was also our pleasure this year to have the International Awards presented at the Gala Dinner in Sydney. To have Australasia's Organisation of the Year receive the International Award also is a significant achievement for the practice of engagement in Australasia.

I would like to thank all the entrants to this year's Core Values Awards for your dedication, commitment and contribution to the field of Community and Stakeholder engagement. We trust that the case studies in this book will provide a resource to you and your colleagues and will showcase the great practice in Australasia and internationally as we continue to advance the practice of public participation.

Carla Leversedge
Chair, IAP2 Australasia

From the Convener



It sounds very much like an old cliché to say that this year's entries proved to be a very high standard and, for some categories at least, choosing the best from some high-quality entries proved to be very difficult. But for the 2014 Core Value Awards, this was definitely the case.

What can I say that does justice to the sixty or so submissions that we received this year? Simply, I think, that they bear testament to the great things that are happening in the field of public participation across Australia and New Zealand. For me – and equally for my fellow judges – it has been both a privilege and a delight to read about the work that you are doing to make public participation part of the way you do things, both with your communities and within your own organisations. Regardless of whether or not you have won an award this year, the work that you have shared with us through your submissions can only continue to bring positive results for you in the relationships that you build externally and with your own colleagues.

This is my second turn as Convenor of the judging panel and, in the two years since the last awards I was involved with, I have noticed a number of things. Firstly – even in this short time – I can see that public participation continues to move from the 'edges' to become more 'mainstream' in how organisations work. Organisations are continuing to embed engagement practices as part of the usual way they do things. Secondly – and importantly – this year's submissions frequently demonstrated a move beyond what has to date been considered 'minimum' or 'required' for the organisation or the sector. I was also excited to read examples of how organisations are moving along the IAP2 Spectrum to more actively engage and partner with stakeholders. This was particularly noteworthy in the Infrastructure and Planning categories. Thirdly, the changes made to the Core Value Awards process seem to have had a positive effect. This year we received our highest number of submissions ever and organisations seem to have responded well to the implementation of awards categories instead of the region-based system. Certainly as a judge I can say that it has made more sense and been fairer to judge projects against similar types of projects in a sector.

A couple of final points: Firstly, on behalf of the judging panel I would like to thank every one of you for your time and energy in putting together your submission. We recognise that it is a significant commitment of resources and emotional energy. Secondly, I would like to acknowledge the work of the team at IAP2 Australasia – particularly Cathy Moses – without whose dedication and support in the background these awards would not be possible.

On behalf of the judging panel, congratulations to all of you – and especially to our award winners – for your continuing work in advancing the field of public participation.

Greg Stephens
Convener
2014 Core Values Awards

IAP2 Australasia Judging Panel



Greg Stephens

Passionate about both learning and developing people, much of Greg's career has reflected his commitment to building individual and organisational capability.

From a background as a secondary school teacher, Greg has held a diverse range of organisational development, learning and development and management roles before establishing his own consulting business in 2010.

He has worked extensively with the Victorian public sector, as well as undertaking work within the not-for-profit and private sectors. Over his career, Greg has held leadership positions as manager, internal consultant and project leader. His experience ranges from strategic planning and policy development to 'hands on' delivery as a facilitator and trainer. In all his work, Greg's strong commitment to partnerships and to engaging with people to shape their outcomes has provided the common thread. Greg was the Australasian IAP2 convener to the Core Value Awards in 2012 and returns to the panel in 2014.



Ray Tye

Ray Tye is Public Affairs Manager at Christchurch City Council, New Zealand. Following the devastating earthquake in February 2011, she leads the engagement and consultation activities around the draft recovery plan for the Christchurch's Central City. The 'Share an Idea' campaign attracted more than 110,000 suggestions and formal submissions on how the Central City could be redeveloped and rebuilt.

Ray was a Core Values Awards judge in 2013 and guest speaker at the Core Values Awards Gala dinner in Adelaide. Ray has worked in a variety of communications, marketing and consultation roles over the past 15 years, as well as public information in emergencies. Christchurch City Council are the 2012 Project of the Year winners for New Zealand for their City Plan Project.



Amanda Newbery

Amanda Newbery is a seasoned community engagement professional. She is founder and managing director of Articulous Communications, a national communications, engagement and training consultancy.

She has won two IAP2 Australasian awards for her community and stakeholder engagement, judged international awards and has been an IAP2 licensed trainer since 2006. She co-designed and delivers IAP2 Australasia's Awareness Course.

As a practitioner, she specialises in difficult projects that propose or anticipate major change to a community, as has worked across a variety of industries including government, planning, infrastructure, education, health, energy and resources, and technology. Amanda has been on the IAP2 Australasian Board and was a judge in 2011 and is pleased to be on the 2014 panel.

IAP2 International Judging Panel



Noreen Rude

2014 Core Values Awards Judging Panel Chair
IAP2 Federation Board Member
Canada

Noreen is currently the Manager of Engagement & Communication Partner Services at The City of Calgary, where she has held leadership roles for over 30 years. She has a passion for inclusive and transparent public involvement, reflected in her strong facilitation skills and can-do attitude. Noreen applies her talent for collaborating with others to 'get things done' to the development and operation of a regional recreation facility in north central Calgary and as Chair of the Learning Disabilities Association of Calgary. Noreen is a Certified Management Accountant and holds a Masters Certificate in Municipal Leadership, and a Local Government Management Certificate.

JUDGING PANEL



Patricia Munro

World Café Europe
Germany

After receiving a BA in Humanities from Swarthmore College (Pennsylvania), Patricia Munro was awarded a Fulbright Scholarship. She pursued her interest in management at George Washington University where she received her MA. Patricia heads the consulting company Zephyrus – Bringing people and ideas together which works with its clients to foster more effective communication in organisations through the use of feedback loops and evaluation. Patricia's know-how as a facilitator and graphic recorder has been used for strategic planning meetings, presentations, speeches and conferences throughout Europe. She is a founding Board Member of World Café Europe e.V. and co-author of a book on the use of evaluation "Wegweiser Evaluation" (oekom publishing 2009).



Sharon Lewis

Executive Manager: Planning and Strategy
Johannesburg Development Agency, 2011 Core Values Awards Winner
South Africa

Sharon Lewis became interested in city development when she was a student of Town and Regional Planning at the University of the Witwatersrand in Johannesburg in the 1990s. She has worked in the public sector in South Africa for the last 17 years, focusing on urban policy, public finance to incentivise sustainable urban development, local government's role in urban development and urban management, and infrastructure and property investments to improve urban systems.

Sharon is currently employed as Executive Manager: Planning and Strategy with the Johannesburg Development Agency, where she is responsible for directing the strategic focus of this agency of the City of Johannesburg, assembling a set of potential public upgrading projects and improving urban development practice through area based development and management. She is particularly interested in participative development practice and has implemented projects to test a range of methods to engage Johannesburg citizens in a conversation about the future of their neighbourhoods.



LaVerne Kyriss

IAP2 Licensed Trainer and former President
USA

Experience as a public participation practitioner (including area/industries of expertise): LaVerne is a course developer for the IAP2 Foundations in Public Participation and helped design IAP2's training program. She served on the IAP2 International Board for seven years and is a past President of IAP2 (2005). She has more than 25 years' experience in designing and overseeing public participation programs in settings ranging from national public policy issues to site-specific utility infrastructure additions. As a former senior manager for a US Department of Energy agency, LaVerne brings real-world experience implementing these activities in a high-stakes, highly controversial setting. She currently serves as managing director for the League of Extraordinary Trainers, a partnership of public participation practitioners who provide IAP2 training and provides public participation consultation services to a variety of corporate, governmental and non-profit clients. In 2009, she led efforts to launch Western's new Transmission Infrastructure Program, including running two nationwide simultaneous public processes—one to develop program rules and one to solicit potential infrastructure projects for Federal funding. From July 2007 to December 2008, she served as the Department of Energy's project manager for a programmatic environmental impact statement examining transmission corridors on Federal lands in the West.



Organisation of the Year 2014

IAP2 International and IAP2 Australasian Organisation of the Year

Winner: *City of Melbourne*



CITY OF MELBOURNE

Melbourne is a world-class city and community engagement at the City of Melbourne strives to follow suit.

Over the past five years the City of Melbourne has been increasingly recognised as a leader in public participation in Australia. This is the result of implementing a purposefully built program to address the culture of the organisation - these days community engagement is the way we do business.

Melbourne is the capital of Victoria and Australia's second largest city. The organisation, although known as the City of Melbourne, is officially titled the Melbourne City Council and is one of 79 municipalities in Victoria operating as a public statutory body incorporated under the Local Government Act 1989 (VIC).

As a local government authority, the City of Melbourne strives to achieve the community's vision of Melbourne as a bold, inspirational and sustainable city, as outlined in the Future Melbourne Community Plan, the organisation's 10-year plan to make Melbourne a great place for people to live, work and visit.

The City of Melbourne has invested substantially in embedding community engagement across the organisation over the last five years with the establishment of a specialist team, a robust framework and consistent planning processes. This approach has provided confidence to the staff and leaders to work in an adaptable and risk orientated capital city environment where climate change, population growth, technology disruption and financial uncertainty are everyday realities.

Some of our achievements to date have included:

- The investment in our 'people' has been key to us becoming an engaging organisation and showcases the organisation's commitment to learn and build capabilities in community engagement, and transform the way staff and branches



work, serve and interact with their community and each other.

- Our practice includes a range of resources to support and embed the consistent planning and delivery of our engagement practice. The IAP2 Core Values are embedded into documentation to help teams think through community engagement requirements from the start of the planning process.
- We know our community better than we ever have before. We seek their involvement in increasingly new and innovative ways.
- We invested in community engagement research and audits so that we can better understand our community and what is important to them and how we, as an organisation, are tracking internally in our community engagement practice.

The City of Melbourne community engagement journey has been rapid and has gathered much momentum along the way. The IAP2 Core Values, Code of Ethics and Public Participation Spectrum have provided the backbone to all of our policies, frameworks, planning methodology, training and practice.

We are proud of our record to date, and invigorated by the journey ahead.

IAP2 Australasian Organisation of the Year

Highly Commended: *Penrith City Council*

PENRITH CITY COUNCIL

At Penrith City Council we understand that community engagement is the future of Local Government. We are in a unique position to work closely with the residents of our city to build a meaningful dialogue about the aspirations, diverse stories and the future of Penrith.

We strive to improve our ability to connect with the communities we serve and provide them with the best possible standard of service. Our senior management team set the tone for this work through their interest in being on the ground engaging directly with residents and demonstrating their commitment to staff participation in decision making.

Penrith City Council has built a culture of valuing public participation over the past decade. This is evident in policy and procedure development such as the Community Participation Policy and Manual and Community Participation Reference Group, followed by the more recent Community Engagement Strategy and 'Our Community Engagement Values'.

Managers and Councillors value participation and this is demonstrated through their involvement in community engagement processes such as the review of the Community Plan, their support for programs such as the Neighbourhood Renewal Program and the way they involve staff in making decisions through the Employee Opinion Survey process.

We are committed to providing training and resources to continue to improve our practice. We are proud of our efforts to engage our residents in planning for the future of Penrith and this work continues with current projects like Penrith Progression. We understand that community engagement supports us to build a positive relationship with our residents and to provide the best possible service we can provide.

At Penrith City Council we will continue to push the boundaries of what is possible with the active participation of our residents in the decisions which will shape the future of our City.



IAP2 Australasian Organisation of the Year

Entrant: *Auckland Council*



Background

Before the 2010 amalgamation, community engagement in Auckland was poor and leadership was needed to draw people into well-informed debates about choices to assist elected leaders and officials in the decision-making process. Auckland Council was created in 2010 from an amalgamation of eight former territorial local authorities. It's the biggest local government body in Australasia and was the largest merger of its kind in the Southern Hemisphere. At the heart of this amalgamation was ensuring that community engagement was core council business. The council has taken this very seriously, and the depth, quality and creativity of engagement have grown rapidly in that time.

Achievements and Challenges

The nature of Auckland and the relatively recent amalgamation makes for some complex issues – over 8,000 employees, serving Auckland's 1.5 million residents and 160,000 businesses on a daily basis. Other challenges include reaching Auckland's diverse communities and dealing with legacy issues, processes and systems. Despite these challenges, Council's achievements in the past four years have included:

- a Research, Consultation and Engagement Policy in place
- guidance materials, templates and processes in place
- cross-council collaboration workstreams in place to ensure correct support and processes exist
- Independent Māori Statutory Board established to promote important issues for Māori in Auckland
- Local boards established to provide local leadership and to build strong local communities
- Advisory Panels established to provide feedback on council plans, activities and engagement

- a growing political will for projects to have an in-depth pre-engagement period
- building on in-house capacity such as training and upskilling staff
- staff consultation and engagement network established to provide training, share knowledge and develop good practice guidelines
- creation of the Consultation and Engagement Awards to recognise excellence, and encourage quality and innovation in public participation
- over 200 Auckland Council staff have attended IAP2 training over the past few years
- active IAP2 commitment including being a corporate member and participation in events
- Conversations with Leaders programme established to bring together employees and leaders to chat about projects and topics that matter to Auckland Council's people
- strong commitment and on-going conversations with Aucklanders through council's online panel, monthly magazine and website updates.

"Consultation and engagement is at the heart of what it means to create a liveable city. By including and involving communities in the decisions that affect them, we encourage ownership. Whether we are improving transport infrastructure, building homes, providing opportunities for our young people or protecting our environment, consultation and engagement is critical to success."

Doug McKay, then Chief Executive of Auckland Council



IAP2 Australasian Organisation of the Year

Entrant: *Southern Metropolitan Cemeteries Trust*

Project: *Engaging the Communities we Serve*



**SOUTHERN
METROPOLITAN**
CEMETERIES TRUST

Honouring and celebrating life

The Southern Metropolitan Cemeteries Trust (SMCT) is a not-for-profit, community-orientated organisation, operating in a highly sensitive sector. We provide burial, cremation and memorialisation services for metropolitan Melbourne and Victoria and are responsible to the Minister for Health. The largest cemetery trust in Victoria, SMCT is entrusted to administer eight historic and iconic cemeteries in perpetuity (for all time).

We fully recognise the financial implications of our perpetual maintenance obligations and our responsibility to review activities, products and services to meet the ever-changing needs of our highly diverse religious and multicultural communities.

As we are dealing with death, dying and grieving families on a daily basis it is critical we understand and respond to their needs, no matter what race, religion or cultural or personal preference.

In 2011, as a result of significant organisational change, we identified that, in order to remain relevant, we needed to engage more effectively with the communities we serve.

Our burial and cremation memorial offering was traditional and, significantly, not in tune with the needs of our catchment area's emerging ethnic groups. The risk of non-consultation would be the provision of products and services that would not be embraced.

However, the funeral sector is traditional by nature and engaging with external stakeholders did not come without

its challenges. Cemetery Trusts historically leave community engagement to other organisations.

However, by adopting IAP2 Core Values in the 2012 development of SMCT's External Stakeholder Engagement framework, SMCT opened the door to meaningful stakeholder engagement. IAP2 Core Values enabled us to clearly define the role of key stakeholders and to gain greater clarity and understanding regarding levels of engagement, stakeholder grouping, selection criteria and participation.

As a direct result of our commitment to IAP2 Core Values, SMCT is now effectively engaging with all key external stakeholder groups (business to client, business to business and business to government) and this has enabled us to develop and provide a host of innovative products and services that accurately meet the needs and expectations of our communities. Revenue streams across the organisation have improved dramatically as a result.

SMCT's External Stakeholder Engagement Framework is robust for our industry and we are committed to the ongoing development of meaningful and enduring relationships, through a participatory process, with client families, community groups, business partners, government and industry.

As a client-centric organisation, SMCT understands that we will only remain relevant by continuing to strengthen relationships through open communication and consultation.



Research Award 2014

IAP2 International Research Award

Winner: *St. Vrain Valley Schools, Longmont, CO USA*

Project: *Organizational Training and Relationship-Building for Increasing P2 Capacity in Public Schools*



Raising a school district's capacity for public deliberation through knowledge sharing, relationship building and P2 thinking – achieved through annual cohorts, eight monthly trainings and empowered parents.



Learn more at: www.svvsd.org/lsv



IAP2 Australasian Research Award & IAP2 Australasian Planning Award

Winner: *City of Greater Geraldton & Curtin University Sustainability Policy Institute*

Project: #ChangesCGG



The City of Greater Geraldton, a local government of 41,000 people in regional Western Australia, is experiencing challenges common to local governments nationally and internationally in achieving financial sustainability while meeting community needs and expectations. Moreover, there is an increasing trend of lack of public confidence and trust in government. In an effort to improve democracy and increase trust in the Council, the City partnered with Curtin University Sustainability Policy (CUSP) Institute in a long-term initiative to improve collaborative governance. Over four years, this process has gradually transformed how the City does business. Rather than creating plans and then going public, asking people to “have their say”, the City has created continuing opportunities for everyday people to deliberate important issues as they emerge, respecting different perspectives, considering the trade-offs and possibilities, then searching for common ground and proposing a coherent way forward, which is influential.

Using a broad range of public deliberation techniques, small and large scale, face-to-face and online, and integrating social media, the City has included around 3,000 residents in meaningful engagement to decide issues of importance to them. Over the first three years, the outcomes of these deliberations have included the development of a Strategic Community Plan to drive the City’s operations, a new Statutory Plan for the natural and built environment as well as Precinct Plans, beginning with the most disadvantaged precinct, as well as large scale projects e.g. planting a million trees, improving bike paths, and improving City communication.

The most ambitious undertaking has been Participatory Budgeting of 100% of the City’s budget, delivered under the banner of #changesCGG. In 2012/13, Council faced considerable community outrage when the rates were increased significantly. The City responded by committing to involve the people in future monetary planning and decision-making. In partnership with CUSP, the City committed to implement two critical Participatory Budgeting (PB) initiatives. The first PB Panel (28 randomly sampled participants representative of the demographics of the population), recommended how the 10 year capital works budget should be prioritised, with a clear rationale for decisions made on around 250 potential infrastructure initiatives. The first PB, (35 stratified, randomly sampled participants) recommended the range and level of all the services in the annual operational budget, recommending whether each service should remain

the same, be reduced or increased, including reasons for each decisions. Despite the anxiety of a number of Councillors about entrusting residents to do this, since it is the Council’s legislated responsibility to determine the budget, it did publicly commit to seriously considering and adopting the PBs’ recommendations where feasible. If they were unable to do so, they would publicly explain their reasons and continue to work with representatives from the PBs to find ways to fulfil the intent of those recommendations.

True to the principles of PB, the Panels developed their own methodology to make decisions. The complex analysis of the multitude of budget options was made possible through the use of sophisticated software developed by CivicEvolution, which enabled the small group decisions to be input to computers, then shared with the room, discussed, and prioritised. The PB outcomes have been extraordinary. The resulting reports and recommendations from both PB Panels have been supported by the City Executives and fully adopted by Council. Feedback from the decision-makers has been highly positive, expressing their appreciation for the clear reasoning, sensible and useful recommendations of the Panel. Importantly, numerous panellists have publicly expressed their new willingness to proactively engage in the civic life of the community. Through #changesCGG everyday citizens were able to understand the City’s budgeting process and the problems of the deficit the City is facing, in order to help prioritise spending and to get out of the red over the longer term. Moreover, the City has learnt new ways to make their budgetary decisions more rigorous and transparent

An important outcome of this work has been the significant improvement of trust between the public and City and vice versa. Using both qualitative and quantitative research methodologies measuring participant and broader population views, it has been clear that by creating a deliberative community and collaborative governance, not only have the decisions made been seen to be more accountable and legitimate, they have also been more implementable. It has been a win-win for the city, the Council and the residents. By using adaptive management, with public deliberation effectively responding to city and community needs, this unique long term process has established the preconditions for desirable systemic change – where the broader public is willing and able to share the burden of tough decisions and make the most of potential opportunities.



IAP2 Australasian Research Award

Entrant: *City of Ryde*

Project: *Communications & Engagement Strategy*



Lifestyle and opportunity @ your doorstep

Local Government plays a significant role in developing and maintaining both the physical and social infrastructure of its local area to support the overall wellbeing of its community. However a common challenge many councils face is the lack of community awareness of the array of services and support provided. The messaging of positive service delivery often does not cut through beyond an understanding of 'roads, rates, and rubbish.' Councils also often struggle to engage the 'silent majority' in projects of relevance where community input would be valuable, resulting in residents not feeling well-informed or involved in Council's decision-making.

The City of Ryde undertook a significant program of research to develop a tailored approach to its communication and engagement, as part of its desire to involve and engage its community to address the gap. Several research projects were conducted over 18 months in partnership with instinct and reason, Micromex Research, and Macquarie University to inform Council's Communications & Engagement Strategy. The aim of this strategy was to provide a more streamlined communications approach, and to find ways of appropriately engaging with key segments of the community through traditional mediums whilst also taking into consideration the changing media environment and implications of the new digital world.

The methodology was varied to ensure that where possible, those who were engaged and provided input were demographically representative of the community. Online discussion boards and telephone interviews were both used at different stages, to develop strategies appropriate to key segments of the community. Whilst segmentation itself is not a new methodology, its application to understanding engagement needs in the public sector is not currently widespread. A key difference and challenge for local government in applying this methodology is that whilst commercial organisations can choose to focus on more 'profitable' segments or to ignore certain segments, Council has a duty to provide information to all of its stakeholders, which is strongly aligned to IAP2s Core Value of providing participants with the information they need to participate (within the community) in a meaningful way. The online facilitated discussion boards involving 33 participants, proved to be particularly useful in engaging the community through this process, as the absence of geographical barriers and ease of accessing an online discussion space

encouraged participation and engagement through freer debate, whilst also allowing a wide variety of information and visual collateral to be shown and discussed with participants.

The research findings have been significant in creating a solid foundation on which to redevelop and shift the way the City of Ryde communicates and engages with its community. The segmentation insights in particular have helped Council to implement IAP2s Core Value of seeking out and facilitating the involvement of those potentially affected by, or interested in Council decisions, by providing relevant and appropriate strategies to cut through to segments of the community that have been hard to reach due to a low desired level of engagement. For instance, although 18% of residents don't want to be bothered by Council, of this, 78% would still rely on the local newspapers and 69% on letters to find out information about Council. Just over half in this segment are also born overseas. The research has also assisted Council in identifying seven key projects to undertake in the next two years including the development of a new online engagement platform to provide greater transparency on all Council projects, the development of a communications plan for CALD (culturally and linguistically diverse) community members and anyone with a disability to ensure adequate access to Council's information and services, and a review of Council's community engagement framework to further embed engagement into Council's project management.

The City of Ryde believes the value of this research and its application is more broadly relevant to those within the public participation field as it can assist with tackling the common issues and challenges of creating communication and engagement strategies that recognise and address the variety of needs of stakeholder groups, to be able to connect in more meaningful, relevant, and appropriate ways.





Project of the Year 2014

IAP2 International Project of the Year Award

Winner: *Anglo American Platinum, SRK Consulting, TTM Consulting and Yamedupi Solutions*

Project: *Alchemy: Sustainable Community Futures Beyond Mining Through Mining – Engagement*



Five years ago, Anglo American Platinum Limited (Anglo American Platinum) initiated a project to bring lasting development to communities neighbouring four Anglo American Platinum mines, and to distant areas contributing labour to these mines. The project was named Alchemy - after the fabled science of turning lead into gold. The symbolism of this name is that minerals underground have no practical value. In the Alchemy vision, mined platinum is transformed into value and a source of ongoing and real development in neighbouring and labour contributing communities – “sustainable community futures through mining, beyond mining”.

Four Anglo American Platinum mines are involved in Alchemy - Rustenburg, Tumela Dishaba, Mogalakwena and Twickenham. The beneficiaries will be communities in defined Benefit Areas that encompass neighbouring communities and communities that have been resettled as a result of mining activities. There is also an initiative to support development in communities further afield, from whence households send members to work in Anglo American Platinum mines.

Alchemy is unique (or at least unusual) in a number of respects, including the following:

- It uses shareholding in Anglo American Platinum itself as a base for real and sustained community development.
- It takes a multi-generational view of development, and has non-partisan perspective on beneficiaries.
- It adopts an integrated and synergistic approach to community development, seeking to empower communities to become partners in development through locally-based and community led Development Trusts, with resources not linked to the local mining economy.

A multi-year phased programme of consultation and engagement has underpinned the establishment of the local Development Trusts:

- *General development discussions (2009, 2010).* These were exploratory “dipstick” engagements with community leadership at each of the mine

sites. Discussions were undertaken with an open agenda, seeking to secure perspectives on mines and community development, and on matters of sustainability.

- *Engagement on Alchemy principles (2010, 2011).* These engagements involved government stakeholders, local government at the four Alchemy sites, and community leadership. Emerging thinking on the design and guiding principles of Alchemy was brought to these meetings, and views were sought.
- *Information sharing roadshows and open days (2011 – 2012).* The evolving design of Alchemy was presented at a series of community meetings at the end of 2011 (one meeting at each site). Following the roadshows, the participating mines included Alchemy information sessions and materials in a series of open day events.
- *Gap filling and relationship building (2012, 2013).* Engagement on Alchemy progress continued through 2012 and 2013, including the previously consulted spectrum of government and community stakeholders. Special emphasis was placed on filling engagement gaps and building sound relationships
- *Pre-Working Group Orientation (2013, 2014).* Prior to the registration of the Development Trusts, locally-based technical Working Groups were formed to provide advice on the structure and operation of the trusts.
- *Working Group (WG) workshops (2012 – 2014).* The WGs are community-based advisory structures designed to inform and customize the structure and operation of each local Development Trust. The WGs recommend changes to “straw dog” Trust Deeds, ensuring locally appropriate and legitimate structures,
- *Community mini-mapping and transformational change facilitation (ongoing).* Linked to the WG process described above, a specialist change team has undertaken “mini-mapping” exercises at the four Alchemy mines. The mapping provides a measure of community awareness of Alchemy, and secures an early perspective on community assets, for the information of the WG, and later for the Trustees.
- *Development Trust (DT) establishment (2013 - 2014).* Two of the four Development Trusts have now been registered. An ongoing DT support initiative is underway. In their initial “Foundation Phase”, all DTs will incorporate Independent Trustees who will guide further trust development, including the fully democratic selection of Community Trustees, and the establishment of inclusive local development forums.



IAP2 Australasian Project of the Year

Planning

Winner: *City of Greater Geraldton & Curtin University Sustainability Policy Institute*

Winner

Project: #ChangesCGG



The City of Greater Geraldton, a local government of 41,000 people in regional Western Australia, is experiencing challenges common to local governments nationally and internationally in achieving financial sustainability while meeting community needs and expectations. Moreover, there is an increasing trend of lack of public confidence and trust in government. In an effort to improve democracy and increase trust in the Council, the City partnered with Curtin University Sustainability Policy (CUSP) Institute in a long-term initiative to improve collaborative governance. Over four years, this process has gradually transformed how the City does business. Rather than creating plans and then going public, asking people to “have their say”, the City has created continuing opportunities for everyday people to deliberate important issues as they emerge, respecting different perspectives, considering the trade-offs and possibilities, then searching for common ground and proposing a coherent way forward, which is influential.

Using a broad range of public deliberation techniques, small and large scale, face-to-face and online, and integrating social media, the City has included around 3,000 residents in meaningful engagement to decide issues of importance to them. Over the first three years, the outcomes of these deliberations have included the development of a Strategic Community Plan to drive the City’s operations, a new Statutory Plan for the natural and built environment as well as Precinct Plans, beginning with the most disadvantaged precinct, as well as large scale projects e.g. planting a million trees, improving bike paths, and improving City communication.

The most ambitious undertaking has been Participatory Budgeting of 100% of the City’s budget, delivered under the banner of #changesCGG. In 2012/13, Council faced considerable community outrage when the rates were increased significantly. The City responded by committing to involve the people in future monetary planning and decision-making. In partnership with CUSP, the City committed to implement two critical Participatory Budgeting (PB) initiatives. The first PB Panel (28 randomly sampled participants representative of the demographics of the population), recommended how the 10 year capital works budget should be prioritised, with a clear rationale for decisions made on around 250 potential infrastructure initiatives. The first PB, (35 stratified, randomly sampled participants) recommended the range and level of all the services in the annual operational budget, recommending whether each service should remain

the same, be reduced or increased, including reasons for each decisions. Despite the anxiety of a number of Councillors about entrusting residents to do this, since it is the Council’s legislated responsibility to determine the budget, it did publicly commit to seriously considering and adopting the PBs’ recommendations where feasible. If they were unable to do so, they would publicly explain their reasons and continue to work with representatives from the PBs to find ways to fulfil the intent of those recommendations.

True to the principles of PB, the Panels developed their own methodology to make decisions. The complex analysis of the multitude of budget options was made possible through the use of sophisticated software developed by CivicEvolution, which enabled the small group decisions to be input to computers, then shared with the room, discussed, and prioritised. The PB outcomes have been extraordinary. The resulting reports and recommendations from both PB Panels have been supported by the City Executives and fully adopted by Council. Feedback from the decision-makers has been highly positive, expressing their appreciation for the clear reasoning, sensible and useful recommendations of the Panel. Importantly, numerous panellists have publicly expressed their new willingness to proactively engage in the civic life of the community. Through #changesCGG everyday citizens were able to understand the City’s budgeting process and the problems of the deficit the City is facing, in order to help prioritise spending and to get out of the red over the longer term. Moreover, the City has learnt new ways to make their budgetary decisions more rigorous and transparent

An important outcome of this work has been the significant improvement of trust between the public and City and vice versa. Using both qualitative and quantitative research methodologies measuring participant and broader population views, it has been clear that by creating a deliberative community and collaborative governance, not only have the decisions made been seen to be more accountable and legitimate, they have also been more implementable. It has been a win-win for the city, the Council and the residents. By using adaptive management, with public deliberation effectively responding to city and community needs, this unique long term process has established the preconditions for desirable systemic change – where the broader public is willing and able to share the burden of tough decisions and make the most of potential opportunities.



IAP2 Australasian Project of the Year

Planning

Highly Commended: *Dept Premier & Cabinet*

Project: *The Qld Plan: a 30-year Vision*



The Queensland Plan
Queenslanders' 30-year vision



Great state. Great opportunity.
And a plan for the future.

The Queensland Plan began with one simple idea—that every Queenslanders should have a say in how best to navigate the challenges and opportunities of the future. The public participation process struck such a chord with Queenslanders that it resulted in the largest community engagement process ever undertaken in the state, unparalleled in scope and scale.

From the start, the process was just as important as the outcome. Queensland Premier Campbell Newman announced the plan would be developed through a grassroots, bipartisan community engagement process. While the Queensland Government championed the project (supported by a small project team), local engagement was facilitated in every electorate by Members of Parliament (MPs) and as the project gained momentum industry sectors, community organisations and individuals organised their own activities.

Twyfords was engaged by the project team to provide collaboration advice and support the statewide community engagement process. Their five-step collaborative governance model of 'co-commit, co-define, co-design, co-create and co-deliver' served as a model to guide local engagement on a statewide scale that would lead to joint ownership and tangible actions.

Delivered in phases, The Queensland Plan has achieved five key milestones to date:

- An industry workshop (April 2013) – 145 participants from industry and community sectors identified key issues for consider for the future.
- Mackay Summit (May 2013) – 424 Queenslanders came together to design Queensland's questions and activities for the community engagement process.
- Community engagement (May to August 2013) – 78,251 Queenslanders submitted feedback that provided a comprehensive data resource for future policy development and planning.

- Brisbane Summit (October 2013) – 626 Queenslanders including community, business and industry representatives reviewed Queenslanders' feedback and identified the framework for the Plan.
- Working draft review (December 2013 to March 2014) – Feedback received during the community engagement process coupled with the outcomes of the Brisbane Summit informed the development of The Queensland Plan: a 30-year vision for Queensland – our working draft. 566 submissions from individuals and groups provided feedback about whether the draft was an accurate reflection of Queenslanders' feedback to date with 71 per cent supporting it as a true representation.
- The Queensland Plan (mid-2014) – The final plan will be released and all Queenslanders will contribute to achieving its goals.

Designed as a plan of the people, public participation was crucial to all aspects of the development process. Queenslanders' input determined multiple outcomes from the types of engagement activities to Queensland's questions to the plan's framework to preliminary targets and measures. And in the spirit of open collaboration, all materials including the engagement raw data were made available online for future use by all Queenslanders.

The final plan will be released in mid-2014 and all Queenslanders will be responsible for realising our collective vision. The plan will set the high-level direction for Queensland's future and will be delivered through a series of supporting strategies and action plans. While the organic nature of the development process brought many challenges, it also offered previously untapped opportunities for collaboration and encouraged innovation. Maintaining this momentum through implementation will be important to the long-term success of The Queensland Plan.



Planning

Highly Commended: Seqwater

Project: Seqwater Recreation Review



Seqwater is the Queensland Government statutory authority responsible for ensuring a safe, secure and reliable bulk drinking water supply for more than three million people across South East Queensland (SEQ). We also provide essential flood mitigation and irrigation services to around 1,200 rural customers in seven water supply schemes, and manage recreational areas visited by more than two million people a year.

Seqwater strives to balance the ongoing health of the catchments and quality of the region's drinking water supply while providing access to a range of water-based and on-shore activities. It is the only bulk water provider in Australia that manages 'open' catchments, allowing the community to enjoy the natural assets of our region.

In June 2013, Seqwater commenced the most extensive review of recreational activities and facilities at South East Queensland dams and catchments ever undertaken. The review covers 23 of our lakes, grouped into 10 regional clusters, to ensure Seqwater could provide as diverse a reaction experience as possible within each community across the region.

The Seqwater Recreation Review Engagement Program was designed to provide the opportunity for regular catchment users and the community to shape future use of these lakes. The engagement aimed to inform three key decisions:

1. What recreational facilities can be sustainably provided at each lake/catchment?
2. How should recreational activities be allocated across

lake clusters to provide a greater mix of experiences and meet the needs of as many users as possible?

3. What activities should be provided immediately and what should be placed on a future "wish list" subject to funding provision or revenue raising opportunities.

There was a very real recognition that funding for engagement was not limitless and that it would be a challenge to cover the 20,000+ square kilometre project area. The "big glossy" engagement program with expensive major newspaper, television and radio advertising was simply not an option. Instead cost-effective direct contact, word of mouth, local media and high-visitation venues were used to promote the engagement.

Qualitative or quantitative engagement methods were used to provide a complementary engagement program – the quantitative elements creating the "frame" onto which the "walls and ceiling" identified through the qualitative elements could be placed.

The outcome of the program saw several letters of support submitted to Seqwater noting extreme satisfaction with the process and its outcomes. Several long-standing legacy issues were addressed, particularly around restricted access to some lakes and enforcement of rules and regulations to address anti-social behaviour. A number of "quick wins" were identified and implemented promptly to build trust in the engagement process and to overcome past community dissatisfaction around decisions being made internally and then simply advised to users.

Overall, the program to date has been highly successful in supporting the development of recreation management plans that will see the needs of the users of these natural assets met across the catchment and water quality, supply and safety maintained – Seqwater's number one responsibility.



Entrant: *Auckland Council*

Project: *Auckland Unitary Plan*



Since 2006, Auckland's population has grown by around 110,000 people (8.5%), and is expected to increase by a further million over the next 30 years. The Auckland Unitary Plan will set out what people can and can't do with their land, shaping how Auckland's centres and communities can grow. This makes it the primary tool needed to deliver Auckland's vision to create a higher quality and more compact city, while safeguarding Auckland's coastal areas, environment and heritage and keeping its rural land productive.

The plan is developed under the Resource Management Act 1991(RMA), and the process outlined in the legislation would be to wait until notification and formal submissions before making it public. The council determined that an enhanced engagement approach would be more inclusive and would encourage input from people who might be put off by the formal legal process, by involving them in developing the draft plan.

The enhanced engagement had three phases:

Phase one (August – December 2012): Involve - targeted engagement on early draft provisions with key stakeholders alongside early public engagement on high-level principles.

Phase two (March – May 2013): Consult - informal engagement on the draft plan to gain a widespread understanding of the draft provisions and input into the plan prior to the formal phase.

Phase three (September to February 2014): consult - formal submissions on the notified plan, to be followed by further submissions and an Independent Hearings Panel reviewing all feedback and making final recommendations

Engagement included:

- Shape Auckland website and blog providing an opportunity to highlight key aspects of the plan and stimulate debate
- Housing simulator designed to encourage input by drawing people onto the site and to demonstrate the

trade-offs needed in housing a growing population

- Video competition with youth which was promoted during the informal engagement period to encourage debate about the region's future
- Over 250 events in a range of formats to help people to understand the plan and how it affects them, including some topic and community-specific activities, e.g. environment, disability groups, older people, youth
- Local Board-led engagement including community walks, public meetings and drop-ins
- Mana Whenua engagement designed in partnership with Mana Whenua iwi authorities
- Library and customer services staff were trained to be able to help with queries and to support people accessing the e-plan

The results have been tremendous, with over 15,000 people attending events, 22,000 pieces of feedback during the informal phase and almost 9,000 submissions during the formal submissions phase.

In addition, there were 88,000 unique views of the Shape Auckland website, 73,000 unique views of the unitary plan video, 17,500 youth video views, 2,000 items of news coverage and extensive digital media, including Twitter, Facebook & YouTube.



Entrant: *City of Darwin & Michels Warren Munday*

Project: *Beyond Empower: Darwin City Centre Masterplan*



Darwin is Australia's northern-most capital city. It has been destroyed by World War II bombings, termites and cyclones. A laid-back and isolated 'tropical paradise', known for sunsets and outdoor living, the city is going through growing pains with the advent of major oil and gas projects, rapid residential growth in the CBD and decentralisation of shopping and government offices to the suburbs. It is on a narrow peninsula, with limited room for growth, emerging traffic and parking congestion and derelict industrial land on its fringes.

The Darwin City Centre Master Plan was designed to be 20-year blueprint to unlock the city's potential and guide its growth, supported by detailed technical studies and strong community input.

There was a lot at stake for the City of Darwin, which initiated the project, including reputation risk for a new council project against a background of cynicism at 'yet another' planning exercise and conflict between diverse stakeholders.

What's more, councils don't have control over planning in the Northern Territory, and the City of Darwin lacked the power and budget to implement a masterplan on its own.

So this project had to go beyond 'empower' by bringing stakeholders on the journey to the point where they 'owned' the project outcomes and took responsibility for implementing their own decisions.

A key to the project's success was a unique tripartite approach with the Australian and Northern Territory Governments.

Storytelling was used to unlock the emotional connections of many old Darwin families to their pioneering past, a youth advisory group engaged with their peers and wanted a city that was 'tropical, engaging to Larrakia people's stories about their land and used old-fashioned walking around to reach city retailers.

This was followed by three public workshops where stakeholders were briefed on the specialist studies and used this evidence base to imagine and design a city of the future.

"It has changed the culture of consultation within the city because (Aldermen) have seen how it can help us work through some difficult conversations around traders in the city and parking, yet we came out the other end with really positive results.

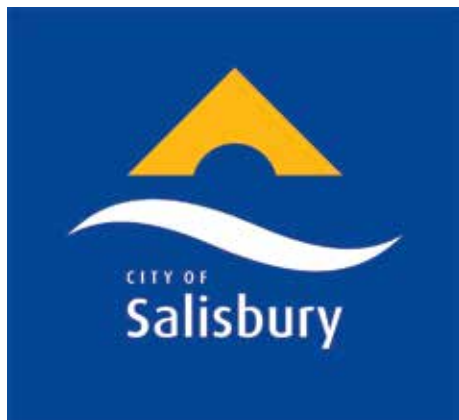
That process was very valuable and created recognition of the value of early consultation. Now we talk about even simple projects differently. We ask ourselves, 'Is this what the neighbourhood wants or is it what we decided to do?'

– Lord Mayor Katrina Fong Lim



Entrant: *City of Salisbury, South Australia*

Project: *An Old Reserve and a Blank Piece of Paper*



An old reserve in the Parafield Garden area of the City of Salisbury, South Australia - which included a playspace, grassed area and three hard courts for tennis and netball, was in need of a renewal or ultimately face being reused as development land. However one elected member from the ward where the reserve is located suggested that the community should be consulted on what to do with the reserve as it would be better off remaining in public use and by including them in the decision making process would have better use and ownership in the future.

A Community Engagement plan was developed by the Council's Community Engagement Officer in coordination with the Recreation and Open Space Planner and a Landscape Architect so the project cut across more than just one Council division. The plan itself was developed to engage at a very local level around the reserve, the neighbourhood, and included residents, local shoppers and a local school through using different face-to-face tools and techniques as well as later in the engagement some online options for the wider Salisbury community to get involved and have their say.

In addition to the project at hand the Council also wanted to know if when renewing reserves across the City, did the community want to see fruit trees added and would they be used. This question was added and discussed as part of this consultation as a test case for future reserve/park projects.

The consultation subsequently engaged residents at a local level using various tools and techniques across a range of

engagement levels. The project team even developed a board game to be played with local school children so their voice would be heard as part of the decision and planning process. The resulting concept plan was agreed by Council and also influenced how reserve upgrades would take place in the future.

The community engagement project ultimately became known as the old reserve, a blank piece of paper and very little budget.



Entrant: *City of Tea Tree Gully*

Project: *Modbury Sporting Complex Masterplan*



C I T Y O F
TEA TREE GULLY
Naturally Better

The Modbury Sporting Complex is a significant area of open space within the City of Tea Tree Gully, a Council located in North Eastern Adelaide, South Australia. It plays host to a wide range of organised sports, community buildings and general leisure and recreation opportunities. A masterplan exercise was proposed for a largely developed site with sporting club buildings and facilities, Waterworld Aquatic Centre and many informal reserve settings including a dog park, half pipe skate ramp and local level playground. However, these developments are relatively disjointed from one another with minimal connection between services; no pathways connecting services across the site and seven different carparks spread across the complex. The complex is an important regional site and it was identified that significant opportunities would be available to the community through the development of a Master Plan for the entire site.

A Master Plan was needed to respond to sporting club expansion requests to ensure the site becomes integrated, forming a sporting and community hub to provide all users with physical and social benefits. Potential for additional amenities and facilities and sportsground drainage issues also need to be addressed, as well as identifying opportunities for improving the Council owned facilities. In order to help fund the Master Plan project, grant money was awarded to Council by the Office of Recreation and Sport through their Community Recreation and Sport Facilities Program.

The development of a Master Plan for the Modbury Sporting Complex primarily focused on well linked activities, shared use spaces and spaces of both structured and unstructured nature. Through a suite of Community Engagement activities, the following outcomes for the precinct would be achieved:

- Mixed use throughout the site, with each area classified based on the type of activity undertaken there (ie

sporting area or passive recreation area)

- Alignment of facility needs with broader community and sporting plans and strategies
- A well-defined pedestrian network across the site, providing accessible routes to all areas of the site, which considers and addresses broader community access
- Identify any gaps to inform the development of the Master Plan
- Identification of potential major infrastructure developments (including the halfpipe skate ramp that was flagged for removal due to public safety concerns)

In order to achieve the desired outcomes, in November and December 2012 (stage 1), community engagement was undertaken to confirm and validate known issues relating to the infrastructure on the site, identify any other stakeholder issues and needs and to test high level design concepts in terms of proposed linkages (footpaths), car parking and location of key infrastructure.

Following feedback received in stage 1, concept plans and options for the complex were developed and in April/May 2013, stage 2 engagement around the Master Plan was conducted and was designed to obtain further community/stakeholder feedback to validate proposed activities and plans using the draft design concept and accompanying information and to understand community priorities in terms of activities proposed.

Most recently, and still related to the Master Plan, community engagement will be undertaken in May 2014, to help guide decisions regarding the design of a new Skate Plaza, to respond to community feedback that the previous half pipe skate ramp was used and valued by the City's youth.

Entrant: *Elton Consulting & Riverview Project ACT*

Project: *Planning together for West Belconnen*



Elton Consulting and Riverview Projects ACT have undertaken a comprehensive and widespread engagement program for the West Belconnen project, which aims to create an inspiring, diverse and sustainable community on the border of the ACT and NSW.

The development of up to 11,500 new homes over the next 30 years will mean significant change for the existing surrounding communities. Elton Consulting and Riverview Projects ACT tackled the challenges of building community awareness and support head on.

How has this been achieved?

By designing a comprehensive engagement program that provides opportunities for a very wide range of stakeholders to have their say at the earliest stages of planning for West Belconnen - we have captured feedback on a myriad of issues, including conservation, community services, recreation, transport, renewable energy and housing affordability at a point where it is possible for this input to have an impact on decisions.

By employing a wide range of engagement techniques, we covered all bases allowing for both breadth and depth of input. The engagement program included a Community Vision and Values Workshop, a Planning and Design Forum, social media, a People and Places Working Group, community liaison and shop front, community newsletters, community information and feedback sessions, meetings and presentations and a project website. This wide range of techniques helped establish a shared understanding of the range of views and issues.

By having a genuine participatory design process at the heart of the initial community engagement - we brought together the community's local knowledge and values and the expertise of design, environmental, social planning and sustainability professionals at a four day Planning and Design Forum. This provided effective two-way learning, immediate testing of ideas and building of relationships between community and the project team. While representatives of community groups participated throughout the forum, the

broader community participated in a visioning and pin up session, enabling them to provide further input to the draft Master Plan for West Belconnen.

By going over and above standard practice and ensuring it was easy for people to become involved in ways that were convenient, easy and readily suited them - we supplemented traditional engagement techniques with ongoing techniques such as the community shop front and social media. By expanding the opportunities for engagement, community members could chat online 24/7 with other users, participate in short surveys, form their own online communities or post comments or questions. Online interactions helped drive awareness of the project and also promoted consultation events, with Facebook users rallying each other to participate in the face to face engagement opportunities. The community shop front provided a more tangible avenue for people to get involved. The 3D model of the development helped community members visualise the concepts and translate the vision of a 21st Century garden suburb of international significance.

By embracing leading practice and supporting innovative frameworks - the West Belconnen project also aims to be recognised under the Green Star – Communities PILOT rating tool by creating a world class sustainable community. The Green Star rating tool also requires a commitment to community and stakeholder engagement, which is guided by the IAP2 engagement spectrum.

Using the relevant elements of the IAP2 Spectrum, engagement tools and techniques have provided clear, timely information about complex planning concepts and an opportunity for the community to provide feedback. We have provided clear evidence of how feedback has been incorporated into the decision making process. This has occurred through regular community updates demonstrating how feedback has informed successive iterations of the draft Master Plan. To date, this has resulted in an evolving draft Master Plan that is based on community input and encapsulates sustainable community living, design excellence and innovation.



Planning

Entrant: *Logan City Council*

Project: *Logan: City of Choice*



The fifth largest local government area in Australia, Logan City is home to over 300 000 people from more than 215 different nationalities and ethnic groups. We're located in the heart of South East Queensland, between Brisbane and the Gold Coast.

In early 2013, a dispute in our community quickly escalated and we found ourselves in the spotlight, with intense media and political scrutiny. Headlines included: "Gangs Wage Suburban War", "Vigilante Response Prompts Caution" and "Feud Explodes into Race Clash".

All towns and cities have their challenges and opportunities; this was the time to address ours as a whole community.

On Monday the 21 January 2013, Logan Mayor, Councillor Pam Parker, and the Queensland Premier, Campbell Newman MP, jointly announced a partnership approach to the delivery of the Logan: City of Choice Summit - to commence on Friday, 15 February 2013.

This was our opportunity to initiate positive change by bringing together community, key partners, government decision makers, community organisations and business representatives to identify priorities and new opportunities relating to five key themes (safety, housing, education, employment and social infrastructure) and develop a new plan of action for our City.

The project team needed to gather a representation of community, stakeholders and decision makers from all levels of government to come to the table with only three weeks' notice. The proposed engagement to be undertaken was much more than just hosting one event. It included a significant pre-summit engagement process that was supported by a communication campaign ensuring as many people as possible were aware of the Summit and had the opportunity to contribute in some way. We wanted as many people as possible being invested in the outcomes of the summit and supportive of any actions arising from it.

Focus groups, surveys, postcards, social media and community meetings were just some of the preamble in the three weeks prior to the summit itself. The summit attracted around 850 participants and was run as five simultaneous world cafes (one for each theme).

The summit process was named "Logan: City of Choice", stating our aspirations for future residents, visitors and investors but also honestly speaking up for what Logan is to so many of our residents and businesses already. The summit was a three-day event that resulted in the development of an action plan for the city.

The collaboration by all stakeholders at the summit resulted in a formal action plan with ideas on how the actions should be delivered, objectives, timeframes and suggested resources. Commitment was given through the process by Local and State Government to delivering on actions planned by the community.

Community sentiment clearly expressed that the actions should be delivered through a community governance model. This was acted on by Council in the establishment of a new community based "Leadership Team" whose members were selected by an independent panel. The Logan: City of Choice Leadership Team is now working at the empower level of the IAP2 Spectrum to lead delivery of the Logan: City of Choice Two-Year Action Plan.



Planning

Entrant: *NSW Dpt Finance & Services*

Project: *Lower Hunter Water Plan*



LOWER HUNTER *water* PLAN

The Metropolitan Water Directorate has embedded the IAP2 core values in its approach to leading urban water planning for metropolitan NSW. The process to develop the Lower Hunter Water Plan, which successfully integrated comprehensive community engagement with complex technical investigations and modelling, illustrates this commitment.

When the plan was released in April 2014, the response from community members was overwhelmingly positive, providing a resounding endorsement of the public participation process.

The Lower Hunter Water Plan was developed to ensure the region has a robust and adaptable plan to provide a secure water supply for growth and future droughts.

The public participation process for developing the plan was designed to integrate with the overall planning framework, working directly with the community, stakeholders and government agencies to ensure concerns from all these groups were well understood and their issues addressed.

The key project challenges included overcoming a significant level of distrust from some participants, and dealing with the technical complexity of the project

These challenges were addressed through an open and transparent process, sharing meaningful information in an objective way, and designing workshop activities that facilitated genuine participation.

Four sets of community and stakeholder workshops held over a period of 10 months provided a shared learning experience. Participants were provided with balanced and objective information, while the project team gained valuable insights into what is important to the community and why.

Participants were invited to identify their values about water, provide input on how these values aligned with various water supply and demand options, and discuss trade-offs among potential portfolios (or combinations of options) as part of the evaluation process to develop the plan. At each step, participants were informed of how their feedback was

being used in decision-making.

The decision-making process successfully integrated public participation through an innovative application of multi-criteria decision analysis. This ensured that social aspects were considered equally with economic, environmental and risk factors.

Community preferences expressed through public participation were directly input to the decision-making process, achieving a sustainable decision and facilitating community understanding and support of the final plan.

The engagement process was very successful in achieving a strong level of community involvement that exceeded initial expectations. This was a key factor in achieving an overwhelmingly positive response to the plan's release in April 2014.

The Lower Hunter Water Plan is a commendably smart approach to assuring the future water supply for our region. "Fair, transparent, defensible and robust" – that is what the plan sought to be. It is all of those. - Letter to the Newcastle Herald from a community member, April 2014



Entrant: *Penrith City Council*

Project: *Neighbourhood Action Plans*

PENRITH CITY COUNCIL

The Penrith Neighbourhood Renewal Program is tasked with addressing localised socio-economic disadvantage in collaboration with residents across twelve established neighbourhoods in Penrith City. Mapping strengths and challenging dominant narratives; the program seeks to address resident requests for action through creative and practical means.

This grass roots program of Penrith City Council is focussed on creative community engagement to support resident led change in priority neighbourhoods. Neighbourhood Renewal is a dynamic interdisciplinary team, fusing community engagement, asset based community development and community cultural development.

Taking innovation to another level the team have incorporated complex community cultural development processes into the tool kit for public participation. Wearing the Crown was a recent exciting project, which used various creative pathways to seek input from more than one hundred children and young people informing the Werrington and North St Marys Neighbourhood Action Plans.

This rich process creates a relationship between residents and Council; it builds trust. The residents' stories, their memories and aspirations, are translated through the Neighbourhood Action Plans into practical change. Our neighbourhoods are diverse and each emerges with a unique statement of neighbourhood strengths and a unique set of priorities for inclusion in the Neighbourhood Action Plan.

Penrith City Councils Neighbourhood Renewal Program has developed a unique and creative approach to planning for local neighbourhoods. The program is based on the premise that people affected by decisions have a right to be part of making those decisions and the process of collaborating with residents to develop Neighbourhood Action Plans does exactly that.



Entrant: *The Comms Team*

Project: *Rous Water Future Water Strategy*



In 2009, Rous Water, the water authority for the New South Wales (NSW) Northern Rivers region, commissioned the preparation of the Future Water Strategy, a 50-year strategic plan to ensure secure and sustainable regional water supplies.

The purpose of the strategy was to select ways to increase water supply security through more efficient use of existing water supplies and identification of new water sources.

In 2008, a meeting was held with Dunoon residents, who asked for a strategic review of all water options, and requested that Council reconsider whether the Dunoon Dam was the best solution. Rous Water made this commitment to the community and commenced development of the Future Water Strategy.

Rous Water engaged The Comms Team, a Brisbane-based consultation and communication consultancy, to work with it to develop and implement a model public participation process to ensure the selection of new water supply options which best reflected community preferences.

A 25-member Project Reference Group (PRG) was established to determine a direction of the Future Water Strategy, which was later accepted by the Council.

For Rous Water Council, close stakeholder participation was central to the development of the strategy. This was not just a promise to the community; it was a critical outcome. A key point of difference in this project was the genuine openness of the invitation for the PRG to participate.

The establishment of an open, independently facilitated PRG, allowed participants to fully understand and appreciate complex matters. This meant that the advice from the PRG was very considered and the Council developed confidence in the advice they received. As a result, the PRG became absolutely central to ensuring Council had the confidence to endorse the proposed strategy.

The PRG was given vital responsibilities. Through a robust participatory decision-making process, the options most favoured by the PRG were directly incorporated into the draft Future Water Strategy, which was approved by the Council for release for broad community consultation in early 2014.

The PRG were given a high degree of self-determination, with the technical support they needed to contribute effectively. This process stands apart due to the true capacity-building of the PRG to assess and identify water security outcomes using a multi-criteria analysis process.

The stakeholders nominated water options to be investigated, determined the criteria to compare and select these, weighted the criteria, then short-listed and selected the strategies to improve regional water security, through this process.

The outcome of this four-year process has been the development of a well-considered strategy, which was well received by the Rous Water Council, each of the four local councils and the broader community. The strategy will ultimately provide confidence for water planning for the region for several decades.

Entrant: *The Comms Team*

Project: *Stockland Caloundra Sth Community Engagment Program*



Stockland, Australia's largest diversified property company is progressing the Caloundra South

project, a proposed mixed-use development on a 2,300ha former forestry site at the southern edge of the Sunshine Coast

The site and project is of such a vast scale that Caloundra South will eventually become a new city, accommodating 50,000 people, over the next 20-30 years. Stockland is seeking to commence the project later in 2014.

The Caloundra South project has been subject to extensive planning and public participation processes, taking around a decade to complete. Because of the scale of the project and its proximity to sensitive coastal ecosystems, including Ramsar-listed wetlands, extensive state and federal government approvals have been required. Significant public participation has been necessary to gain community confidence and acceptance of the project

Stockland understood from years of progressing development projects on the Sunshine Coast that the community valued their lifestyle and environment and were cautious about broad scale development proposals and there had historically been strong opposition to the Caloundra South proposal.

Stockland was realistic about the challenges associated with engaging a hostile community and gaining a social licence to operate. However, it set an ambitious objective to achieve a planning outcome reflecting the priorities of the Sunshine Coast community. It also set itself an additional objective to set new community engagement standards for the development industry.

As it was proposing a fully integrated city-building project, Stockland needed to develop deep and sustained relationships with stakeholders. Therefore, public participation process went well beyond what is normally required to meet statutory communication and engagement standards. Stockland implemented a comprehensive and multi-dimensional educational and engagement program.

Through its commitment to exemplary public participation, Stockland:

- Built substantial community confidence to engage with the project team following initial hostility to the project.
- Sustained a high level of regional community engagement, involvement and positive contribution across multiple statutory consultation processes in response to state and federal Government requirements.
- Built community capacity to allow stakeholders to comprehend the technicalities and complexities of this vast project, thereby facilitating high quality stakeholder input.
- Jointly partnered with peak community and environmental groups to agree solutions to protect fragile local ecosystems, including Ramsar-listed wetlands.
- Delivered tangible benefits by extending areas of the site for rehabilitation and protection, along with a far higher standard of environmental monitoring and reporting, directly as a result of negotiations with our stakeholders.



Entrant: *Wyong Shire Council*

Project: *Service Standards Review - Phase 1 & 2*



Overall Strategy

Council had been operating deficit for a number of years and in November 2011, Council was presented with a quarterly report advising that its financial position continued to be 'challenged.' Council's efforts to reduce its operating deficit were acknowledged as having a positive impact on the bottom line, but the means

by which Council would fund existing services and manage growing infrastructure costs required serious consideration. At this meeting Council resolved to investigate asking the Independent Pricing Regulatory Authority for a Special Rate Variation (SRV) – an increase in rates – and to ask the community which services the community valued the most and their willingness to pay more rates.

This launched the communication strategy Your Place, Your Say, Your Future with the aim to inform residents and ratepayers of Council's financial position and ability to continue to provide the level and type of services the community expect. An essential part of this strategy was a clear articulation of the choice between level and type of service delivery, and amount of rates.

The challenge was to ensure that the views of Wyong Shire's diverse population with various interests were represented - from its commuter population (those who travel out of the Central Coast to work) retirees, families and residents from a diverse socio-economic background.

Communication of Message

The Your Place, Your Say, Your Future logo was used in all messaging and advertising in this campaign for consistency and recognition. The use of the Your was to emphasise that everyone could have a say about the future of their Shire.

Evaluation

The results of the second stage of consultation suggested that when residents have the opportunity for direct engagement with Council and to gain a better understanding of the options, they were more likely to choose an option that included an increase in their rates

Results

Council effectively used the first two phases of this project to talk with the community, understand their 'wants' and compared 'wants' with 'what is' and 'needs'. Council built on previous community input about services and began developing strategies to balance the need between meeting the aspirations of the community, providing appropriate assets and assessing the community's capacity and readiness to pay.

This in depth community consultation completed the first two phases of this project and paved the way for the more in depth and stringent engagement processes that was required for phase 3 to begin.

Infrastructure

Winner: *Brisbane City Council Transcity Joint Venture*

Project: *Legacy Way*

Designed and constructed by



An initiative of



Brisbane is no stranger to large-scale infrastructure projects with the city at the centre of South East Queensland, one of the fastest growing regions in Australia. As a result of this growth, all levels of government are seeking to combat congestion and cater for population growth through smart traffic connections and innovative road network schemes.

The latest star of the Brisbane infrastructure stage is Legacy Way, Brisbane City Council's flagship project, which has been designed and constructed by Transcity Joint Venture (Transcity); made up of Spanish infrastructure giant Acciona, Italian tunnelling expert Ghella and Brisbane based civil engineering company BMD Constructions.

The fourth piece of Brisbane City Council's (Council) TransApex plan, designed to reduce congestion on Brisbane's road network, Legacy Way is a 4.6km underground tunnel connecting the Western Freeway at Toowong (Brisbane's west) with the Inner City Bypass at Kelvin Grove (Brisbane's inner north). The delivery phase of the project has been underway since early 2011 and is due for completion in mid-2015.

This project has been delivered with a strong focus on collaboration between Transcity and Council, designed to achieve outcomes that provide optimum benefits with minimal impacts. The \$1.5b project consists of two portals, including cut and cover tunnels, two mainline tunnels constructed by twin double shield tunnel boring machines, six substations and 37 cross passages, and impacts some of Brisbane's most established inner-city communities.

In total, this infrastructure project has interacted with 454 volumetrically resumed landowners, 7,400 residents impacted by the portal construction and within the tunnel zone of influence, six elected representatives and has inducted more than 6,000 employees.

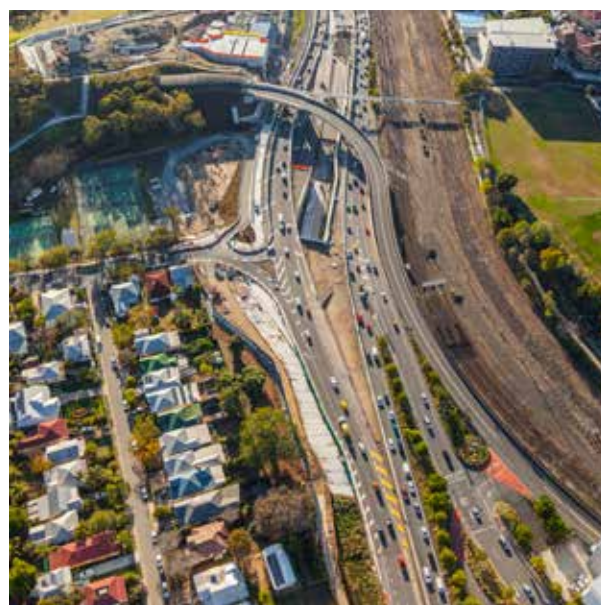
Transcity's community and stakeholder relations team has conducted more than 14,000 proactive events since 2011, with only six per cent of total interactions being complaint driven. Having operated as a 24-hour construction site since

2012, the impact of the infrastructure project has been significant when considering the individual interactions with stakeholders and urban setting of the construction sites.

From the outset, the communities were aware of the big ticket items such as two mainline tunnels excavation, locations of portals and, to an extent, some necessary tree clearing. However the project also encompasses multiple auxiliary and preparation work packages, often not as obviously impactful as the larger-scaled packages. Power connections, construction methodologies, trenching and mitigation installation are packages that are often unexpected by the community, therefore are susceptible to less tolerance and potential outrage. Transcity and Council, have however seen these work packages as successful opportunities to implement the values of public participation.

Since construction started in early 2011, the project team has consistently demonstrated the public participation values over multiple packages of work. These values have driven the team to implement key construction changes, which have reduced the impacts to residents based on their requirements and requests.

As a result, the team has been successful in implementing key public participation values across multiple work activities, which have culminated in strong, solid and successful relationships for the project as a whole.



Infrastructure

Highly Commended: *Wellington City Council*

Project: *City Housing Upgrade Programme*

Absolutely Positively Wellington City Council

Me Heke Ki Pōneke

City Housing is undertaking the largest social housing regeneration project in New Zealand, one that presents a number of technical and social challenges that are significant and complex.

We recognise that our key stakeholders - our 4000 tenants - need to be kept central to the regeneration process and have we embarked on an extensive and participatory engagement that is far reaching and innovative.

We use a wide range of formal and informal processes to reach those who have traditionally been excluded from participation including vulnerable and culturally diverse communities. We set out with the aim of building trust and confidence to make the engagement experience genuine. We wanted to ensure tenants had input into the engagement process itself and to show how their input influenced the decisions through design and implementation. We integrated a community development programme into the upgrade programme to ensure tenants could articulate their aspirations and participate at a level and time they felt comfortable.

The engagement techniques we use ranged from surveys, focus groups, art workshops, field trips, tenant community meetings, design workshops, BBQs, lunches, open days, post upgrade celebrations and playground design and implementation (the full range of activities, touched on in this document, has gone on to include tenant art exhibitions, dances, music workshops and cultural celebrations and more). Tenants are given numerous opportunities to participate and have their voices heard. We involve tenants in developing processes that achieve maximum participation. We have sought to build public participation into our everyday by developing and implementing the City Housing Engagement Framework.

Tenant groups have won awards for tenant-led initiatives supported by City Housing and we have seen significant development in sustainability and capability of our tenant

communities. Tenants have opportunities to extend their capacities in various fields and some have gained paid employment in recognition of the significant roles they play in their community.

We have upgraded five large housing complexes and relocated over 1000 tenants successfully throughout this process to date.

The process of involving the public in our decision making has become an everyday occurrence in City Housing. We now routinely plan and implement engagement processes that encourage tenant participation ranging from the closure of a lift, the digital switchover, repainting and insulation of units, opening hours of community rooms, emergency preparedness as well as the larger upgrade projects. We consistently evaluate our engagement processes and track satisfaction levels. We change course when needed and look for new and innovative ways to involve tenants as much as possible.

Our commitment to public participation has changed the way we do business.



Entrant: *ACTEW Water*

Project: *Enlarged Cotter Dam Project*



ACTEW Water, as a part of the Bulk Water Alliance (BWA) with GHD, Abigroup and John Holland, undertook the enormous project of increasing the Cotter Dam on the outskirts of Canberra from four gigalitres (GL) to 78 GL, nearly 20 times its capacity.

This has increased the ACT's water storage by 35% and ensured water security for the nation's capital and surrounding areas.

In doing so, many members of the public were significantly inconvenienced for over four years.

Many public access areas and several private residences were made inaccessible; increased construction traffic impacted cyclists, horse riders, motorists and pedestrians; tourists and locals alike were unable to access a much-loved recreational area.

However, the Enlarged Cotter Dam (ECD) project demonstrated genuine engagement with the community and stakeholders and was able to maintain positive public sentiment.

It linked the environmental, engineering, heritage, Indigenous, artistic, sustainability and water supply values of an area to a major infrastructure project and create a cultural legacy for the community.

The project had four main facets:

1. Community engagement – this was based on the IAP2 Public Participation Spectrum and was broad-reaching, reflecting the fact that every resident, business and visitor to the capital region is a water user.
2. Stakeholder management – a targeted participation process of affected groups that included government, special interest groups, residents and businesses close to the construction site and other interested parties.

3. Education – a process of engaging in community education about water use and dam construction, including an Education Kit used by more than 50 schools and aligned to national curriculum and the construction of an interpretive trail and viewing platform.

4. Legacy – an extensive heritage-capturing program giving future generation's access to a wealth of materials documenting the enlargement of the Cotter Dam.

ACTEW received a great public participation response, with the following involvement from the community:

- 233,528 people walked the Cotter Dam Discovery Trail.
- 5,022 received guided tours
- 100,000+ viewed dam cam
- 111 schools received education kit
- 22,776 participated in open days and launch event
- 1,807 received presentations from staff
- 2,000 given tour of construction site
- 400 active members of Friends of Cotter.

ACTEW were able to build the Cotter Dam due to early efforts to build community knowledge on ACT's future water supply options, and meaningful community engagement enabling community understanding and support.



Entrant: *Adelaide City Council*

Project: *Frome Street Bikeway Consultation Process*



Outcome 2 (Safe Cycling) of Adelaide City Council's Smart Move: The City of Adelaide's Transport and Movement Strategy 2012-22 (Smart Move Strategy) aims to develop a city where people of all levels of cycling ability feel they can cycle safely; and to make cycling the most convenient form of transport for local trips.

In the Strategy, the Frome Street corridor is identified as a strategic north-south Bikeway route through the City (See Smart Move Strategy, Map 13). The Bikeway will connect some of the city's key destinations, as well as the Rugby Street and Porter Street Bicycle Route to the City of Unley, with its future connections to Mitcham Shopping Centre.

By developing an integrated and coordinated approach to the Frome Street Bikeway consultation process, Council expected to foster a positive attitude towards the project as well as provide opportunity for their input.

Council considered the Frome Street Bikeway in three sections due to the complexity of the works. This application will discuss the community engagement associated with the section B - Frome Street Bikeway between Carrington Street and Pirie Street.

In April 2012, we sought feedback from the community on potential issues that needed to be considered when designing the whole of the Frome Street Bikeway. The responses offered varying views of the proposed cycling facility, highlighting local traffic and parking as the main issues and perceiving cycling facilities as a secondary issue.

For the Frome Street bikeway, all property owners and occupiers within 50 metres of the Bikeway were sent a letter and information on the project and invited to comment. The

recipients were identified by Council's rates database. They were also offered face-to-face meetings with Council staff if they preferred or had particular issues. In addition, there was a number of public information sessions held for those interested in the project.

Council has its own consultation website (Your Say Adelaide) and the Frome Street Bikeway consultation was on the site. The website is available to everybody to comment, whether they are residents or businesses in the vicinity, users of the street, cyclists etc, where ever they lived or worked. Occasionally we have received comments from interstate and abroad.

Council also contacted a number of interest groups for their input on the Bikeway project, including the RAA, disability groups, cycle groups and the Department of Planning, Transport and Infrastructure.

People felt they were being listened to at all stages of the design, especially when changes were made to the design as a result of feedback. It was also important that they could speak directly with Council staff.

We found that social media made a great contribution to the discussion on the pros and cons and designs for the Frome Street Bikeway. Keeping things simple has helped with Council dividing into sections and three for each section



Entrant: *Boulderstone Leighton Joint Venture*

Project: *Regional Rail Link: Deer Park-West Weribee Junction*



Regional Rail Link is a landmark infrastructure project designed to remove major bottlenecks in Victoria's rail network by untangling metropolitan and regional tracks as they travel through Melbourne's west into the heart of the city.

Dedicated regional tracks are being built from West Werribee Junction to Deer Park, then along the existing rail corridor from Sunshine to Southern Cross Station.

Boulderstone Leighton Joint Venture (BLJV) was awarded the Design and Construct contract (Deer Park to West Werribee Junction) in November 2011 with a total package value of \$525m.

The client is Regional Rail Link Authority.

Boulderstone Leighton Joint Venture (BLJV) Scope of works:

- New track over 26 kilometres from Deer Park to West Werribee Junction.
- No new level crossings with 12 road over rail bridges.
- Four major structures at Werribee River, Lollipop Creek, Skeleton Creek and Davis Creek.
- Two new stations at Wyndham Vale and Tarneit with lifts, ramps and stairs.
- A full depth cutting over 2 kilometres through Wyndham Vale.
- 34 new waterway crossings / drainage structures.
- Extension of Christies Road, and construction of Armstrong Road
- Civil works for signaling.

At the outset of the job, we knew we had a significant challenge in excavating the Wyndham Vale railway cutting. With a length of 2.1 km, a depth of up to 9 metres and a width of 35 metres, more than 450,000m³ of rock, soil and clay needed to be removed. A further challenge was that most of the cutting was located within 50m of residential property, schools and businesses in the rapidly growing estate of Manor Lakes within the key growth area of Wyndham Vale.

Our main objective was to maximise the community's satisfaction in the delivery of a project by providing viable construction methodology options and giving the residents, local businesses and schools directly affected by it real opportunities to be involved in the decision-making process.

By collaborating with the community in the decision-making from the outset, BLJV advanced the IAP2 process by redefining Risk, and what it meant to the people impacted by a decision that needed to be made. Handing a level of responsibility to the community truly gave them the ability to respond.

The results from the independently conducted Community Satisfaction Survey verify that we not only achieved our objectives, but exceeded all expectation both internally and externally.



Entrant: *Brisbane City Ccl & the Geebung Overpass Alliance*

Project: *Robinson Road Open Level Crossing Replacement Project*



An existing open level rail crossing in Geebung, Queensland has contributed to three tragic fatalities since 1992. Alternative crossings had been discussed within the community and politically for more than 30 years.

The Robinson Road Open Level Crossing Replacement Project was conceived to eliminate the level crossing, replacing it with road and pedestrian overpass bridges.

Council conducted community consultation in 2007 and 2008, providing a variety of design options for consideration. There was strong community support for the project and 68% preference for one of the designs, which was also superior in terms of traffic efficiency and had the lowest total land impact. This design became a Council-approved scheme in 2008.

In mid-2012, Brisbane City Council and the Queensland Government agreed to jointly fund the project with Council as the delivery agent.

Understanding the need to expedite the project's delivery, four months after the funding agreement was made, the Geebung Overpass (GO) Alliance was formed to design and construct the project by late 2014. The GO Alliance consisted of Council, BMD Constructions and SMEC Australia.

The project site in Brisbane's northern suburbs featured residential and industrial areas, clearly delineated by Queensland Rail's north coast rail line. The project area included three Council wards and one state government electorate. Queensland Rail was a major stakeholder, given the proximity of the project to the Geebung Rail Station and the fact that new bridges would be built over the rail line. The project would need to be delivered without impacting rail commuters or services.

The alliance established the project's objectives and public participation process based on the inform and consult levels of the IAP2 public participation spectrum. Having already consulted the community on the reference design, public participation moving forward would focus on mitigating construction impacts.

The alliance overcame a variety of challenges including limited community desire to be engaged, a sense of disbelief about the project progressing, confusion about why updates to the reference design were required and a fast-tracked program that saw early works such as building removals starting before the updated design was released.

Equitable solutions to construction impacts during the delivery phase needed to be found for a geographically fractured community that was polarised by their preferences for construction works including work hours and access points. Ultimately, the Geebung Overpass Alliance enabled participation in the delivery phase of the project, converting strong community support for the project into high levels of satisfaction with the process.



Entrant: *City of Fremantle*

Project: *Esplanade Youth Plaza*



The Esplanade Youth Plaza is a space for young people to meet, socialise and hang out that includes a world class skate park and Western Australia's first parkour space. It is located on the Esplanade, a large reserve in Fremantle's city centre.

The community engagement process was undertaken to inform the design planning for the development of new youth space in central Fremantle.

The project is an action in the City's youth plan, which identified that young people wanted a youth friendly space that was part of the community, not marginalised on the edges of town

In November 2012, the City of Fremantle engaged Convic to design and build the youth plaza. The City of Fremantle led the community engagement process, which was developed in partnership with Convic to facilitate community participation in the development of the design of the youth plaza.

A comprehensive engagement process was developed to ensure that the design met the needs and aspirations of the community.

The engagement process included workshops, surveys, social media and public meetings that generated a great deal of community interest. It was a politically contentious project with a group of inner city residents opposed to the location of the plaza. Those who supported the project became highly engaged in the decision-making process

and many young people took responsibility for ensuring their views were heard in the local media, on social media sites, in public forums and council chambers.

The objective of the Esplanade Youth Plaza was to:

- Create an inviting, flexible, youth-focused play space in central Fremantle.
- Increase opportunities for physical activity and recreation for young people.
- Increase the number and variety of user groups visiting the Esplanade Park.
- Build upon Fremantle's strong skating culture.
- Be the first youth facility in Western Australia which has a purpose built parkour space.



Entrant: *GHD & Bundaberg Regional Council*

Project: *Burnett River Floodplain Action Plan*



On Australia Day 2013, the town of Bundaberg, Queensland, experienced severe weather leading to a devastating and unprecedented flood event which lasted a number of weeks, damaging properties, businesses and livelihoods.

GHD had already been working with Bundaberg Regional Council (BRC) on a two-year flood modelling and mapping study of the Burnett River floodplain. Soon after the 2013 flood event and the completion of the flood study, BRC commissioned GHD to build on the earlier work and develop a holistic and best practice Floodplain Risk Management Plan (known as the Floodplain Action Plan) for the Burnett River. The goal was to identify and assess a set of preferred floodplain risk management options that builds flood resilience, fosters community preparedness, and ultimately saves lives.

Placing public participation firmly at the centre of the Floodplain Action Plan, GHD's Stakeholder Engagement team worked with Council and GHD's hydraulic engineers to develop and implement a public participation strategy that ensures a meaningful and sensitive way to engage with directly impacted and traumatised communities.

An overarching goal and measureable objectives were developed in close consideration to the IAP2's public participation spectrum framework, coupled with International best-practice guidelines in floodplain management. Council and GHD then launched an ideas collection phase over a three-month period to collect as much feedback as possible to decide the suite of measures, initiatives, and infrastructure projects to improve floodplain resilience across the Burnett River catchment.

In summary, the Floodplain Action Plan measures were directly informed by:

- Two years' of scientific data from the Flood Study Report
- A major public ideas collection program – email submissions, community survey, info sessions
- An independently-facilitated Community Reference Group (CRG) – to collect and report on public ideas
- Technical Working Group meetings
- Discussions with industry and business stakeholders.

To reach diverse populations and to cater for different information and engagement preferences, there were four different ways people could get involved:

1. Email / phone in your ideas
2. Come along to an Info Session

3. Talk to a CRG member
4. Complete a Community Questionnaire.

To maximise public participation, the engagement activities were supported by a thorough awareness raising campaign, including traditional media, social media, briefings and presentations, factsheets, advertisements and emails.

The team took the 320+ formal responses, ideas and feedback received during public ideas collection in September 2013, and worked with the projects' dedicated CRG and the Technical Working Group, to refine this list down to 40 different projects and initiatives. Following an initial engineering assessment, these 40 projects were narrowed down to 20 large-scale flood mitigation projects that were fed into a Multi-Criteria Assessment (MCA).

Importantly, CRG consensus was required to decide the criteria and weightings used to evaluate and refine the vast range of ideas in a Multi-Criteria Assessment process. The Multi-Criteria Assessment considered each in terms of feasibility, effectiveness, social, environmental and economic advantages and disadvantages.

Through this process, a report recommending a list of prioritised initiatives and projects was provided to Council. Councillors voted on the CRG Final Report and GHD's Options Assessment Report prior to the recommendations being forwarded to the Minister for Local Government, Community Recovery and Resilience for funding.

Key to the success of this public participation project is that all elements of the project were accessible and transparent. Crucially, we reported back regularly, including holding a final complete round of very popular Community Information Sessions to report back and communicate on how the communities' ideas had been incorporated, giving the public confidence that their collective thoughts were being actioned.

Innovations included striking the right balance between community-wide scale and key stakeholder deliberations, involving the right passionate leaders, and incorporating lifeline counsellors to work with a traumatised community throughout the program.



Infrastructure

Entrant: *NZ Transport Agency*

Project: *New Old Mangere Bridge*



The Old Mangere Bridge, constructed in 1914, is a well-loved community facility linking the communities of Onehunga and Mangere in Auckland, New Zealand. The 260m length pedestrian bridge provides the most direct route between the historic Onehunga and Mangere Bridge townships for pedestrians and cyclists, and forms part of the Auckland Regional Walking and Cycling network. It is well-used by pedestrians and cyclists and for fishing. It is also deteriorating rapidly and will be demolished and replaced with a new bridge within the next five years to ensure continued safe access for the community.

The Manukau Harbour has been settled since ancient times, and the surrounding areas have a rich history of Maori settlement. Traditionally the harbour acted as a pathway for people crossing the Auckland Isthmus or travelling via portages from the Waikato. Today surrounding communities of Onehunga and Mangere are ethnically and economically diverse, and there are many inter-generational families in the area, along with new migrants.

In early 2012 the Investigation phase of the 'new' Old Mangere Bridge project began. The focus on early and meaningful public participation drove the Investigation phase, and directly influenced the Design phase, which began in October 2013. Key elements of public participation, including the Project Reference Group and community and Iwi engagement continue to influence the detailed design currently underway and due to be completed late 2014.

From the start, it was clear that public engagement for the project would be the key to its success through the well-planned, meaningful and innovative engagement process (founded on the IAP2 core values). To the community the project was much more than simply a replacement bridge, rather it was about linking communities and reflecting their values and history through its design. The outcomes of the engagement process formed the basis for the scope of the Design phase of works currently underway. This is a leap forward for transport infrastructure projects and many of the engagement techniques operated at the Involve and Collaborate levels on the IAP2 spectrum. The establishment of the Project Reference Group and Iwi Forum are now

being used as Best Practice examples across the Transport Agency.

Another key aspect of the public participation was the level of ownership the public took of the project – as an example key stakeholders volunteered to attend the weekend Open Days as project “staff” (unpaid, in their own time) – standing alongside the Transport Agency as the face of the project, talking to the community about the project and engagement process.

The public consultation and engagement process for the 'new' Old Mangere Bridge represents best practice not only for a Crown Agency infrastructure project, but for any decision making process that impacts large, diverse communities. The public continue to influence the project, and the relationships and trust built during the Investigation phase has ensured the Design and Construction phases will be well received by the community and ultimately the finished project a welcomed part of the community for at least the next 100 years.



Infrastructure

Entrant: *Renewal SA / URPS*

Project: *Playford Alive Town Park*



Led by Renewal SA, the Playford Alive urban renewal project in northern Adelaide involves the regeneration of public housing in the suburbs of Smithfield Plains and Davoren Park, as well as the development of 314 hectares of adjacent government owned greenfields land in Munno Para and Andrews Farm. More than 4,000 new homes and a population increase from 13,000 to 40,000 over a 10-15 year period are planned.

To assist in the achievement of Playford Alive's vision to be a "diverse, integrated and sustainable community", a town centre will be established in the greenfields. This local hub will serve the shopping, community and recreational needs of residents from across the project area, and will include a 1.3 hectare Town Park, the 'jewel in the crown' of the development.

The vision for the Town Park is that it will be an innovatively designed, flexible and multi-purpose space that contributes to the objectives of Playford Alive and meets the needs of the community in the areas of accessibility, inclusiveness, opportunity, safety, creativity, and recreation and leisure. Social integration across Playford Alive is a key objective of the development and the Town Park will provide an opportunity for all residents, regardless of income, ability or age, to meet and interact.

Renewal SA was keen to reconnect with the community since its last major engagement project in Playford Alive was for its masterplan in 2007. In accordance with Renewal SA's guiding principle to meaningfully engage with communities, the decision was made to engage with the community prior to the preparation of any concepts as well as throughout the design process. Whilst the site itself has few physical constraints and Renewal SA confirmed a generous budget at the outset, this was in some respects a high risk strategy; what if we couldn't deliver what the community wanted? This was complicated by a number of pre-existing as well as new challenges that needed to be considered by Renewal SA and URPS in developing and delivering the engagement strategy, including:

- initiating a dialogue without a draft concept plan

upon which to comment;

- assisting the community in lifting its aspirations for what was possible in their park;
- encouraging and assisting a highly disadvantaged community to meaningfully participate;
- involving new residents who had recently moved into the greenfields development;
- convincing the community that the park would be constructed and that their ideas would be put into effect;
- seeking feedback from new immigrant groups, including Afghani, Sudanese and Congolese;
- understanding culturally specific gender needs such as the provision of spaces for Muslim women; and
- connecting with local youth who had to date demonstrated minimal interest in being involved with the Playford Alive project.

The engagement process was in three stages, each with a different objective and drawing on a different area of the IAP2 spectrum: Stage 1 sought to 'Collaborate', Stage 2 to 'Involve' and Stage 3 to 'Inform'. Activities included community events featuring hands-on and creative feedback collection methods, face-to-face meetings and design workshops with targeted groups, online surveys, display and website information, and feedback collection via Facebook. The engagement was supported by a communications program to generate awareness and enthusiasm for the process using local signage, media, Facebook, and website information.

The end result was a concept plan that was truly based on the community's own design brief. As one resident said, "It's just what we need, giving input rather than just slapping something up and saying 'here you go'". "It's great to know that our ideas are being taken into account."



Entrant: SA Dept of Planning, Transport & Infrastructure

Project: Stay Switched On Campaign



Government of South Australia

**Department of Planning,
Transport and Infrastructure**

The Stay Switched On Campaign focuses on Adelaide's biggest change to its rail network in more than a generation - Electrification. The campaign responds to the challenge of public safety awareness in the new electrified environment.

The Stay Switched On campaign was significant in its scope as well as the importance of its message. For residents, commuters and the general community used to a non-electrified rail network, electrification comes as a major change, requiring changes to behaviour as well as significantly higher consequences for poor awareness.

The scope and size of the Stay Switched On Campaign was significant, affecting around 40km of rail line and 35 residential suburbs across western and southern Adelaide. The scope of the engagement process needed to be similarly extensive and included:

- Multiple staffed information days
- Over 200 static displays/poster locations
- Staff presence at local events and festivals
- Online communication - website and Facebook
- Diverse array of printed materials including factsheets, brochures, t-shirts, posters and letters
- Consultation with Emergency Services and the operations and maintenance divisions of the Department of Planning, Transport and Infrastructure
- Involvement of 152 schools
- Collaboration with graffiti artists

The engagement process for Stay Switched On included all the elements of a traditional marketing campaign such as media events, and distribution of brochures, factsheets and posters, all used to raise general public awareness. However, the project differs from ordinary marketing campaigns in its commitment to the IAP2 Core Values, and provided additional engagement opportunities beyond the level of 'inform'.

Specifically, the project team actively designed opportunities for consultation, involvement and collaboration with stakeholder groups identified as those more likely to be affected by the outcome, notwithstanding the fact that the

project has limited negotiable elements and no decision to be made per se.

The provision of consultation, involvement and collaboration opportunities, where traditionally such a campaign would focus on information only, was made all the more important given that the impacts had the potential to affect peoples' safety and lives. These extended opportunities were designed specifically for those stakeholders who were identified as being most affected by the electrification of the rail environment.

Innovative engagement opportunities included:

- the involvement of school students in delivering the Stay Switched On message via YouTube, media events and interactive presentations
- collaboration with graffiti artists in creating artwork complete with safety messages directed at other artists in the area
- consultation with emergency services and maintenance workers in the form of workshops, training and practice sessions, and
- engagement of local residents at local events such as pageants, sporting and cultural festivals

The project used a 'risk-engage-evaluate' model to assist in aligning engagement activities to the desired project outcomes and risk assessment process. The risk assessment process was integral to the identification of at risk stakeholders and shaping mitigation strategies, which were linked to and closely evaluated against the project goals.

The electrification of the Seaford and Tonsley lines was significant in both scope and potential public impact and the Stay Switched On Campaign used traditional awareness strategies as well as consultation, involvement and collaborative strategies to maximise public participation.



Environment

Winner: *City of Melbourne*

Project: *Melbourne: Creating a City within a Forest*



CITY OF MELBOURNE

Melbourne's urban forest is a critical element of the city's fabric, liveability and cultural heritage. However, forecasts estimate that 23% of the city's current tree population will be lost by 2020 and 39% will be lost by 2030. This predicted loss equates to at least 30,000 trees within the city's urban forest, which is comprised of 70,000 trees. The removal of such large numbers will have a devastating effect on not just the amenity of parks and streetscapes, but on the cultural identity of Melbourne, unless appropriately managed.

In 2011, City of Melbourne began to strategically address these environmental challenges through the development of its very first Urban Forest Strategy and the development of nine Urban Forest Precinct Plans. The critical components of developing the strategy and plans and implementing them in a successful way were to:

1. Engage in a transparent and meaningful manner with the community before any decisions were made.
2. Provide generous timeframes to allow a genuine opportunity for the community to participate.

What commenced as a community engagement program to support a strategy has now evolved into a new way of working for the City of Melbourne's urban forest team and has led to the creation of Australia's first Citizen Forester program which allows the community to participate in an ongoing manner toward the evolution of Melbourne's urban forest.

The community engagement program was delivered in three phases, the first phase to inform, consult and involve the community commenced in 2011, and phases two and three, which focus on collaborating with and empowering the community, are still in progress.

A variety of methods for participation have been utilised to deliver this program of community participation and engagement including an online participation forum, structured deliberative workshops, World Café Forums, community meetings, interactive priority mapping, dotmocracy, face-to-face surveys and children's consultations.

To date 850 community members have been engaged face to face, over 500 community members have participated in face to face surveys, over 1,600 community members have been empowered to vote for street based outcomes, almost 35,000 people have visited the online forum and 55 citizen foresters have been recruited.

City of Melbourne and the community are now working collectively to build a robust and resilient urban forest for future generations of Melbournians.



Environment

Highly Commended: *Wellington City Council*

Project: *Wellington Town Belt Legislative & Policy Review*

Absolutely Positively Wellington City Council

Me Heke Ki Pōneke

The Wellington Town Belt Legislative and Policy Review project shows how:

- Public participation might become more influential with the decision makers
- Deliberative engagement practices can be used with more traditional submissions-based processes, especially during the early stages of a decision process

For over 170 years, the Wellington Town Belt has been a reserve for the public to enjoy. It is widely considered to be one of the 'jewels' of Wellington. Key features include the parks, reserves and vegetated slopes visible from the central city; the horse-shoe shape of undeveloped hills between the central city and surrounding suburbs and a wide range of sporting and recreational activities.

The overall objectives for the project were to review the legislative framework for the Town Belt including the Town Belt Deed 1873 and multiple amending Acts, and the effect of the Reserve Act 1977, and to review the Town Belt Management Plan 1995 and the Town Belt Reinstatement Policy 1998.

The project has three stages, each stage provided inputs to later stages:

1. Development of objectives and guiding principles for the Town Belt (2009 – 2010)
2. Review the Town Belt Management Plan 1995 and the Town Belt Reinstatement Policy 1998 (2011 – 2012)
3. Legislative change – the Wellington Town Belt Bill (2011 – likely 2015, when Parliament considers the Bill)

The process for developing overarching objectives and guiding principles (stage one) for the Town Belt included deliberative workshops for Wellington City Council officers, stakeholders and 'less engaged' citizens, and high school students. The staff framing workshop enabled Wellington City Council officers from policy, planning and operational departments to identify stakeholders, flag issues and to identify underlying values clashes and perspectives. Officers

were able to act as experts, officers and citizens. The public deliberative workshops provided an opportunity for members from different groups to explore and assess together all major issues and perspectives, and seek common ground. After attending a deliberative workshop, a Maori leader asked for an additional workshop to be run with members of his iwi/tribe. Draft objectives and guiding principles were developed by the Council based on the findings of the workshops and other research. The Council adopted the draft objectives and principles following a conventional written and oral submissions process.

The practice innovation that arguably has the greatest potential to advance the field of public participation happened towards the end of stage two. A sub-committee of five interested and diverse City Councillors was formed to consider oral submissions and to make recommendations to their fellow Councillors on the full Council committee. The sub-committee's hearings were carried out in a less formal way with more questioning of submitters than usual and some dialogue. After hearing submissions, the sub-committee met a number of times with support from an officer and a legal expert to consider all the submissions in detail and to develop recommendations – normally Council officers do this detailed work. 22 substantive changes were made to the draft Management Plan including a major revision of the ecology chapter, which was written collaboratively with the five submitters who had raised substantive issues during the hearings. Sub-committee members were able to unanimously agree recommendations to the full Council committee, which were accepted with little debate – Councillors trusted the sub-committee's work. In addition to this, submitters knew that City Councillors had considered their submissions and valued this.

The project is now (April 2014) in stage three. A draft Bill has been prepared from the Drafting Instructions approved at the end of stage two. Two major stakeholder groups have commented a number of times on early versions of the Bill. A draft Bill is currently being formally consulted on. Once the Council has finalised the draft Bill, the Member of Parliament for Wellington Central will introduce it to Parliament, where it will be referred to a Select Committee and further consulted on.



Entrant: *EMGA Mitchell McLennan P/L*

Project: *White Hart Inn Archeological Open Day*



EMGA Mitchell McLennan Pty Ltd (EMM) in collaboration with Transport for NSW (TfNSW) engaged in three on site archaeological open days for the White Hart Inn archaeological site, uncovered as part of works for the North West Rail Link Project in Western Sydney. This program of public participation has expanded community knowledge and understanding of heritage practice in NSW and of the region's history. It provided a rare and exciting opportunity to be a part of the management of important heritage on one of NSW's largest infrastructure projects.

To ensure participation and enjoyment for the diverse groups listed above, the public outreach process was organised in the following way:

- A professional and industry stakeholder session on Friday 4 April 2014 with archaeological site tours tailored to the project requirements and professional interests. Technical information would also be shared during this session by using the large storyboards (that visually entwined the project and region's 'narrative') to generate discussion on a more technical level.
- Two archaeological community open days on Saturday 5 April and Sunday 6 April with guided tours running every hour for groups of 15 people, providing general information on the archaeological site. Archaeologists who worked on the excavation would take groups around the site, show them artefacts uncovered during the excavation, guide them through the project storyboards and provide general information about the North West Rail Link.

EMM's approach to the open days took into account the unique timing and location constraints of the archaeological site to ensure as many members of the public as possible were able to access and understand the site safely and enjoyably.

The development of a robust consultation and public participation management plan adapted quickly and effectively to changes in scope as the full extent of community interest in the project was revealed. This was achieved through detailed weekly strategic meetings between EMM and TfNSW which ensured decisions could be made quickly in response to changes. The plan brought together a number of different aspects to create seamless open days including shuttle bus coordination, safety management and provision of appropriate visitor information.

The legacy of the open days will continue beyond the onsite events with planned evening talks, school visits and website content. Information from the open days and the archaeological excavations are available online at <http://nswrail.transport.nsw.gov.au/The-Project/History/White-Hart>

The open days show the commitment of both EMM and TfNSW to public participation throughout the pressures of large scale project deadlines and milestones. These open days are part of both organisations' wider programs of public participation in archaeology and history (EMM) and throughout the life of the North West Rail Link Project (TfNSW).

We believe this community participation program shows that despite development pressures, time issues and the problems with site location, effective public participation is not only possible but worthwhile and enjoyable.



Entrant: *SA Dept of Planning, Transport & Infrastructure*

Project: *Rail Revitalisation Community Wildlife Project*



Government of South Australia

**Department of Planning,
Transport and Infrastructure**

The Community Wildlife Project evolved organically in collaboration with local communities adjacent to the rail corridor, providing opportunities to be involved in managing the ecological impacts of the Rail Revitalisation Project.

The Community Wildlife Project is a collaboration between The South Australian Department of Planning, Transport and Infrastructure (DPTI) and local communities concerned about the loss of habitat caused by the Rail Revitalisation Project.

The Rail Revitalisation Project represents an unprecedented investment in Adelaide's rail infrastructure. The program of works involves the major overhaul of the network along 40km of rail line traversing 35 residential suburbs and included the construction of new and upgraded stations, extension of rail lines, grade separation and the electrification of the Seaford and Tonsley lines. Construction works along the rail corridor has impacted on vegetation through removals and pruning.

The Community Wildlife Project helps offset the loss of habitat caused by the Rail Revitalisation Project and replaces former reliance on offset plantings and one-way communication as the primary form of engagement about vegetation clearance.

The Community Wildlife Project was one of a number of initiatives put in place in response to requests for more opportunities for community involvement. Its primary goal is to connect community engagement and biodiversity outcomes where previously the public had a minimal role.

The public's role in the Community Wildlife Project was to:

- Partner with nature experts, community groups, local government, state government agencies and construction companies to share resources and information about habitat management, and
- Be involved in the mitigation of vegetation clearance impacts resulting from the Rail Revitalisation Project

Aware of its short-term involvement in the area, DPTI wanted not only to create opportunities for involvement for the project's life span, but also form long-term partnerships that ensure the longevity of the nesting box program, and empower local communities to manage the preservation of habitat in their local backyard over the long term.

The project focused on a number of Community Information Sessions and Nesting Box Building Workshops. Education and information sharing about fauna, local natural history, the role that residents can play in the design of their backyards, and habitat preservation enhanced the shared knowledge of residents, community groups, DPTI, other government agencies, contractors, and nature experts.

Nesting Box Building Workshops provided opportunities to learn about animal habitats in urban areas as well as how to construct the boxes. Ongoing maintenance of the boxes by local communities and their participation in ongoing research and data collection forms an important part of the engagement process.

Collectively, the community has built over 60 nesting boxes over the three council areas of the Cities of Unley, Marion and Holdfast Bay. Participants have developed a better understanding about hollow bearing trees and the role they play in creating habitat for native wildlife.

For DPTI, the Community Wildlife Project represents a step in a new direction of community engagement about the environmental impacts of its infrastructure projects, one of greater involvement and participation by local communities. Importantly, participants have felt empowered to take on urban biodiversity and habitat management in their own backyards and make a difference to their environment.



Entrant: *Wyong Shire Council*

Project: *Love our Living Lakes*



The issue

The Tuggerah Lakes estuary is located in Wyong Shire on the Central Coast of NSW and is comprised of three shallow, interconnected coastal lagoons – Tuggerah Lake, Budgewoi Lake and Lake Munmorah.

Development pressure throughout the catchment increased rapidly from a small holiday destination of the 1960s to a densely populated coastal metropolis with ever expanding residential, commercial and industrial centres.

The Tuggerah Lakes Estuary Management Plan (EMP) sought a holistic approach to managing the estuary into the future, with a substantial focus on changing community attitudes and behaviours. To succeed, collaboration with Federal, State and community groups, landholders and residents was essential.

Objectives

The EMP's primary objective was to ensure the sustainability of its ecological systems. While a substantial part of the EMP involved actual works programs, a major component focused on the community engagement actions - informing, educating and involving a wide range of stakeholders in the future of the Tuggerah Lakes.

A Communications and Marketing Strategy and a Community Education Strategy were developed to guide actions to achieve objectives under the branding of Love our Living Lakes.

Challenges

- Dealing with community feedback including widely held misconceptions about the science of the estuary environment.

- Creating a communications and engagement strategy that targets all of the community members with different strategies to implement change.
- Collaborating and connecting with different agencies and various levels of government to implement a strictly controlled funding grant.
- Developing new and effective ways to engage with the community as past attempts had not been successful.

Approach

Communications, community engagement and education strategies used a variety of mediums to deliver key messages.

The volunteers that were engaged learnt about a wide range of estuary management issues and participated in diverse activities like kayak tours, frog workshops, bird watching tours and catchment crawls. Council and our partners also engaged with different community organisations from a diverse range of backgrounds and interest groups and taught them about how the lakes work and how they can spread the messages about protecting Tuggerah Lakes through their networks.

In order to achieve longer term outcomes, it was important to develop strategies to:

- Celebrate the lakes as a unique and precious resource, at the heart of the Shire
- Build community trust in Council's commitment and capacity to affect change
- Show the community some of the key projects completed so that they could understand the scale of the works and issues involved and see first-hand where the money was spent, dispel myths about what the lakes should be, and why they change
- Communicating with stakeholders about what is 'healthy' - in terms of the look, function and feel of the estuary; what kind of factors influence change; why change is ok; and what the signs of progress might be emphasised that while Council is taking leadership, the solution must be shared between Council and the community
- Emphasise the need for active engagement of the whole community – through skill development, commitment to behavioural change and participation in decision-making and innovation in relation to caring for the lakes.

Transport

Winner: *Transport for NSW*

Project: *North West Rail Link*



Transport for NSW

The North West Rail Link will feature eight new stations with well-planned precincts offering integration with buses, 4,000 parking spaces and easy access. The project will have Australia's longest rail tunnels- up to 63 metres below ground at their deepest point and 15 km long. Tunnel boring machines will be in the ground in 2014 to carve out the twin tunnels between Bella Vista and Epping.

A 4km skytrain viaduct is planned, between Bella Vista and Rouse Hill, followed by a further 4km of bridges, embankments and surface tracks to the terminus at Rouse

Hill. A maintenance facility to allow trains to be cleaned, maintained and parked at night and during off-peak will be built at Tallawong Road, Rouse Hill. The project is being delivered as an integral part of Sydney's Rail Future and will deliver a new generation of reliable, safe, state-of-the-art single deck trains to Sydney.

Over coming decades, an extra 200,000 people will move in to the North West, taking the region's population above 600,000. The North West Rail Link will, for the first time, deliver a reliable rail service to this growing region which has the highest car ownership levels per household in Australia.

Public participation has been essential in shaping the design and delivery of the North West Rail Link. The Project team has worked closely with communities along the alignment and other stakeholders to ensure the finished product will meet the needs of our future customer, communities and employers in the region.



Entrant: *Roads & Maritime Services*

Project: *Dalgety Bridge Rehabilitation Work*



Dalgety Bridge over the Snowy River on the Jindabyne - Dalgety Road approximately 40km south west of Cooma was identified by Roads and Maritime Services as needing essential major rehabilitation works.

Dalgety Bridge is an aesthetically distinctive and technically sophisticated structure and its large size is indicative of the then burgeoning road network. It clearly contributes to the community's sense of identity, and if damaged or destroyed it would cause the community a great sense of loss. The bridge has been assessed as being of state significance, and is listed on Roads and Maritime Services.

Rehabilitation work was required to minimise future maintenance costs and prolong the life of the bridge.

Key components of the work, including replacing the timber decking and rehabilitation of the abutments and piers, couldn't be completed without a full closure of the bridge to traffic and pedestrians.

The community were initially opposed to any rehabilitation work, which required bridge closures or had any other negative impacts to access and wanted Roads and Maritime to investigate other options including the construction of a temporary crossing constructed prior to the work being carried out.

While the temporary crossing was deemed to be unfeasible Roads and Maritime worked closely with the community to develop a work schedule based on community feedback, minimising impacts while still being able to undertake the essential maintenance work.

During the community consultation for the project more than 50 people attended the community drop-in session and 82 community survey forms were received from the community. The Dalgety Township has approximately 50 residences, which indicated that the consultation process in terms of participation and representation from the community was very successful.



Winner: *Healthy Together Geelong*

Project: *Healthy Together Geelong - Engage Project*



Healthy Together Geelong (HTG) aims to improve people's health where they live, learn, work and play. It focuses on addressing the underlying causes of poor health in children's settings, workplaces and communities to strengthen Geelong's health prevention system. The overarching goals of the initiative are to achieve the following population health outcomes:

- Decrease the rate of overweight and obesity from 54.1% to 48.6%
- Increase the rate of physical activity from 63.6% to 69.3%
- Increase daily serves of fruit from 1.72 to 2.32 serves, and vegetables from 2.49 to 3.96 serves
- Decrease smoking prevalence from 18% to 15.6%

To make a significant impact on these statistics in the children's arena, it was important for HTG to engage early learning centres (ELCs), kindergartens, primary and secondary schools to create health promoting environments and register for the 'Health Promotion Achievement Program' (HPAP). The HPAP centres on ELCs and schools implementing the World Health Organisation's (WHO) - 'Health Promoting Schools Framework', a systematic change rather than programmatic approach. The initiative was given a target of 95% HPAP registration uptake by schools and ELCs; an ambitious target when compared to previous school-based health promotion initiatives where sign-up has rarely exceeded 40% of total settings.

Challenges and engagement

Any non-mandatory program offered to schools is always a 'hard sell' with competing priorities, limited capacity, lack of funding and other commitments always a concern to the school coming on board. Further problems with the initial engagement process for HTG was the limited support provided by fellow Geelong-based health promotion, community health and social work professionals, who did not see a place for HTG and many believed the initiative may have contributed to funding cuts in other areas of the sector. HTG responded to these challenges by engaging with these exact people; the many relevant health organisations in Geelong already working in the early years, schools and youth space, along with the schools themselves, to see how we could support their work. A consultation was held in January 2013 and was attended by 45 health promotion

and education professionals representing 21 organisations/departments. The focus was on giving this sector in Geelong a collective voice and was successfully facilitated by HTG, with major ideas emerging from the brainstorm activities. Discussion centered on: how could HTG support people in their work? How could HTG collaborate with other organisations to effectively link with schools to create holistic, healthy environments? What do the schools want in regards to support and what is their capacity?

The establishment of the 'Healthy Children's Network' evolved from that day. Feedback was taken from the initial consultation, email communication, a range of on-line and hard copy surveys to schools and the health sector, meetings through established networks and face-to-face meetings. From this information, the Network was established based on the needs of the local target audience, HTG asked what was needed and responded to the needs. The Network was launched in June 2013 with a networking breakfast showcasing local health services and a further ten professional development opportunities focused on communicated needs have been conducted with 45-60 people attending each session since August 2014. Most of these events have been run as a collaboration of organisations and have focused on capacity building for the ELC and school health and well-being teams. The Network has also developed a web link embedded in the City of Greater Geelong website listing all local services, organisations and programs and sustainability of the Network has been planned with partner organisations in the event that HTG ceases to exist.

The way forward.....

Registrations to the HPAP stand at 76 (out of 90) early learning centres, 35 (out of 67) primary schools and 6 (out of 24) secondary schools. Therefore, the reach of the Healthy Children's Network is a student population of 30,294 people, out of a total population for this age group in Geelong of 53,100. This number does not include all the staff and families connected with the registered settings, who are also being influenced, so total population reach within Geelong is greater than this number. HTG now receives fantastic support from fellow health organisations and many schools have registered based on recommendations from these people. This factor, along with positive communication regarding the Network amongst schools and ELC staff members, is a reason the Healthy Schools Network continues to grow and is on track to reach HTG outcomes.



Entrant: Cairns & Hinterland Hospital & Health Service

Project: Consultation Improves Wayfinding



The Cairns Hospital Redevelopment is a \$454.6 million project that includes construction of a new clinical building due to open in mid-2014. With around 300 beds, it will house the majority of the hospital's inpatient wards and services.

During the construction of the new building, the Cairns Hospital Redevelopment Project (the Project) identified an opportunity to involve local community representatives in the development of Cairns Hospital's wayfinding scheme and signage to ensure it meets the needs of patients and first-time visitors, and thereby ensuring it is enduring and requires minimal changes.

Initial research on wayfinding and community consultation revealed surprisingly little documented evidence of hospitals involving their communities in this process - perhaps this is why hospitals generally are notoriously difficult to navigate. As a result, the Project set about designing its own best practice example based on the IAP2 foundations of public participation.

The consultation process involved:

- Research, including demographic research of hospital patients.
- Design of the consultation plan with the involvement of stakeholders, with a promise to the public to implement their recommendations wherever feasible.
- Execution of the plan
 - A survey of hospital outpatients to identify current wayfinding experiences.
 - Informed community workshops (or focus groups).
 - Revision of the consultation plan in response to challenges such as the lack of participants to form a reference group.
 - Development of a consultation recommendations report with 42 community recommendations to improve wayfinding and signage at Cairns Hospital.

Following review by the Project, the Health Service adopted all except 7 recommendations.

- Further review of the implementation of the recommendations by the Health Services' consultation committees.
- Feedback provided to participants
- Evaluation: The implementation of 83% of the community's recommendations was a clear marker of the success of this project. Additionally, to date there have been no requests to change any elements of the wayfinding, signage or the hospital map into which the community had input

This project was a positive demonstration to the Cairns and Hinterland Hospital and Health Service of the benefits of involving the community, and giving priority to the community's recommendations, when it makes decisions affecting the



Energy & Resources

Entrant: *City of Sydney Council*

Project: *Renewable Energy Masterplan*



The City of Sydney convened two meetings of a community reference group in July 2013 as part of the community engagement process for the draft Renewable Energy Master Plan. The draft Plan was part of a suite of green infrastructure master plans being prepared by the City to help realise its ambitious target of a 70% reduction in greenhouse gas emissions (based on 2006 levels) by 2030.

The group included randomly selected participants from the City of Sydney and neighbouring areas, as well as some self-nominated representatives. The group was provided with the opportunity to understand the research and proposals in the Plan, to clarify their understanding and questions with the City's technical experts, and encouraged to provide feedback on the proposed targets, actions and suggestions for future implementation.

Overall, the group was very supportive of the actions proposed in the Master Plan and applauded the City of Sydney for taking a leadership role in renewable energy. The

main feedback was that it was unclear how the community could be involved in implementing the renewable energy plan and to help achieve its targets.

After considering this feedback, the City undertook further research and revised the Renewable Energy Master Plan to include a significantly enhanced section on community renewable energy schemes.

The City's Chief Development Officer, Energy & Climate Change, Allan Jones MBE, said the community's feedback was one of the highlights of the master planning process.

"This feedback led to further research and some excellent case studies and findings from around the world about community renewables, including wind and solar schemes that could be applied in Australia," he said.

The final Decentralised Energy - Renewable Energy Master Plan was adopted by the City of Sydney in December 2013.

Capacity Building

Winner: *Landcorp & Leighton Contractors*

Project: *Ord River Irrigation Expansion - Community Capacity Building*



The Ord-East Kimberley Expansion Project was a \$322 million Western Australian State Government initiative. It had two main objectives: to increase the size of the Ord irrigation area in the East Kimberley of Western Australia to approximately 28,000 hectares of irrigated agricultural land from current size of 14,000 hectares, and to engage traditional owners, the Miriung and Gajerrong peoples, in meaningful business partnerships and sustainable jobs. The project delivered 42km of irrigation channel, 41km of road, 85km of drains and 34km of flood protection levees.

The community had high expectations of this project, after waiting 40 years for it to go ahead, including from included local businesses and native title holders. This project was to be the kick start for the future social and economic development of the area. It could not have been accomplished without the team aligning to the IAP2 Core Values.

Intense challenges were faced by the community, business leaders, and the project team. The socio-economic challenges to building the capacity of a local workforce faced by the project are a result of extreme social disadvantage – a high mortality rate, low rates of schooling, poor health indicators and lack of employment opportunity resulting in long term unemployment.

The government, LandCorp, and the delivery team, Leighton Contractors, upheld from the start the belief that those who are affected by a decision have a right to be involved in the decision-making process. This work was to have long term sustainability outcomes, and that the only way to achieve that was with a participation process enabling sustainable decisions through recognising and communicating the needs and interests of all participants, including decision makers. Over four years we brought stakeholders from the inform level of the participation spectrum to the empower level. This was particularly the case with the traditional owners – the Miriung and Gajerrong people.

Apart from the challenges faced by the community including the local business community, there was the additional challenge of bringing together the four lead groups into a coherent and aligned leadership team - LandCorp, Leighton Contractors, MG Corporation representing the Miriung

and Gajerrong peoples, and the Department of Regional Development and Lands. Each had differing priorities and commitments in how to reach the project goals.

An extraordinary challenge: The IAP2 Core Values were lived and breathed by those who pursued excellence in building capacity with and within the local Indigenous community to participate in the project, and capacity within the work teams to understand the context and history of their fellow Indigenous workers. What was required of staff was education, partnership and collaboration. What we required of the Indigenous community was interest, then enthusiasm, large levels of learning and capacity building. What was required of government was the way the project was set up to ensure the non-government stakeholders were able to influence and interact with the project. What was required of the contractors was flexibility. Although the initial project plan received the tick off, a much greater cultural and targeted community program resulted from what the team had originally envisaged. Leighton Contractors was prepared to expand our plans as we learned about the unique nature of doing business and achieving targets in the Kimberley region.

What was amazing is that specialists didn't lead this. Dedicated site staff led it, and made sure that the engagement program was everyone's responsibility.



Capacity Building

Highly Commended: *City of Melville*

Project: *Project Robin Hood*



What would happen if a local government decided to hand decision-making back to the community? To provide an opportunity for community members to develop projects that 'contribute to their well-being', allow them to vote on the projects they wanted to progress and then provide funding for this to occur? Project Robin Hood, based on the principles of participatory funding aimed to:

- Provide an opportunity to deepen citizenship and democracy
- Empower citizens to influence public decisions that directly affect their lives
- Enhance government responsiveness and accountability to citizens
- Enhance citizen understanding of public budgets and budget constraints, creating more realistic expectations
- Enhance citizen confidence in Council
- Promote greater democracy and equity in the allocation of public resources
- Encourage community cohesion and help build understanding, trust and consensus among citizens.
- Promote productive dialogue and constructive working relationships between City staff, elected Members, citizens and communities.

Initial briefing provided to the Youth Advisory Council (a group open to all young people aged 12 to 25 years who live, work, play or study in the City of Melville) was that a \$100,000 budget was available for the community to vote to spend on projects initiated by the community.

Key to the success of this participatory budgeting model was that the process was led, developed and owned by the community – represented by the Youth Advisory Council. Their task was to develop a transparent open process that provided the community with equal opportunity to participate. As such leadership for the project was handed to them.

This presented an extraordinary challenge to the organisation,

and a major shift in usual practice. Historically local government processes for budget expenditure are controlled by the organisation, thereby mitigating any risk.

Project Robin Hood turned this upside down with control being handed to the community to not only develop the projects, but also vote on the ones to be implemented. To maintain a purity of the process, organisational staff was deliberately 'hands off' in the design of the process to spend the allocated \$100,000.

A degree of uneasiness in the organisation was to be expected for this project which empowers the community in a decision-making process. To mitigate this sense of uneasiness, training, workshop attendance, participation of organisational technical experts and criteria to support the decision-making was incorporated into the project process. \$100,000 was distributed amongst a number of small grants (\$1,000 - \$20,000) for projects presented by the community. Unlike traditional grant funding the decision-making for the allocation of the budget to those proposed projects was made by the community through an online voting process.

A major marketing and communications strategy was developed and implemented by the Youth Advisory Council project members. The campaign was centred on the Robin Hood theme and included the project team dressing in relevant period costumes and visiting sites where community gathered throughout the city and distributing gold chocolate coins to spark people's interest. This included a highly visible presence at places such as state government election polling booths (with an election in the middle of the project), major music events, cafes and shopping centres.

Half a million dollars' worth of applications were received from the community, 50 + projects, 1,379 individual voters, and 674 comments recorded online. The community selected 12 projects on which to spend the \$100,000. Cheques have been issued and handed directly to the community members with some projects now complete and all commenced.

And the story continues...



Capacity Building

Entrant: *Adelaide City Council*

Project: *The Whitmore Square Verge Garden*



‘Meaningful and lasting community change always originates from within, and local residents in that community are the best experts on how to activate that change’ (Bank of Ideas, 2013).

Adelaide City Council challenges itself to think differently about its approach to neighbourhood building in an inner city context. We believe that engaging in collaborative processes that connect, encourage and empower local people to shape their local environment and the experiences that they have within it creates thriving, vibrant places in which people choose to live, work and play.

‘Ultimately the best public spaces are places owned by the community; [places] that they helped shape, and want to help manage and maintain over time’ (Kent, 2012).

Local residents in Adelaide’s South West expressed concern about the appearance of the verge on the western side of Whitmore Square. In recent history, a few residents and participants in nearby social welfare programs had gardened parts of the verge in an ad-hoc fashion but the energy for this had largely been lost and the garden was in poor condition. The South West community have a long history and connection with the verge site, formerly being a Native Garden instigated by the local greening group and developed in partnership with Council.

The decision of the community to collaborate with Council enabled this project which included community capacity building and an understanding that the community can drive and sustain public realm projects to go forward.



Capacity Building

Entrant: *City of Ballarat*

Project: *Township Empowerment Program*



The 2013/14 Township Empowerment Program has changed the way the City of Ballarat runs community engagement providing an integrated and holistic framework for how local partnerships are co-ordinated. The process has been very successful with the communities of Miners Rest, Buninyong and Learmonth directly empowered to make decisions on the allocation of local program dollars; having the opportunity to genuinely collaborate on specific local projects, and be regularly updated via social media.

The Township Program has mixed a traditional face-to-face community development approach with a social media communications process. Whilst the higher level involvement, collaboration and empowerment processes have been conducted out in the local communities, information provision and consultation feedback has been predominantly via Facebook.

A key aspect of the program is community engagement over a longer period of time requiring strong community relations and partnerships, much more than in any one off project engagement initiative. The program has had a positive impact through strengthening a co-ordinated approach to community engagement and project delivery in the township areas. Whilst communities have often taken the discussions beyond the scope of the \$100,000 Township funds, it has provided an opportunity for a more localised and integrated approach to community engagement from across Council. A number of areas across Council have benefitted from the increased level of community engagement resulting in better outcomes for the communities.

Throughout the three townships, engagement has taken place on over 40 different issues; \$48,319 has been allocated by the local Community Actions Teams directly releasing additional matched contributions of \$98,681. The community allocations have to date supported the development of a new Men's Shed in Buninyong and the construction of the Learmonth Netball Club rooms.

Engagement has also taken place on a wide range of local community issues with complimentary commitments of \$1,051,520 being invested across the 3 Townships. The allocations have led to the transformation of the Miners Rest Park, a redevelopment of the Buninyong Early Years Centre and the introduction and expansion of Library Outreach Services. Funds committed over the next year will lead to the construction of an Early Years Centre at Miners Rest, new Bowling Clubrooms in Buninyong, and significant upgrade works along the Lake Learmonth foreshore.

The holistic design of the program, and the ability to aggregate information, provides Council with an opportunity to demonstrate commitment and investment across areas over a sustained timeframe. The strong relations established provide Council with a platform to work with each community on an ongoing basis in the future, on any topic, and provide a blueprint for how community engagement could be co-ordinated in other areas in the future.



Capacity Building

Entrant: *City of Onkaparinga*

Project: *Robertson Street Reserve Rejuvenation Project*



Robertson Street Reserve is one of three substantial reserves located in the suburb of Reynella, South Australia.

Prior to the rejuvenation project, Robertson Street Reserve accommodated a vacated tennis clubhouse, an old playground, eight run-down tennis courts, public toilets, barbecue, shelter, paths and a deteriorated car park. Over time, the buildings became a hotspot for graffiti, vandalism and related anti-social behaviour. We began to hear about community concern and received a number of requests to address these issues. In response to our communities' concerns Council resolved at its meeting on April 3, 2007 to remove the old tennis courts (bar two), restore the area to reserve land and repair the two courts for community use.

The Robertson Street Reserve Rejuvenation Project created an opportunity to combine various projects and engagements in Reynella and fulfil a number of our communities' aspirations and goals. A collaborative partnership between key stakeholders (our Open Space team, Generations team, OPAL and community volunteers from Reynella Neighbourhood Centre) was formed. These stakeholders established the Robertson Street Reserve Rejuvenation Project team to progress these initiatives. This Project team met regularly and encouraged local communities to identify how they would like to participate in the rejuvenation of this

important community project and assets.

We looked for innovative ways for rejuvenation in Reynella and to build sustainable public participation processes and community structures for stronger and more capable local communities. To facilitate the public participation process, the Project team established a collaborative partnership with the Reynella Neighbourhood Centre. We provided funding and guidance to the centre to bring local stakeholders and community members together and to establish and support the Reynella Community Working Group. The working group was initiated to reflect community interests, and celebrate the community and lifestyle in Reynella, specifically targeting the rejuvenation of Robertson Street Reserve. The working group was empowered to plan, implement and evaluate various elements of the rejuvenation project and lead the development of the traffic education park. These public participation processes, which included an appreciative inquiry engagement technique, built our communities' capacity to influence our decision making outcomes.

We integrated community development and community capacity building principles into our public participation approach for the rejuvenation project to establish a network of local stakeholders, facilitate individual skill development and generate pathways for future initiatives. This enabled those who are affected to influence the decisions and have greater ownership and pride in project outcomes. It also focused on developing community capacity, social capital and community connectedness beyond the life of the Robertson Street Reserve Rejuvenation Project.



Capacity Building

Entrant: *Port Macquarie - Hastings Council*

Project: *The Lost Plot*



“The Lost Plot” - Council has really lost it!

“Now I’ve heard it all... a community garden next to a retirement village what a joke! We support a community garden, just not next door to us.... ”

This probably sounds familiar to anyone who has commenced a remotely controversial project, although you may be surprised at such a strong reaction for a community garden.

This epic journey of persistence and navigation through the depths of Councils various Departments, fired by the branding of 80+ angry senior citizens and nurtured by a strong and dedicated community based organisation, “The Lost Plot” has arisen and with it taken flight with our imaginations.

The project which started in 2009 undertook multiple steps to achieving what is today a community garden supported by a strong group called Port Macquarie Community Gardens Incorporated (yes its plural for a reason). It is a model of community participation that embraces the IAP2 spectrum of participation and has implemented engagement strategies throughout its life. It has been a balance and a juggle between various interested parties including : Council; the community group; the funding agency; neighbours and stakeholders

Here we are in Mid 2014 and construction is only just finishing... or is it? As the funding winds up it is clear that The Lost Plot will continue to grow through community support, donations, good will and great people.



Capacity Building

Entrant: *Voices for Indi*

Project: *New Politics for Rural Australia*



Ever find yourself shying away from political discussion or thinking it distasteful to talk politics? Most community groups strive hard to be apolitical which also reduces the opportunity to talk about politics, policy and democracy < things that can affect every aspect of our lives. Voices for Indi (V4I) connected people with politics and created opportunities for conversation where a huge diversity of community voices were heard, and where listening to others was vital to being able to work together for effective democratic results. The result of this project that became a huge community movement, was the election of an independent candidate campaigning on issues that mattered to the community, and that the community had identified. The election result was against the national trend and showed that electorates can never be taken for granted.

Voices for Indi is about community participation not ideology, and people, not parties. It's a community leadership and empowerment exercise that has made a lasting impact in a short amount of time, and one that has gained national attention.

Indi is a Federal electorate located in north-east Victoria. It covers an area of approximately 28,567 sq km along the New South Wales border from Rutherglen to Corryong in the north, Kinglake and Woods Point in the south and the snowfields of Falls Creek, Mount Hotham, Mount Buffalo and Mount Buller in the east. The main towns include Alexandra, Beechworth, Benalla, Bright, Corryong, Eildon, Kinglake, Mansfield, Marysville, Mount Beauty, Myrtleford, Rutherglen, Tallangatta, Wangaratta, Wodonga and Yea.

Voice for Indi began as a small group of individuals feeling personally disempowered in influencing political decisions made in their name. That small group included an IAP2 member and others with a belief that those affected by a decision have a right to be involved in the decision-making process.

Established as a response to the need for re-energised and respectful political debate, V4I created a values-based way to connect the people of Indi in northeast Victoria with their political representatives. Illustrating that from little things big things grow, what originated as an idea of twelve people became a movement of over seven hundred active volunteers, backed and supported by the wide community, enabling the election of an independent candidate at the 2013 Federal Election. The ongoing legacy of this project, that humbly began in the community room at the Wangaratta Library in mid-2012 is local leadership development, personal development, and community capacity building at a personal, neighbourhood, community and Federal level.

V4I showed ordinary people that their vote mattered and that they had the power to change local and national politics. It skilled up hundreds of people and uncovered local leaders who are continuing to take action in their own community in their own way.

Originally conceived as a project to build democratic participation and perhaps create a marginal seat, through the public participation process the V4I community identified a greater goal = the election of an independent candidate.

V4I's project worked because it evoked passion and gave a safe enjoyable way to participate amongst the community. Its outcome, the election of an independent Member of Parliament, was the community's idea in the first place. V4I uncovered this want, brought people together and activated them as a potent political force. As a result, the community of the Indi electorate is a better informed and well engaged, activated, participating community.



Capacity Building

Entrant: *Wyong Shire Council*

Project: *Engage me Framework*



Wyong Shire Council's Engagement Framework "Engage Me" provides the policy direction, strategy and supporting plans and resources to ensure that there is a consistent approach to engaging and communicating with the people that live, learn, do business and visit the Wyong Shire.

The Engagement Framework – 'Engage Me' has led to better, more consistent and useful engagement practice. The framework has become Council's

commitment to providing opportunities to ensure our stakeholders are informed, represented, engaged, and shown through the endorsement of an Engagement Policy in a formal Council meeting.

Implementing the Engagement Strategy has become part of Council's core business. This will occur through the formal adoption of the Engagement Policy by Council and by following the Engage Me framework and its implementation plan to create a change across the whole business through a two year implementation strategy.

Challenges identified across the business included:

- developing skills, knowledge and capability in community engagement for employees
- developing good systems and processes to support the engagement framework
- ensuring there is a coordinated approach to engagement across the business
- discovering ways to reduce barriers to participation and reach out to those not currently engaged with Council
- encouraging a culture that supports staff to conduct appropriate community engagement
- continuously seeking to improve and learn from our engagement practices.

The implementation strategy was staged over two years to create a change management structure across Council. Initial measures of success needed a combination of people involved in engagement

activities, types of methods used and how clear and easy it is to understand the information that is being provided by Council.

Initial indicators showed the following:

- Over 1070 community members signed up to Council's Resident ePanel
- Increase in understanding of importance of engagement across Council by 68%
- Increase in use of community engagement tools and techniques across the business by 20%
- Over 50 employees trained in the Engage Me Framework and engagement techniques (based on IAP2 training and by a qualified IAP2 trainer)
- Inclusion of stakeholder identification and engagement strategy development in Council's Project Management System
- Increase of engagement projects involving the Engagement team – 2011/12 = 12 to 2012/13 = 67 (currently tracking at 90 for the 2013/2014 year)



Smart Budget

Winner: *Brisbane City Council*

Project: *Shorncliffe Pier Renewal Project Community History*



Dedicated to a better Brisbane

The Shorncliffe Pier is an iconic bayside structure built in the 1880s and has been dearly loved by generations of residents and visitors to Brisbane. As such, it came as a shock to the community in March 2012 when Brisbane City Council was forced to close off public access to the pier because of concern for its structural integrity.

The closure was met with community outrage and backlash and a community action group was formed and quickly grew to more than 1,500 members.

The Shorncliffe Pier Community History Project was developed to:

- symbolically give the pier back to the community
- capture the high level of emotionally charged interest in the pier and switch it from negative to positive
- separate the structure from the emotions attached to it
- remind the community of the pier's history, including the many upgrades
- give the community a space to share their stories, their photos and their memories
- give the community a project they could lead and determine the outcome.

Brisbane City Council teamed up with the Sandgate and Districts Historical Society, and, not being able to predict the level of community interest in the project when it began, it was agreed the end result would be left with the public to determine.

The Community History Project was open to anyone who wanted to submit any story or photo, in any way they saw fit. There were no specifications on how those memories could be provided. They could have been a photo, a letter, a piece of art, a poem.

The type and number of submissions dictated the end result. The project was allowed to grow organically without

a predetermined idea of how it should look at the end. Multiple no or low-cost communication channels, social media, web and community publications were used to reach the community.

The historical society accepted written stories from the community and scribed verbal stories provided by elderly community members who could no longer write. Council accepted stories via email, phone and in written form. The submission period remained open for six months to ensure as many people as possible had time to submit.

At the end of the project, more than 50 stories and photos were received. While many were from local residents, stories came in from around Australia and even overseas, with submissions received from Brazil and Europe.

The project team remained flexible in their approach to the project, which meant that when the historical society presented a thoroughly researched book *The Largest Ships: How Sandgate Got its Pier 1853-1904*, the significant value of the contribution was acknowledged with the agreement to print it and submit it for a National Heritage Award, where it won silver in the Community category.

The project brought many areas of the community together, as evidenced by the attendees at the Community History Project display launch. Politicians from both major parties, leaders of the community action group, and general members from the community, from school children to the elderly, all attended and celebrated the pier together.

Production costs for the six-month project totalled less than \$8,500. Analysis following the end of the community history project and following a round of official public consultation on the design of the new pier, results showed negative sentiment had reduced from 20% to 3%.

The Shorncliffe Pier Community History Project was a dramatic deviation from normal Council processes. The success of the project is now used as an example within the infrastructure division of Council of how thinking outside the processes can yield exceptional results for projects and the community, on a limited budget and with limited resources.



Smart Budget

Entrant: *Wyong Shire Council*

Project: *Resident ePanel*



Wyong Shire Council's Engagement Strategy, 'Engage Me', launched in 2012, provides the direction, strategy, plans and resources to ensure a consistent approach to engaging and communicating with the people that live, work, do business and visit the Wyong Shire.

The overall aim of the Strategy was to improve the quality of engagement, increase transparency and accountability by providing feedback from engagement activity, allow other sections of Council to see what engagement activity is taking place and how they can link in to get better value for Council's money and increase the number of people participating in engagement activities – particularly the large number of our residents who commute outside of the Shire for work.

In 2012, Council launched the totally online 'Consultation Hub' – the first time this type online product had been used by a council in Australia to facilitate community engagement.

The Hub consists of two forums: 'Engage Me' where community members can submit ideas and commentary and 'Consultation' for specific surveys contributing to Council's project planning and community engagement.

Residents can become even more involved by joining the Resident ePanel and provide more permanent and ongoing feedback to Council on issues as they arise. Online panels have definite advantages for local government in terms of their ability to engage large numbers of residents over an extended period of time, in a fairly cost-effective way.

Residents can join the ePanel by following a link from the Consultation Hub. 38% of our residents travel outside of the

Shire for work and it is difficult to engage with them during normal business areas – this panel was seen as a key way to address this.

With the tagline 'Get involved in your community', an extensive advertising campaign was undertaken with the aim of getting 1,000 Wyong Shire residents to join the ePanel by June 2013.

Budget

\$4,000 was spent on advertising. \$25,000 was spent on setting up the Consultation Hub and includes the cost of a database to gather community opinions and analyse the results of the feedback.

Although the initial start up costs of the Hub seem high it is significantly cheaper than running an external survey using a consultancy firm. The Consultation Hub is ongoing and has become a permanent fixture of Council's consultation methods.

Results

From the time of the launch until the end of June 2013, Council conducted 46 online surveys garnering over 9,000 responses. By the end of 2012, 580 residents had joined the ePanel. Recently our 1,000th member received a prize and a visit from our Mayor. At June 2013 we had exceeded our target by over 70 community members.

The establishment of a Resident ePanel where community members can provide regular feedback to

Council without having to attend formal meetings has been a huge success with a higher than anticipated response. Council values these members and regularly contacts them with HTML newsletters to keep them up to date on Council issues.

The results of completed surveys are readily available on our website so residents can see for themselves what actions will result from the feedback they have given. This ensures Council is accountable and responsible to the community we represent.

IAP2 Australasia Judges' Choice

Winner: Deakin University

Project: *City of Melbourne Arts Participation Incubator: Next Generation Thinking in the Cultural Sector*



Deakin University - Arts Participation Incubator: Next Generation Thinking in the Cultural Sector

Many artists and some cultural organisations are turning away from a sole focus on entertaining passive spectators. They're beginning to re-think audience engagement and community participation, not just to boost their revenues by cultivating new audiences, but also to add depth, vibrancy and relevance to their art, and to strengthen the communities of which they are a part. To succeed, much has to be learned – and unlearned.

We established the Arts Participation Incubator (API) in 2012 to provide a new space for the academy to interact reflexively with the arts and cultural sector. This is an initiative that brings together Deakin University, the arts and cultural sectors, social entrepreneurs and innovators, audiences, communities, philanthropists, governments, and leaders from allied sectors to address cultural democracy as a key goal for the future.

As an innovation hub, the API represents a departure from this model. For the past two years we have incubated projects, conversations, and collaborations that have provided opportunities for:

Learning - by running a program of symposia and workshops which expand opportunities and build capacity for arts participation, and showcase innovation and collaboration.

Research - by undertaking research and developing new bodies of knowledge; we distribute research through traditional and non-traditional means; and we contribute to thought leadership through sharing knowledge to an expanding network of partners and stakeholders.

Engagement - via strategic partnerships with industry and community, and providing links between Deakin University and stakeholders from a range of related sectors including arts/culture, social innovation and entrepreneurship, technologists, futurists, not for profit and community organisations, businesses, philanthropists and governments.

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