

The background of the entire page is a blurred city skyline at night, with lights from buildings creating a bokeh effect. In the center, a hand is shown from the wrist up, reaching towards a large, glowing lightbulb. The lightbulb is constructed from a white wireframe mesh, with some sections filled with a translucent purple or pink color. The lightbulb is illuminated from within, casting a warm orange glow. Several smaller, similar wireframe shapes are scattered in the air around the main lightbulb. The overall composition suggests themes of innovation, public participation, and reaching for goals.

2018
Core Values
Awards
FINALISTS

2018 IAP2 Australasia Core Values Awards Finalists

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ACT
Government

Suburban Land
Agency

Community Development

Suburban Land Agency, ACT Government *Mingle Community Development Program*

The Suburban Land Agency recognises the importance of complementing its master planning, land development and sales activities with a focus on the social and community aspects of establishing and developing new and sustainable communities.

The Suburban Land Agency's community development program, Mingle, is designed to build vibrant and sustainable local communities within new ACT Government Greenfield estates. The program aims to achieve a number of social objectives based around encouraging new residents to feel part of the community and become involved in community life and activities. Mingle assists residents to create networks, groups and programs that will ultimately become self-sustaining.

The Mingle Community Development Program responds to a broader view of sustainability where the social aspects of land development are considered equally with environmental and economic issues.

Mingle is based on a method called Asset Based Community Development. This method uses the community's own assets and resources as the basis for development. It then empowers residents by encouraging them to utilise what they already have – skills and assets. All activities are based on the notion of encouraging new residents to feel part of their community and become involved in community life and activities. Key attributes of Mingle are education, celebration, information and empowerment.

The Suburban Land Agency has two key Mingle goals to achieve including:

1. To create and implement a range of sustainable community activities which are ultimately owned and championed by the community.
2. To achieve high levels of satisfaction from local community groups, key stakeholders and residents throughout the lifetime of the project – which is approximately 2-5 years from the commencement of Mingle in a development.

Mingle was first established in Franklin in 2009. The program has since evolved and is being rolled out across a range of new suburbs including Bonner, Wright, Coombs, Moncrieff, Throsby and Taylor. There are plans to extend it into future suburbs including Whitlam.

The expansion of Mingle into other communities is to be determined by the scale (type and number of residential dwellings) of the project in accordance with the Suburban Land Agency's Statement of Intent stating that Community Development will be implemented in all greenfield estates with over 500 single residential dwellings.

The program is tailored for each suburb to suit demographics, resident feedback and proximity to surrounding services. This may include the partnership with local community service organisations such as Communities@Work. The Suburban Land Agency works closely with other ACT Government Directorates to help meet program objectives and to deliver events.

Each community will have an individual Implementation Plan that will provide specific detail about the individual events and activities that will be delivered within each Project. Within the Plan will be programming and operational details, including funding, tasks and resources required to effectively and efficiently deliver the Program.

To date the Mingle program has delivered 188 activities bringing together more than 22,500 residents, 43 community newsletters and created ongoing partnerships with organisations such as Communities@Work, Actsmart Sustainable Home Advice, YMCA, ACT Playgroups, local Ngunnawal Elders Council, Neighbourhood Watch and a range of community service providers and not for profit organisations.

The Mingle program creates community connections that are developed to last a lifetime.

Community Development

Sunshine Coast Council

Speak Up - engage youth engagement and development program

Speak Up Engage is Sunshine Coast Council's youth engagement and development program for 12 to 24 year olds and is about giving young people a voice. In 2017, 27 participants developed leadership, project management experience, free professional and personal development and mentoring opportunities. They also had the unique opportunity to work with council to create the new Sunshine Coast Youth Action Plan that shapes how council will support young people into the future.

The key aims of the 2017/2018 Speak Up Engage program were to:

- build the confidence and skills of program participants in leadership, advocacy, project planning and event management
- create a new Sunshine Coast Youth Action Plan that will shape how Council supports young people in to the future
- create a positive perception of young people within the community
- empower young people to better engage with their community and with Sunshine Coast Council
- improve young people's connections and networks in the community.

The program participants were given the unique opportunity to work with council to create the new Sunshine Coast Youth Action Plan 2018-2021 designed to strengthen council's commitment to young people and to value their contributions to the region. The Speak Up Engage program participants were instrumental in the development of this plan and assisted in the extensive community consultation, which ran from November 2017 to February 2018, at four Speak Up Engage pop-ups across the region.

The youth development components of the Speak Up Engage program ran from January to November 2017 and included three full day professional development training sessions run by the leading education and training company for young people, The FRANK team.

The Speak Up Engage participants also had the opportunity to participate in three of council's Ordinary Meetings and to meet with the Mayor and Councillors outlining their views on a range of topics affecting them.

A powerful video project captured the personal experiences of four of the Speak Up Engage participants at the beginning, middle and end of the program. The video highlighted the personal development of each of the participants and what it was like being a member of the Speak Up Engage youth engagement team.



Community Development

Sunshine Coast Council

Sunshine Coast Multicultural Conversations Program

In November 2015, council applied and received funding through the Celebrating Multicultural Queensland Grants Program to deliver the Multicultural Conversations project. The purpose of the project was to engage with the multicultural sector and community to develop a Multicultural Action Plan for our region.

Objectives of the Multicultural Conversations project were to:

- Enable a region-wide conversation on multiculturalism
- Understand barriers to participation and social inclusion for the multicultural community
- Enhance capacity and leadership of the multicultural community
- Develop and maintain partnerships with local community, private enterprise, non-government and government organisations to develop local responses to social issues experienced by the multicultural community
- Increase social capital through positive messaging, connections, awareness and appreciation of multiculturalism.

Fifteen partners including community centres, service providers, agencies, peak bodies, State and Federal Government were involved in the Multicultural Conversations project which was delivered over four phases. Initially connecting with multicultural sector to plan engagement. Secondly, delivering a three month engagement plan. Thirdly, a multicultural forum and community showcase was held on 22 October and finally the endorsement of a multicultural regional action plan.

The project provided meaningful opportunities for sharing dialogue, knowledge and skills to enhance understanding across the multicultural community, council and sector. Importantly the project allowed the opportunity for people to share their personal experiences, build the multicultural narrative of the Sunshine Coast and inform policies, strategies and programs that impact their future.

In addition to the following standard key engagement activities a range of personalised one-on-one in depth conversations with multicultural residents occurred to provide a narrative of the colourful social fabric of the Sunshine Coast community. The 20 one-on-one conversations provided an intimate window into the lives of multicultural people living on the Sunshine Coast, some arrived here 60 years ago and some have only been here a few months. Their journeys to Australia are all very different, some boarded a ship, boarded a plane and some tell of fleeing from conflict. The stories talk about love, sacrifice and homesickness, friendship and support and how the local people of the Sunshine Coast made a big difference in their lives.

A beautiful Multicultural Conversations Booklet was produced as a special keepsake of these stories and allowed all the community to celebrate the Sunshine Coast's diversity. Six of the Multicultural Conversations stories were then captured in video to bring their stories to life. All these stories represent the coast's rich cultural diversity.



Community Development

City of Vincent *Imagine Vincent*

What if you asked your community what questions to ask them before you even started your consultation? What if you took your consultation to places people actually want to go – have a chat with them at the footy; buy them a beer in exchange for an idea; meet them in a coffee shop; ask them online; host consultation functions in pubs; ask them while helping to plant trees in a park; go to the schools; have dinner with at-risk young people; go on patrol with Noongar Outreach?

Between May and October 2017, that's exactly what the City of Vincent did with its *Imagine Vincent* campaign – the biggest community engagement initiative in Vincent's history.

Imagine Vincent was not about ticking a box or doing a standard government consultation; it was about genuinely engaging with the people who live, visit and work in Vincent and we were determined to talk to as many people from every background possible.

The campaign was designed with two key goals in mind:

1. To provide every person living, working in or visiting Vincent with every possible opportunity to shape our future; and
2. To ensure the feedback results were honest, independent and representative of our community at large, including age, composition, gender, ethnicity, language, religion and ability.

The methodology for the *Imagine Vincent* campaign included multiple opportunities for face-to-face interaction with the City, Elected Members and the Project Team, but also allowed for the community itself to lead the discussion and was designed around the phone-tree concept, which enabled the community to choose to engage in the process in a way and at a level that suited them.

The public's contribution was included from the very start of the process, with a broad cross-section of the community invited to the launch event to establish the seven questions that would form the basis of the campaign going forward.

The broader public was then invited to contribute and participate in the process at every stage of the campaign, whether that be through attending events, participating in online or hard copy surveys and polls, providing feedback in writing, over the phone, through social media channels, at various pop-up and organised events, or by hosting meetings in their own homes or preferred local community venues.

The final stage of the process was to invite a cross section of the community to be involved in the independent Community Engagement Panel, whose task was to take all the thoughts and ideas gathered from the community throughout the campaign and turn them into actionable recommendations for Council. These recommendations enabled us to think about the contribution and commitment that we, as a City, can make to help achieve the community's vision for the future and have fed directly into the development of the Strategic Community Plan 2018-2028.

Our aim was to achieve a collaborative campaign; one that allowed us to partner with the public in each aspect of the decision, including the development of alternatives and the identification of the preferred solution. Through *Imagine Vincent*, we were able to work together with our community to formulate solutions and incorporate their advice and recommendations into our decisions regarding our ten-year Strategic Community Plan to the maximum extent possible.

Overall, we had strong engagement and participation in the campaign with a total of 1,041 people becoming involved in the *Imagine Vincent* campaign and over 4,204 thoughts, ideas and views shared with us by the community.

Disaster and Emergency Services

Cairns Disaster Management Unit, Cairns Regional Council *Does Saying We're Resilient Make it So?* *The Cairns Resilience Scorecard Programme*

As a nation we are fond of talking up resilience. At the very mention of a challenging event resilience is associated, generally referring to the practical response actions undertaken by affected communities. But what does resilience actually look like - and does simply saying a community is resilient make it so?

As one of just six Australian cities and the only Australian role model city signed up with the UNISDR Resilient Cities campaign, Cairns takes a pro-active, carefully planned approach to disaster resilience building. Realistically measuring resilience is an ongoing challenge, particularly in regions such as Cairns where the absence of a major disaster for many years begs questions of the future efficacy of community response and recovery. In 2014, two years after its community resilience programme began, the Cairns Regional Council's disaster resilience unit implemented a comprehensive stocktake of the state of resilience at social and infrastructural levels. An assessment of two resilience scorecard methods was undertaken and the decision made to use both, to provide a more complete baseline understanding of resilience in the region.

The Torrens Resilience Institute scorecard process was used to measure representative community resilience, involving community members from around the region ... while the UNISDR scorecard process was completed by local disaster management group members, partners and others involved in disaster management infrastructure.

The programme comprised:

- Community mapping, to identify the geographic locations of those most vulnerable in Cairns – adding to existing knowledge of communities vulnerable through factors such as disability, language spoken, age;
- Surveys within those geographic communities based on the Torrens scorecard criteria;
- Community engagement activities in those locations;
- Research based on the previous two years of the Be Ready, Cairns! resilience building programme, including learnings and experiences from Tropical Cyclone Ita;
- Ongoing engagement work;
- Self-assessments by local disaster management group members, partners and contributing organisations;
- Collaborative workshops and discussion forums with those groups;
- Shared feedback and agreement about ongoing improvement practices.

Completing the scorecard exercises using a genuine engagement approach was a primary aim and a significant achievement in terms of logistics, resources, gaining commitment and planning. The outcomes were:

- Clear identification of the successful, comprehensive lead role in disaster preparedness response and resilience building undertaken by Cairns Regional Council;
- Clear identification of the roles, responsibilities and risk assessment gaps of organisations involved in disaster management within the region;
- Confirmation of sound infrastructural resilience in some areas, less in others;
- Enhanced presence in and involvement with identified communities and understanding of resilience levels and significant gaps;
- A greater appreciation of the critical importance of community connectedness, contact with local government and community self-help;
- Key information gained on how to help communities better support themselves;
- A shared understanding of the importance of open participation in resilience assessment, planning and development.

Infrastructure

Transport for Victoria (part of DEDJTR) *High Capacity Metro Trains - Train Design Engagement*

How hundreds of people helped designed Melbourne's new train.

The priority of the Victorian Government is to design a train to meet everyone's access needs. Consultation with passenger groups was therefore a critical part of the overall train design engagement program.

The Victorian Government is delivering a fleet of 65 new bigger High Capacity Metro Trains to meet the future needs of Melbourne.

These will be the first new trains for Melbourne in ten years and will have more seats than existing trains, move 20 per cent more passengers and will offer the latest technology for passenger safety and comfort. These new trains will be the most accessible trains on Melbourne's network and will commence passenger service from mid-2019 initially on the Cranbourne and Pakenham lines and longer term through the Metro Tunnel to Sunbury.

The Victorian Government entered into a public private partnership with Evolution Rail to deliver the High Capacity Metro Trains Project and have worked together to design and deliver stakeholder engagement to input into the train design. Melbourne's public transport users and technical and operational stakeholders were invited to work with the Victorian Government from day one on the train design process and throughout a year long process.

In three phases of consultation from March to October 2017, 2525 pieces of feedback were received. Of these, 873 comments came from passengers and as a result 157 changes were made to the design of passenger features for the new trains. Overall there were 32 groups engaged with 88 face to face feedback sessions.

What participants said about the train design process:

- 79 per cent of participants told us the overall engagement program was either 'excellent' or 'very good'.
- 72 per cent of participants told us it was either the first time they have been asked for input so early in the design process, or the earliest they have ever been asked to provide input in a consultation program.
- 77 per cent of participants told us they felt proud to be playing a role in designing a train to suit the needs of all Victorians. A further 23 per cent of participants told us they felt they were having an impact on public transport in Victoria.

The train design engagement process has resulted in a design that is the most accessible to the most Victorians on the network.

Features including accessibility features include:

- 28 allocated spaces for wheelchairs and other mobility devices in each seven-car train (14 allocated spaces in each direction of travel)
- priority seating throughout the train, located close to doorways and windows
- improved real-time information through dynamic route maps & passenger information displays
- improved passenger safety, with full CCTV surveillance
- cooling and heating appropriate for Melbourne conditions
- more seats than existing trains on the network
- two mixed-use spaces in each of the middle three carriages for passengers travelling with bikes, prams and other large items.

The feedback phases ended with a major public display event engaging over 75,000 Victorians to be able to view a model of their new train and to learn about how the train has been designed to date.

Aurecon (Client NSW Roads and Maritime Services and Sydney Motorway Corporation)

WestConnex M4 - M5 Link Design Phase

Delivered against a backdrop of community discontent with local council amalgamations and a philosophical preference for public transport investment over roads, WestConnex is the nation's largest road infrastructure project.

The M4-M5 Link project is the third of five stages of the 33km WestConnex project and includes approx. 23 km of underground tunnel and an interchange, with provision for connection to the Western Harbour Tunnel and Beaches Link. With a budget of AU\$16.8m and a decade-long schedule it is Sydney's largest ever road project.

Without genuine public participation engagement, the WestConnex M4-M5 Link would have suffered the same as its predecessors. However, the engagement team made a conscious decision to cut through the negative 'noise' and focus on the communities directly affected, ignoring elements outside our control and focusing on positive proactive engagement and gains for the community stakeholders, by 'putting ourselves in their shoes'.

Our overall philosophy in seeking public participation was to deliver infrastructure that works within communities, not inflict communities with infrastructure they have to live with. This philosophical position demanded meaningful public participation and feedback so communities and stakeholders were aware of the impact their efforts had made to create a lasting legacy of local goodwill and general trust in the project.

Our specific public participation objectives were to:

1. Minimise initial negativity by designing out anticipated problems even before initial plans were released.
2. Identify those who would be most impacted and engage them in the decision-making process
3. Identify elements of the project most likely to negatively impact the local community and collaborate with project engineers to proactively mitigate such elements
4. Collaborate with stakeholders and the local community in developing project designs that would avoid unnecessary impact or harm to community health and social cohesion
5. Overcome existing project opposition by creating genuine input opportunities and a positive project engagement and delivery legacy.

We did everything we could, and constantly asked ourselves, 'What else could we be doing?' 'What could we do better?' Several of the M4-M5 Link engagement team live in the impacted inner west so we wanted to ensure our local community was not adversely impacted and had multiple and regular engagement opportunities.

On the first two WestConnex projects community outrage was widespread and public debate heated. In view of lessons learnt then, the M4-M5 Link project management willingly started community consultation for the M4-M5 Link a good two years ahead of the EIS going on display, considerably earlier than the 12 months legislative requirement. This early engagement meant the community had a longer time and many more opportunities to provide ideas to inform the design. This outcome is in keeping with our team's goal of international best practice for public participation: maximising opportunities to provide feedback and contribute to a project.

Large infrastructure projects typically shy away from social media, but we took a positive approach; broadcasting via our own social channels and responding to the social media of others. Our policy was to correct misinformation with facts and avoid any emotional content, rather than fuel it with a response.

Face-to-face was also important. As well as participating in some hundreds of one-on-one and public meetings, and stakeholder discussions, often out of hours, the personal mobile telephone number of the Engagement Lead was provided with the invitation to "call any time".

The role of the public in relation to key M4-M5 Link project decisions cannot be underestimated. As a result of community feedback, the Camperdown Interchange was removed and the project has committed to: protecting Blackmore Oval and Easton Park by confirming they will not be used as construction laydown sites; not using Derbyshire Road as a mid-tunnel construction site; and providing new connections between Bicentennial Park, Easton Park, Rozelle and Lilyfield, protecting local streets from heavy traffic. Extra public open space has been created (10 hectares in Rozelle and 2.5 in St Peters) and a strategy for active transport (walking and cycling) is being developed. The formal consultation periods were also extended to double or triple the standard time at the request of the community.

Jacobs and Sydney Water *Servicing Growth in Sydney's South West*

Sydney is experiencing unprecedented growth – with a population of 6 million by around 2028, requiring 725,000 new homes and 817,000 additional jobs. Sydney Water is planning critical water-related infrastructure which is integral to the timely delivery of housing for our growing city. In the city's south west, the planned Badgerys Creek Airport presents a once-in-a-generation opportunity to transform major greenfield areas – including the growth precincts of Leppington, Austral and Leppington North.

Sydney Water engaged Jacobs to select a preferred servicing option for wastewater and drinking water through engagement with internal and external stakeholders, including potentially impacted community members. Jacobs and Sydney Water collaborated early to design a comprehensive and tailored public participation process spanning 10 months which aimed to:

- Provide community and stakeholders with timely and relevant information
- Provide a knowledgeable and responsive point of contact for any enquiries, complaints and suggestions
- Ensure the selected preferred option reflects feedback gathered from stakeholders and the community
- Establish positive contact with as many potentially impacted landowners as possible during options assessment phase to ensure a seamless transition into the concept design phase.

This project was unique for Sydney Water, in terms of the wide geographical area of impact that included both high density, urban city centre and low density, rural properties, and the high number of landowners potentially impacted by the infrastructure. Our range of maps were a key part of the approach to effectively communicating the complexities of the project and visually illustrating each of the distinct project elements.



Extensive engagement allowed the community to have considerable influence over key elements of the preferred option that was ultimately selected, including:

1. Wastewater servicing catchment expanded to include properties on Gurner Avenue in Austral based on petition from landowners that their developments were well progressed
2. Delivery of Austral Carrier accelerated based on landowner feedback. Originally planned as a low priority pipeline for future consideration, the design team revised the delivery timing of this wastewater gravity main to be delivered as a priority with the other services by 2020/2021.
3. Impact on Western Sydney Parklands minimised and water transfer main alignment shifted to avoid impact to existing and future designated bio-banking areas and their masterplan for the park.

Our process sought out and facilitated the involvement of those potentially affected by or interested in the decision. We identified 500 potentially impacted landowners and made direct positive contact with 45% of those. 116 landowners attended the two community information sessions. The community was enthusiastic about being involved in the growth planning for their area and people were highly engaged with the information presented.

Level Crossing Removal Authority

Caulfield to Dandenong Open Space Consultation Program

More than 22 hectares of new community open space will be created by the new Caulfield to Dandenong elevated railway project. To ensure this new space can be utilised in the best possible way by the communities it benefits, the Level Crossing Removal Authority (LXRA) developed an innovative and extensive consultation program. Bringing together community feedback and expert advice, the final landscape designs were shaped by both local knowledge and professional input.

The multi-method consultation program included an Online Open Space Ideas Hub (Ideas Hub) for general community feedback and a Community Open Space Expert Panel (COSEP).

The objectives of the open space community consultation program were to ensure community acceptance of the final designs and ultimately to establish a sense of ownership of the new spaces. These objectives included (but were not limited to):

- Community awareness of the open space project and full consultation program
- Ensuring community had adequate opportunities to have their say in the final design

Challenges of the consultation program included:

- The fast-paced and concurrent nature of the consultation and design process, described as ‘building the plane on the runway’. Feedback was coming out of the COSEP at the same time that designers were implementing it
- Tight timeframes made it difficult to illustrate design constraints to community and COSEP members
- Mistrust and scepticism around government projects originating from ‘Anti Skyrail’ community groups had potential to hinder constructive discussion in the online Ideas Hub

Successful aspects of the community open space community consultation included:

- Objectives that aligned closely with belief that the consultation would be genuine and would ultimately influence design outcomes
- A positive and genuine team culture focused on ensuring that community and stakeholder feedback was appropriately recognised and integrated by the design and technical teams
- Recruitment of a highly respected expert panel team willing to work constructively alongside community members and key stakeholder representatives.
- Comprehensive consultation reporting and strong ‘Closing the Loop’ communication and engagement efforts

This consultation process ensured community representatives were directly involved in the design process, while wider community feedback was considered by designers and industry experts. COSEP participants attributed its success to the strong relationships they built throughout the program. This enabled constructive outcomes that explicitly included feedback from the online Ideas Hub. The COSEP was crucial in demonstrating to the public that the LXRA is committed to quality design that is integrated with a high integrity consultation.

Aurecon and NSW Roads and Maritime Services *Batemans Bay Bridge Replacement Project*

Delivering the project with intense interest from high-profile stakeholders, and a highly invested regional community whose views are diverse and varied, the Batemans Bay Bridge replacement project team needed to establish a strong and trusting relationship with the community.

NSW Roads and Maritime Services is replacing the bridge over the Clyde River at Batemans Bay to provide a more reliable connection across the river, improve traffic flow, improve access to Batemans Bay and reduce traffic delays. The new bridge will also provide access for larger heavy vehicles and freight along the Princes Highway.

Aurecon was engaged by Roads and Maritime to carry out the concept design and environmental assessment for the project, including community engagement and consultation.

Gaining the community's trust was vital to protect the reputation of the Bateman's Bay Bridge project and the NSW Government, and ultimately to deliver a successful project, on-time, that the community will embrace. We adopted an innovative approach to engagement and delivered a unique experience for the Batemans Bay community. We have involved the community in decision making, presented highly visual information to build understanding and ensured that project team members were visible and available at all key project milestones, with an emphasis on face-to-face communication.

The range of communication tools used included traditional methods such as community updates distributed to households, and innovative digital products were created, including a Virtual Reality experience. The team built on successes and incorporated feedback along the way to ensure the consultation met the community's needs. The bridge replacement project is required to alleviate the traffic delays in this popular seaside town, it was crucial the community was consulted early and often, to ensure their views were incorporated at the right opportunities.

Batemans Bay is located on the Princes Highway, 273 kilometres south of Sydney and 148 kilometres east of Canberra. It is on the NSW south coast, in the Eurobodalla Shire. Batemans Bay is a major regional centre and is the closest seaside town to Canberra, making it a popular holiday destination. The Princes Highway at Batemans Bay is the main north-south coastal transport route.

The community in Batemans Bay is generally older and with lower incomes than the NSW and Australian averages. Home internet usage is lower than average and there are many holiday homes in the area. In addition, as a popular holiday destination there are many people who live outside of the area but feel a connection to Batemans Bay – so the stakeholders are wide and varied. These factors all contributed to the way community consultation was structured – using a wide range of tools to ensure that everyone had the opportunity to participate.

This application covers the community engagement and consultation work carried out during the early stages in the project's development from March 2017 to April 2018 - the identification of a preferred route, concept design and environmental assessment. The project is ongoing with detailed design being carried out in 2018 and construction due to start in 2019, pending the project's approval following the environmental assessment.

The community engagement program has been hugely successful with meaningful contributions from the community, robust discussion on issues, and very little opposition to the project.

Engagement was designed to give the community as much information as possible to enable meaningful participation in the project. At each stage, the success of the engagement program was reviewed by the team and this was used to design the next stage of engagement.

The community has taken part in developing the new bridge design and Roads and Maritime is on track to continue a successful partnership with the community during the next crucial stages.



Planning

YOUNG
HUSBAND

Impact Investment Group (IIG)

Younghusband Woolstore: turning community outrage and controversy into support

In December 2016, the Impact Investment Group (IIG) purchased the Younghusband Woolstores in the inner-city suburb of Kensington, Melbourne. The Impact Investment Group is a private investment and advisory firm with a focus on identifying investment opportunities in properties and businesses that will create measurable social and environmental benefits, in addition to generating commercial returns.

The Younghusband site is significant for a number of reasons. The three properties that make up the precinct cover an area of more than 1.5 hectares in a densely populated neighbourhood that is part of the extensive Arden Macaulay urban renewal project led by the City of Melbourne. The buildings that make up the precinct are well known community landmarks; the centrepiece is a large red brick warehouse complete with sawtooth rooftop.

The buildings are much loved by the local community and are immediately recognised by tens of thousands of daily commuters who travel the Craigieburn railway line. Previous owners of the site proposed extensive demolition and the construction of a residential tower development. The proposal was strongly rejected by the local community, tenants, residential peak bodies and heritage advocates. Community outrage was so significant that the City of Melbourne had to hire a large hall to make room for the volume of objectors attending the Future Melbourne Planning Committee meeting when the planning scheme amendment to develop the site was discussed.

Council rejected the developer's proposal because of the impact that it would have on the neighbouring industrial business, not because of resident's or tenant's concerns. This led to the abandonment of the project.

Community mistrust of 'developers' was still high when IIG purchased the site. In early 2017 a comprehensive community engagement strategy was developed to inform the public of IIG's intentions to uphold the rigorous social and environmental standards that they commit to as a B corporation, and to consult, involve and collaborate with the community in the early planning the development of the stage 1 Master Plan. This was the first time that IIG had committed to undertake such a comprehensive community engagement process and required commitment from all levels of the business and partnering organisations.

Over several months a series of heavily promoted engagement activities was undertaken commencing with 'walk and talk' tours and 'listening sessions' to build trust and develop relationship. A dedicated web site disseminated information and invited community to share stories and submit photos and memories.

Technical experts, including IIG project staff, architects, traffic engineers, environmental experts, land use and social planners were all fully available at these meetings to inform, share, listen, and learn in collaboration with the community. Community support for the project grew at each stage of the engagement process as it became evident that the developer was listening and incorporating feedback.

Once trust had grown, 'bringing it together' workshops provided the forum for community and technical experts to reach agreement on all aspects of the draft master plan using a combination of open space and co-design processes.

The Phase 1 master plan was submitted to Council and approved, without objection, in December 2017, months ahead of schedule.

Community members wrote in support of the project. The Impact Investment Group is now entering a second community engagement phase to involve community in actioning their stage 1 ideas, and to help shape the design and detail of the stage 2 planning permit.

Planning

Barwon Water and MosaicLab

Your Say on What You Pay - setting prices and services for Barwon Water customers

Barwon Water is Victoria's largest regional urban water corporation and provides high quality water, recycled water and sewerage services.

Servicing more than 298,000 customers from communities in Little River and the Bellarine Peninsula in the east, to Colac in the west, and from Meredith and Cressy in the north, to Apollo Bay on Victoria's south-west coast, the service area is approximately 8,100 square kilometres.

Every five years, Barwon Water develops and lodges a 'Price Submission' to the Essential Service Commission (ESC) which outlines the prices customers will pay, capital and operational spending, the service standards provided to customers, and how Barwon Water will meet its obligations.

For Barwon Water's 2018 Price Submission, the corporation worked in partnership with MosaicLab to develop the question and design the engagement approach to ask customers – what do you value most about your water and sewerage services and what do you expect in the future?

We embraced the IAP2 Spectrum and Core Values for making decisions and developed a three phased engagement strategy called 'Your Say on What You Pay' to capture:

- customers' interests
- test willingness to pay proposals; and
- continually check in with customers to seek feedback prior to modifying proposals.

From June, 2016 through to August, 2017, Barwon Water spent more than 10,000 hours planning, listening and responding to what our customers' value, and their expectations about how to address challenges for the future.

Through the process, we listened to opinions, generated ideas, debated alternatives and analysed proposals through:

- Exploring top-of-mind issues with customers and using the information gained to understand the key themes of interest to our customer and how they would like to be engaged on these issues
- Completing extensive qualitative and quantitative research with more than 1,100 customers, supplemented by communications and engagement campaign that included community pop-up kiosks, an online engagement platform, workshops with land developers, major customers, social service organisations, Traditional Owners and local government
- Applying the principles of deliberative democracy and forming a randomly demographically selected group of 27 customers (our Community Panel) to establish outcomes they wanted Barwon Water to deliver and their preference about service levels (in partnership with MosaicLab)
- Testing our proposed outcomes, actions and prices with more than 1,200 customers through an online survey, a workshop with our Environment Consultative Committee (ECC) and the Community Consultative Committee (CCC), and follow up session with our Community Panel, all of which demonstrated high levels of support for our proposal

The culmination of these discussions demonstrated a clear result....Barwon Water's 2018 Price Submission was customer-led and focused on delivering a reliable water future, innovative services, healthy environment, deeper community partnerships and affordability for all customers.

In early 2018, the ESC released its draft decision on Barwon Water's prices and services for the next five years, in its decision, the ESC assessed Barwon Water's engagement with customers as 'Leading' and provided customers with the opportunity to influence Barwon Water's pricing proposals.

Key actions of Barwon Water's 2018 Price Submission include:

- giving residential customers greater control over their bills by increasing the relative proportion of water usage charges.
- more support for financially vulnerable customers
- timely notice of water supply interruptions
- programs to help customers use water more efficiently.

Finally, we acknowledge and thank our customers and community for their contribution, knowledge and expertise during the development of our 2018 Price Submission and we look forward to delivering the outcomes they want from us.

Greater Sydney Commission

Shaping the Future with the People of Greater Sydney. Preparing a Metropolis of Three Cities - the Greater Sydney Region Plan and five District Plans.

Over the next 40 years Greater Sydney will grow to be a city of 8 million people, with almost half that population living west of Parramatta – this will bring great opportunities and challenges. In 2016, the Greater Sydney Commission was established to shape a vision for the city and to lead coordinated planning across government, to deliver a more productive, liveable and sustainable city for everyone. An important part of that planning was having robust conversations with Greater Sydneysiders about their aspirations and ideas for the future of the city.

Over two years, the Commission conducted a widespread and in-depth engagement program that ensured the people of Greater Sydney had a voice in developing the plans for their city. The engagement program was designed and delivered collaboratively with Transport for NSW (TfNSW) and Infrastructure NSW (INSW), which means that for the first time, Greater Sydney now has land use, transport and infrastructure plans that have been developed concurrently.

The process began in January 2016 and was underpinned by comprehensive engagement strategies for each major phase of the project. The Commission developed an engagement framework to guide the public participation process and provide transparency about how the process would be delivered and evaluated. It ensured all stakeholders potentially affected by or interested in the Commission's Plans, had the opportunity to be involved. The process was based on the principles of being respectful, collaborative, accessible, transparent, inclusive and evaluated.

A critical part of the Commission's engagement process was collaborating and engaging with people from a wide range of backgrounds and different perspectives. This included community groups, business and industry, state government, councils, social and environmental peak bodies and the people of Greater Sydney. The Commission sought out the views of youth, people from Culturally and Linguistically Diverse backgrounds (CALD), Aboriginal people and people with a disability.

Over a two-year period, the Commission directly engaged with over 25,000 Greater Sydneysiders to hear their issues, needs and priorities for the city. This involved community challenges and workshops, focus groups and deliberative forums, randomised representative surveys, roundtable discussions and many other engagement events. The engagement program included two formal public exhibition periods and achieved over 3,000 public submissions.

A key aspect of the program was to 'close the loop' with stakeholders by listening to what people had to say and showing them how their feedback made a difference. The Commission used a range of measures throughout the life of the program to evaluate engagement techniques and refine and improve the engagement process. The public participation process achieved high levels of participant satisfaction as evidenced by completed feedback forms, phone interview results and public submissions.

This work has resulted in A Metropolis of Three Cities – Greater Sydney Region Plan, and five District Plans, that have the people of Greater Sydney at their heart.

Planning

NZ Transport Agency Northern Corridor Improvements (NCI) Project (Design Consenting Phase)

The decision to genuinely empower, collaborate and involve mana whenua, key stakeholders and the community was seen as critical during the design and consenting phase of the \$NZ700 million Northern Corridor Improvements project, due to its highly complex impact on a massive population base.

This nationally significant transport project in Auckland, New Zealand is a truly transformative, with investment planned in the full range of travel choices across all modes - vehicles, buses, cyclists and pedestrians. Success would therefore rely on the community supporting and taking up these options. It would also have a significant impact on a huge number of community facilities, reserves, special environmental areas and private properties, due to the heavily urbanised and tightly constrained corridor in which it had to be built.

The NZ Transport Agency and Aurecon NZ team responded to these opportunities and risks by committing to putting public interests “at the heart of all decision-making”, and formalised an engagement strategy and public participation process across all workstreams to help shape the design. This meant all managers were responsible for genuinely consulting with their stakeholders and the community, rather than it only being the role of the Community Engagement team.

The aim was to co-create a sustainable design that would best meet the community's needs and achieve great environmental outcomes. All planning documents submitted to the project's national Board of Inquiry (BOI) consent process had to demonstrate public participation outcomes had been considered in their Multi-Criteria Assessment (MCA) tools. Key stakeholder and community challenges were identified upfront, and discipline, extra resource and working groups were put in place to work through them. A rigorous process proposed levels on the IAP2 spectrum for all affected parties, brainstormed ways to engage with them, and asked the participants the best way they'd like to be involved. The goal was to agree resolutions ahead of the consent application, rather than leaving items to be raised in a submission during the official public notification period.

Success was to be measured by the ability to point to evidence of mana whenua, stakeholder and public participation influencing or changing decision making; and satisfaction with the proposed design. By the time of the consent application, the project team was able to proudly say they'd achieved both. Despite its size and the huge population base, there was an incredibly low number of submissions – only 33 in total. Comparable projects in New Zealand normally receive hundreds of submissions. And of those received, approximately 70% of all submissions were in support or partially in support. Only 2 submitters raised issues relating to the public consultation process.

Notably, key stakeholders including local government, road user groups, public transport and cycling groups were all in support. Unanimous support was also received from mana whenua. In the final BOI decision report in late 2017, the independent commissioners who oversaw the process noted:

“...overall the Transport Agency deserves credit for the way in which its consultation programme was designed and implemented. It has gone to considerable effort to engage with the public of Auckland generally and the key stakeholders in particular to inform them of what is proposed. There have been a great many opportunities offered to those potentially affected by the Project to engage with the Transport Agency to discuss matters of concern and, in some cases, to negotiate alterations to the Project. This can be seen particularly with reference to the fact that agreement has been reached with organisations such as Waste Management, Auckland Transport, Bike Auckland, Watercare, Vector, Transpower and Harbour Hockey Charitable Trust, and that the matters which were of concern to the Council are now reduced to one only.”



City of **HOBART**



Planning

Hobart City Council with MosaicLab and Inspiring Place *New Town Retail Precinct Streetscape Upgrade*

The City of Hobart planned to upgrade the New Town local retail precinct, making it a more vibrant, inviting and accessible space. Funds were allocated to upgrade the strip and in 2015 a 'street party' engagement was conducted and well received by those who attended. Based on this engagement a concept plan was designed. However, strong community objection subsequently became apparent with tensions emerging between local traders, the community and the council.

Council stepped back from that initial design and the project was placed on hold. In 2017, after discussions with stakeholders, Council staff made a commitment to start the concept development stage afresh. Consultants MosaicLab and Inspiring Place worked with Council's project team to design a more substantive community engagement process based on a set of deliberative principles including: a clear remit, high level of influence, highly informed, blank page report and a deliberative style conversation with both wide and deep engagement.

It was essential that the process have strong links between the wider engagement, the deeper engagement and the acceptance testing stages to ensure the design was well-received by the community and endorsed by the Council. This was achieved through:

- Wide engagement - providing an opportunity for anyone to participate including an open public workshop with local residents and traders, one-on-one conversations with key stakeholders and traders, an online survey and workshops with local school students.
- Convening a Project Action Team (advisory group) to provide recommendations to council on all matters relating to the streetscape upgrade and facilitating this group using deliberative principles (other than the group being randomly selected).
- Providing the Project Action Team with in-depth information packs, speakers, place making resources and the survey results from the initial wider engagement.
- Giving the Project Action Team sufficient time (four meetings over three evenings and one full day) to consider diverse views, identify options and come to agreement.
- Going back out to the wider public to share the designs based on the Project Action Team's recommendations and to seek further feedback.
- Consistent progress updates with e-newsletters, mail-outs, and emails to the wider community.
- Delivering on promises to ensure greater community trust in council.

Support for the new design is now consistently above 70% from all the engagement activities and Council now has a design that it can be confident that it will be able to build.

The process has been enthusiastically commended by participants, stakeholders, Aldermen and senior staff, and has demonstrated the value of quality community engagement for local neighbourhood infrastructure projects.

Research

Australian National University Crawford School of Public Policy and The Engagement People *The Next Generation Engagement Project*

The global infrastructure sector is booming with \$100B in projects set for delivery over the next decade in Australia alone – double that delivered in any previous infrastructure boom. As the pace and scale of delivery increases, so does the pressure on communities and resulting tension.

This tension has contributed to the mothballing, cancellation or delay of more than \$20B in Australian projects over the past decade – impacting investor confidence, costing jobs and impacting the mental and physical wellbeing of project staff and community members.

Despite the obvious tangible and intangible costs associated with these complex challenges, little evidence exists to determine whether more effective community engagement and public participation could improve community and project outcomes.

The Next Generation Engagement Project aims to address this knowledge gap by developing a robust, industry- led, shared evidence base to inform the future of community engagement for infrastructure project selection, planning and delivery.

In 2017, the Next Generation Engagement Team started work on this ambitious goal by successfully collaborating with Australia's infrastructure sector to identify the key knowledge gaps, opportunities and challenges surrounding community engagement, social risk management and social licence in infrastructure delivery. In doing so, the study mapped out a globally unique research program with the potential to transform the way infrastructure is delivered.

The very way in which the research was carried out mirrors the team's personal commitments to public participation and innovative research design to tackle our most difficult, shared social challenges. Using a unique research co-design method developed by team members Dr Kate Neely and Colette Einfield, the Next Generation Engagement Project worked with 82 organisations and more than 200 industry leaders (co-researchers) to develop and repeatedly refine a priority research agenda for community engagement in Australia's infrastructure sector – the ultimate goal of the pilot. Participants represented every discipline involved in infrastructure delivery, and every step in the infrastructure value chain from funding to operation.

The methodology involved the execution of an industry wide survey, the development of a resulting Situation Analysis, and iterative testing of this Situation Analysis through a national series of practitioner co-design workshops.

Co-researchers were involved from the earliest stages of research design, empowering them to determine research priorities and define research questions.

The research priorities summary developed through the co-design workshops was then extensively tested through consultation.

We found that, despite the many gains made by community engagement in terms of acceptance of engagement as a vital component of project delivery, formalisation of engagement roles, and growth in the number of individuals dedicated to the practice, community engagement continues to lack the recognition and influence of other project disciplines. Better understanding of community engagement's value and integration into the project lifecycle will require a holistic approach to tackling community engagement challenges and optimising benefits.

The final Research Priorities Report, released publicly in December 2017, identifies the issues vital to addressing the gap between best community engagement principles and on-ground practice and sets out five priority research themes.

Having met the objectives of the pilot phase, the Next Generation Engagement project now aims to establish an international research centre to address the priorities identified by industry.

Research

MosaicLab and Deliberative Designs *Critical Thinking: Enhancing Participation Capacity*

How can we enhance the ability of randomly-selected citizens in mini-publics (such as citizens' juries) to understand and evaluate expert evidence?

In 2016, MosaicLab and Dr. Lyn Carson (of Deliberative Designs and the newDemocracy Foundation) partnered in a study that considered this question. The research sought to understand what happens when participants have an opportunity to build and use critical thinking skills during a deliberative engagement process such as a citizens' jury or people's panel.

The study's strength was in its 'action learning' approach. Critical thinking activities developed in a university context were applied to participants in MosaicLab-facilitated deliberative processes. Learnings were identified and applied in real time – Dr. Carson observed each session, and activities were reviewed, modified and improved at each step in the process.

In 2017, Dr. Carson prepared a Research and Development Note that overviews the study and the exercises that were trialled in three deliberative engagement processes (Hobsons Bay 2030, the Nuclear Citizens Jury in South Australia, and the Geelong Citizens' Jury 2016-2017).

Critical thinking skills were shown to be particularly useful when used in connection with participants' conversations with external speakers (or 'experts'). The exercises enhanced their ability to prepare and ask questions that extracted clear and accurate information, or exposed flaws in reasoning. In addition, these skills helped citizens to interrogate other information inputs in a more structured way. This allowed them to reason about not just what they know or hear but to get 'underneath' opinion and establish facts.

It is well accepted that there is a general distrust between the people who make decisions and everyday citizens. An additional impact of critical thinking work is enhanced trust on several fronts. Firstly, decision makers can be reassured when participants demonstrate critical thinking skills, as they are more likely to view the group as capable of understanding the issue and weighing up trade-offs and options. Additionally, empowering participants to critically assess information increases transparency and accountability of a process – because it is less likely to be unduly influenced by interested parties.

It also became evident that critical thinking activities can enhance trust between participants themselves. This had a positive impact on each group's ability to come to agreement and provide a robust, quality output that was representative of the majority view and the broader community.

Ultimately, through this work, MosaicLab and Dr. Carson are seeking to give a stronger voice to everyday people when it comes to decision making, particularly when they interact with others in positions of power or control. The exercises trialled during the study were specifically designed to enhance the ability of everyday people affected by or interested in a decision to be involved in and impact that decision.

During this research we learnt that there are ways to tweak these processes to ensure that a group's use of critical thinking skills is enhanced and provides maximum benefit to participants and the wider experience. The exercises and resources that have been produced via this project -including reports, guides, activity kits and a short film - have been made available for others to use.

We believe that critical thinking is an essential skill and that every citizen needs a way to test claimed expertise, so critical thinking is relevant to life, not just to a deliberative process. We hope that this work will help to enhance not only individual and group capacity in deliberative settings, but citizens' ongoing participation in civic life.

Organisation of the Year

Melbourne Water *Working Together with the Community to Cocreate the World's Most Liveable City*

Melbourne Water is striving “to build an engagement culture where the community is at the core of our decision making” Michael Wandmaker, Managing Director.

These aren't just words. Our Board and our Managing Director have endorsed and are championing community engagement. In fact, one of our strategic key performance indicators in the Melbourne Water's Corporate Plan is community engagement which is underpinned by the ethos 'An empowered community strongly influence services offered by Melbourne Water'.

Melbourne Water won the IAP2 Organisation of the Year in 2011. Since then, we have grown and developed in engagement and believe we are now on a journey to becoming a leader where the community, of which we are a part, are genuinely at the core of our decision making.

Our Board has endorsed this through our Next Gen Community Engagement program. This program is a Board led and championed transformation program. The aim of the program is to embed best practice community engagement in every part of our organisation and to genuinely operate as part of our community.

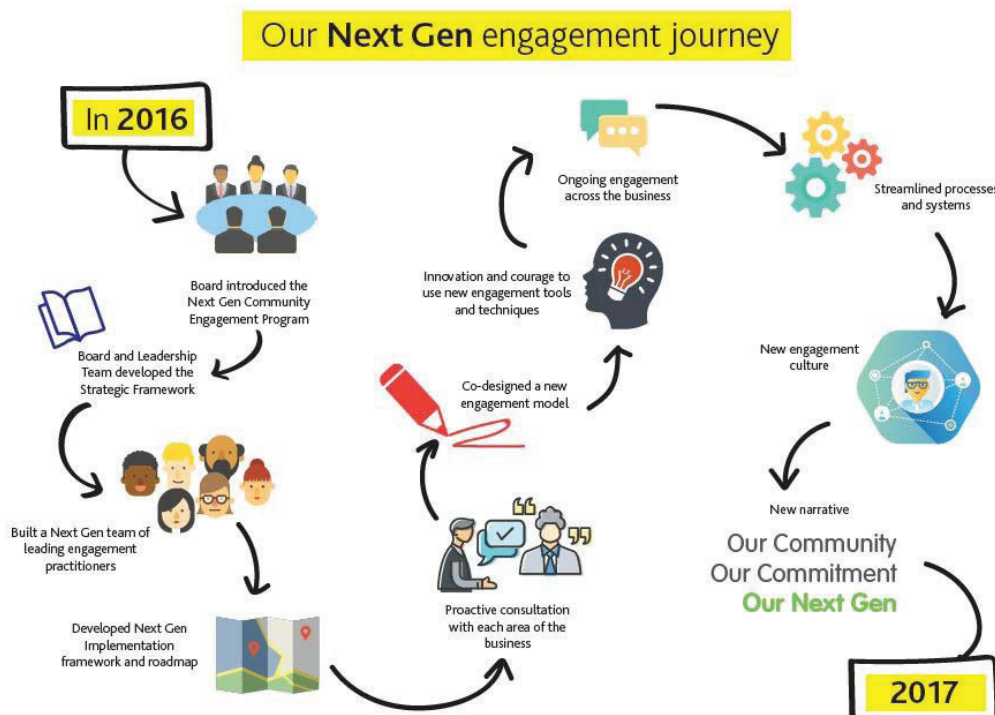
Our commitment to the IAP2 Core Values for Public Participation is fundamental to and underpins community engagement at Melbourne Water and our Next Gen Community Engagement program. They are integrated throughout our policies, strategies, practices and procedures which have been co-designed with each level and area of our business to ensure they are aligned and fully embedded.

We bring these values to life through the day to day delivery of our work in partnership and as part of our community.

By working as part of and with our community, we aim to create thriving and sustainable environments, community liveability and deliver world-class infrastructure, ensuring Melbourne remains a great place to live.

Our journey to transition the business from 'good practice' to 'best practice' engagement is continuing and the project team now has a number of significant achievements that demonstrates to the business how valuable this change is. Our journey will continue over the next 12 months to transition the business to a leadership position in engagement.

This submission shares our journey and acknowledges the leading and innovative work by the Next Gen Project Team in their application of the IAP2 Core Values of best practice engagement in the co-design and implementation of Next Gen. It is a celebration of our people and their commitment to our community every day.





Organisation of the Year

Western Bay of Plenty District Council *Western Bay of Plenty District Council's Community Engagement Culture. It's about you - putting people first.*

He aha te mea nui o te ao What is the most important thing in the world? He tangata, he tangata, he tangata It is the people, it is the people, it is the people. Māori proverb

Western Bay of Plenty District Council's engagement is about putting the people of Western Bay first. This has meant we've had to adapt, change with the times, use different tools for different audiences and really listen to what our communities are telling us. Over the years, we have engaged our communities across the IAP2 spectrum from inform to empower. Engagement is something that everyone at Council understands including our elected members, management team and staff. All of us understands the importance of it and that engagement is front and centre from our policy and planning team, to finance, reserves and facilities, information technology and community relationships.

Why is this Council so obsessed about best practice engagement? Our journey goes back four years ago when the foundation of Council's new engagement approach began. It's based on our six Portraits of Our Place themes and a list of priorities endorsed by Western Bay's communities. In 2014, Council took to the road in a bus. Both Council staff and elected members travelled over 1000km and spoke to over 1500 people. We listened and learned at a grass root level.

Communities told us what was important to them and what we needed to prioritise from "Being able to afford to live here"; to "Local employment opportunities"; "Looking after the environment"; "Having places to play and meet"; and "Making sure we look after what we have so children have a future in the District." This gave us clear insight to our communities, our land, culture, nature, bounty and coast. From this information, we created Western Bay District's Portraits of Our Place, which are: community heart; bountiful bay; just coasting; kia kaha; land lovers and nature nurture. Portraits of Our Place set the tone, and gave Council the framework to create its positive, people-centred, proactive engagement culture.

For Council, engagement is not something tacked on to a process, it's an every-day activity, with genuine commitment and outcomes. The commitment is about putting the people of Western Bay first and enabling communities to be strong, connected, engaged and resilient.

Our engagement is sometimes formal, following a statutory process involving hearings and deliberations, but more often is informal using post-it notes and talking kanohi ki te kanohi (face-to-face) with individuals and with groups. Its place based, topic based, empowering, inclusive and adaptive, short, medium or long term. Essentially, engagement is not only best practice; it is our core business affecting our reputation, community relationships and the level and relevance of services we deliver.

It hasn't been easy. But we've persevered and ensured that our engagement is at all levels and that we've the right tools and attitudes to do it well. At the operational level, we created a community engagement centre of excellence for staff to utilise. This centre of excellence includes our best practice foundation consisting of our Significance and Engagement Policy and community engagement guidelines, our toolkit including templates, video, calendar and online tools, our relationship building across our District and building leadership, capacity and capability with our staff where everyone owns engagement and is responsible for it. At the governance level, our elected members are enthusiastic and passionate about engagement too.

We've the Community Committee and the Tauranga Moana/Te Arawa Ki Takutai Partnership Forum, where our communities and partnership with Tangata Whenua are front and centre.

In the past four years, a lot has taken place, been created and implemented but it's only the start for this Council's engagement journey with its people. We've an exciting future ahead of us.

Organisation of the Year

City of Casey

How the City of Casey got the whole organisation excited about engagement

Over the past two years, the City of Casey (Casey) has seen expansive growth in the awareness and status of community engagement across the organisation. The organisation has gone from apathy to excitement around engagement, which has led to a shift in the willingness for staff to plan and implement their own engagement strategies.

This movement began with the development of Casey's first ever Community Engagement Strategy, which is underpinned by the IAP2 Core Values and conveys Casey's commitment to engaging the community in genuine and meaningful ways.

A number of large-scale community engagement projects gave many staff in the organisation a chance to be involved in engagement in ways that they hadn't before – this included the Casey Next Project and Casey People's Panel.

A group of 25 staff known as the 'Engagement Experts' was established in June 2017, who support and advise their peers on all things engagement. These staff took on this role in addition to their substantive positions and come from all over the organisation – from Urban Planning to Digital Communications.

Coordinated by the Community Engagement team, the group helped to develop the City of Casey Community Engagement Plan template and coach other staff in its use. They were also key stakeholders in the development of the City of Casey Engagement Evaluation Frameworks.

Many of the staff in the Engagement Experts group manage their own projects that have a large community engagement component. Upskilling key staff in this way has led to impressive community engagement plans over the past year for projects including the development of the Inclusive Casey Community Framework, the development of the Integrated Transport Strategy, navigating a Planning Scheme Amendment that affected over 20,000 households, development of the Cranbourne Town Structure Plan, the Hard Waste Service Review, the Open Space, Sport and Recreation Facilities Review, the adoption of a new Local Law and the development of a Biodiversity Strategy.

Decentralising engagement from the core Community Engagement team has empowered staff and enabled them to experience the challenges and successes of planning and implementing community engagement strategies for their own projects.

The Engagement Experts have brought energy and enthusiasm to engagement that is infectious across the organisation. There is now even a waiting list of staff who want to undertake community engagement training and join the Engagement Experts group.

In addition to this, the Councillors and Executive Management Team are champions for community engagement and keep it at the forefront of the organisation's priorities.

Most recently, the City of Casey was highlighted in the Victorian Auditor General's Report of Local Government as demonstrating best practice community engagement.

Organisation of the Year

Queensland Urban Utilities

Let's Talk Water - Our journey to strategic customer engagement

Queensland Urban Utilities (QUU) understands how important water and sewerage services are to sustaining liveable communities, and that customers and communities have high expectations when it comes to the quality and reliability of the products and services on which they depend.

QUU also recognises that the decisions it makes today have a direct impact on the communities of tomorrow and holds at the core of its values a participation commitment to give its customers and communities a key role in shaping its future.

QUU is a statutory body established in 2010 to deliver drinking water, recycled water and sewerage services to over 1.4 million customers in South East Queensland. QUU's purpose is to 'Enrich quality of life' and its vision is to "Play a valued role in enhancing the liveability of our communities".

In order to achieve its purpose, QUU recognised the need for effective customer and community engagement to be embedded within organisational culture and business-as-usual practices.

Having embraced the IAP2 principles of public participation in 2015, QUU embarked on a journey to ensure that the strategic decision making that underpins its core business is informed by outcomes from customer engagement. This voluntary commitment stands out in an industry where almost all Australian utilities have waited for engagement to become a regulatory requirement for business planning and investment decisions.

QUU instead embarked on a journey of engagement without regulatory intervention, seeking to embed within its organisational culture the practice of ensuring that community and customer insights and engagement is incorporated into strategic decision-making, emphasizing a genuine commitment to being a customer and community focussed organisation.

The launch of QUU's "Let's Talk Water" Program, extended its public participation commitment to a whole of organisational strategic level. The Program involved an extensive internal engagement which included its Board of Directors, Executive Leadership Team and General Managers prior to engaging its customers.

The outcome of the first phase of this program is QUU's Customer Engagement Plan, a public commitment to QUU's communities and customers that it will involve them in its decisions; to look at its business through the eyes of its customers and communities, so they are assured they have a say in shaping the future of QUU and the region's essential services.

Whilst the journey is ongoing, since embracing IAP2 core values, enshrined in QUU's Customer and Community Engagement Policy and Framework, QUU has successfully built a strong engagement platform in just three years, enhancing its ability to engage confidently and proactively with its customers and community. In the words of a QUU Manager, "*Understanding IAP2 has inspired me to approach customer engagement differently, being more proactive and clear upfront, and being able to build stronger relationships because of it.*" IAP2 Core Values are now the foundation of everything QUU does to 'Enrich quality of life' for its customers and community.



Organisation of the Year

Strategic Engagement Unit, Department of the Premier & Cabinet, South Australian Government *Better Together Program*

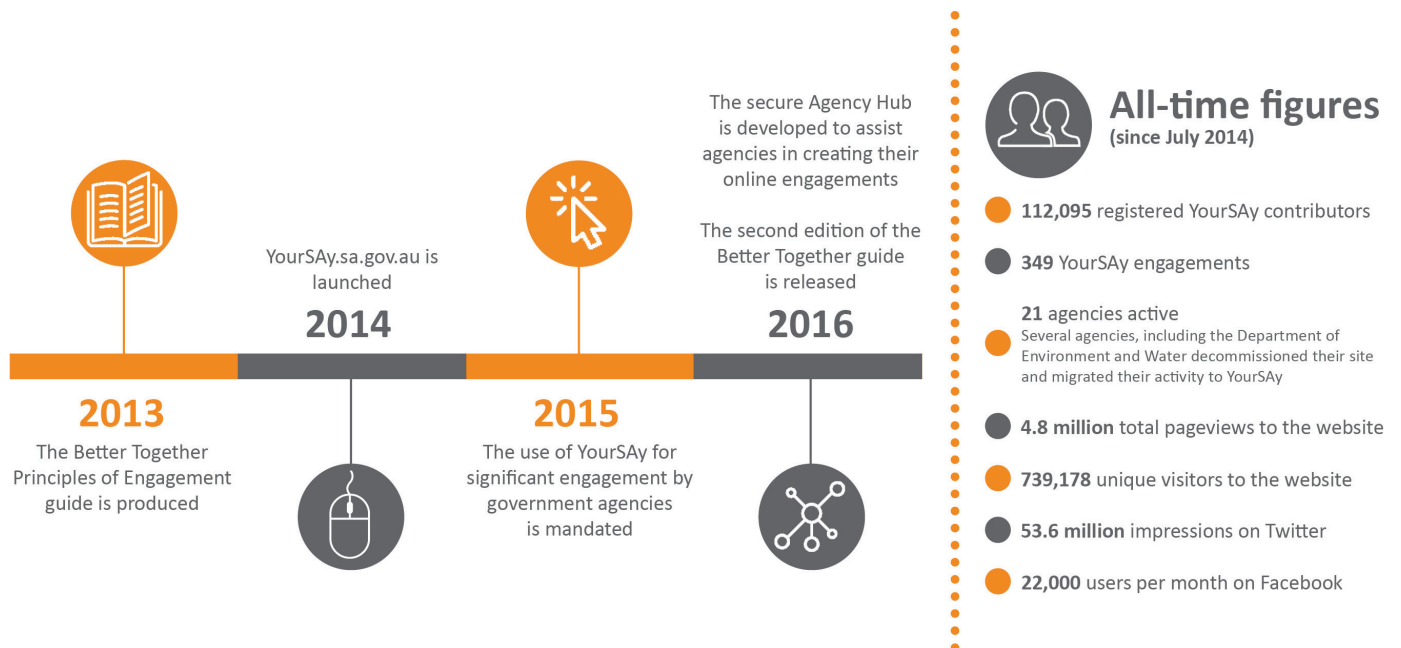
The Strategic Engagement team is a leader in trialling and showcasing innovative approaches to engaging the community in Government decision-making. Commencing in 2010, the team leads whole-of-government engagement and public participation for the Government of South Australia through its Better Together program and YourSAy website.

Better Together builds awareness and capacity across the SA public sector in best practice engagement, through a holistic approach that includes:

- Engagement training, Masterclasses and large scale Showcase Events
- Advice and support across all government departments
- Resources, guides and templates to support best practice engagement
- A local and international community of practice; and
- Recognition and promotion of South Australian best practice case studies.

The team's Better Together program and its extensive body of engagement practice is underpinned by the *Better Together Principles of Engagement (2013)*.

Better Together is bookended by YourSAy.sa.gov.au, the government's central engagement website that brings citizens into decision-making on policy development and service delivery. YourSAy was the first whole of government online engagement site in Australia and we continue to lead best practice online engagement with jurisdictions around Australia emulating our online efforts.





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