iap2 international association for public participation AUSTRALASIA

Showcase of 2013 Core Values Awards

Overview

IAP2 Australasia's premier 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. Embedding the IAP2 Core Values in organisations and projects that demonstrate leading practice is a key focus for the awards. In 2013, IAP2 Australasia offered three award categories: Project of the Year, Organisation of the Year and the Australasian Research Award.

The winners for this year's awards were announced at the Core Values Awards Gala Dinner that took place on Monday 9 September at the National Wine Centre Adelaide. The dinner took place during the IAP2 Australasian Conference for Best Practice in Community Engagement and recognised the achievements of the 2013 winners.

Submissions for the 2014 IAP2 Australasia Core Values Awards will open in February 2014. For enquiries please contact Cathy Moses, Events Manager at cathy@iap2.org.au.

From the President

IAP2 developed the Core Values for the Practice of Public Participation for use in developing and implementing community 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 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.

In 2013, IAP2 Australasia offered award categories for:

- Regional Project of the Year
- Australasian Project of the Year
- Australasian Research Award
- Organisation of the Year

Project applications were first judged on a regional basis. Finalists were chosen from around Australasia. During the second stage of judging, each of the winners at regional level was compared and an overall Australasian winner decided.

A rating scale was applied and as always it was a difficult decision for our judges.

We are also pleased to introduce the Australasian Research Award which recognises those seeking to contribute to the body of evidence to support the practice of public participation.

The 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 Mark Ritch, Ray Tye and Matt Leiningher, we say thank you for volunteering your time and expertise to this year's Awards.

To the many applicants we say thankyou for your contributions to the practice. The Award process is one way to evaluate engagement practice and we encourage all to consider entering in 2014.

Carla Leversedge, President
IAP2 Australasia

IAP2 Core Values

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.

2013 Core Values Awards Judges

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 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 is the 2012 Project of the Year winners for New Zealand for their City Plan Project.

Mark Ritch

Mark Ritch is Program Manager Community Engagement at the Earth Resources Regulation Division of the Department of Primary Industries (DPI) in Victoria. With a background in community development and community engagement in both the UK and Australia, Mark is currently involved in promoting community engagement approaches in Victoria's mining sector.

With a Master's degree in Community Education from the University of Dundee, he has worked in leadership roles in not for profit, local government and state government across a range of projects and initiatives. His experience ranges from working as a youth worker in Paisley, Scotland to leading development of policy and strategy for local and state government in Victoria.

Matt Leighninger

Matt Leighninger is the Executive Director of the Deliberative Democracy Consortium (DDC), an alliance of the major organisations and leading scholars working in the field of deliberation and public engagement. The DDC represents more than 50 foundations, non-profit organisations, and universities, collaborating to support research activities and advance democratic practice, in North America and around the world. Over the last sixteen years, Matt has worked with public engagement efforts in over 100 communities, in 40 states and four Canadian provinces.

Matt is a Senior Associate for Everyday Democracy, and serves on the boards of E-Democracy.Org, the National School Public Relations Association, and The Democracy Imperative. He has also been a consultant to the National League of Cities, NeighborWorks America, Centers for Disease Control, and the League of Women Voters.

Australasian Research Award

Winner: *University of the Sunshine Coast*

Project: *Participatory Design for Age-friendly Communities*

University of the Sunshine Coast

With an increasing proportion of seniors who wish to remain engaged and active in the community, a key to making cities more age-friendly is including seniors as partners in directing their future lifestyles, as social participation and inclusion are connected to good health and well-being (WHO, 2002). The objective of this research was to explore what constitutes liveable, sustainable and affordable neighbourhoods and dwellings for seniors within existing communities in South East Queensland and to do so using two participatory research methods: Photovoice and design Charrettes.

Using Photovoice as a method of participatory research and engagement in the first stage of the project, 40 senior participants from Brisbane and the Sunshine Coast used digital cameras to take up to 20 photographs each around four thematic questions to illustrate what hinders or helps them in the built environment as they age. Following a workshop session where participants shared their images and perceptions, they combined their photos with captions into one presentation. Representatives of the seniors' groups presented their views to a design team, as input into the second stage, a series of design Charrettes. Fifteen principles for design of neighbourhoods and accommodation

for seniors were also derived from a rigorous analysis of the seniors' photos in conjunction with their captions.

In the second stage, seniors directed a planning team of architects and urban designers to design accommodation within existing communities. The outcomes were seven innovative accommodation typologies that responded to seniors' input and reflected their desire for universal design, resource-efficient accommodation with natural light and ventilation, and flexible spaces, all within an affordable price range.

Photovoice is an engaging and empowering process by which people can identify, represent and enhance their community by taking photos to share expertise and local knowledge (Wang & Burris, 1997). The Charrettes offered seniors an opportunity to interact with planners and designers to gain knowledge of this industry and discuss trade-offs in order to achieve all their principles. This is the first time that these two participatory methods have been used together in a multiple methods approach, and as far as we know, the first time that seniors have been engaged in design Charrettes. An evaluation survey of participants at the end indicated that they enjoyed the engaging photovoice method, learning about other seniors' perspectives, the ability to discuss ideas with design experts, and felt their ideas were well represented by the principles and design typologies.

The project was funded by Sunshine Coast Council, Queensland government Urban Land Development Authority (responsible for delivering affordable and innovative housing), Churches of Christ Qld (a not for profit aged care provider/developer), and Diecke Richards (an urban design firm) whose representatives were involved throughout the project in the photovoice workshops, charrettes and report review. What had initially attracted them to the project was the proposed participatory methods which they felt would provide in-depth insight into seniors' needs as they age. Three of these research partners are now working together to implement the learnings in a real development site. In terms of broader application, several of the 15 principles offer additional insight into seniors' needs that are not represented in existing international, national and local policies and strategies for seniors, such as the importance of outdoor public (parks, walkways) and private (decks, balconies, patios) space with shade, visual amenity, and sustainable design. The innovative accommodation typologies illustrate how accommodation for seniors can be designed to be sustainable, liveable and affordable. They offer models for planners, developers, aged care providers, State and local governments to facilitate greater industry uptake of age-friendly concepts in neighbourhood and dwelling settings. Importantly, they validate the benefits of using visual methods for voicing issues and planning for an active ageing population. This project addressed all seven IAP2 core values and used techniques across much of the IAP2 Spectrum from information to collaboration, depending on the goal, phase, and participants' needs at the time.

Australasian Project of the Year

Winner: *City of Marion*

Project: *Making Marion – A Community Plan Towards 2040*

Once every four years, councils in South Australia are required under the Local Government Act to review their strategic plan. This comprehensive review sought to provide a vision and 'high level' strategic directions for the City of Marion for the next 30 years. The revised Plan is known as the City of Marion's Community Plan. The delivery of the 30-year Community Plan 2012-2040 will provide a clear line of sight for the organisation and our communities through the development and implementation of a suite of plans. This is represented as:

- Council Plan (10 years) that outlines Council's strategic directions and contribution to the Community Plan including recommendations for Council's Development Plan, Asset Management Plans, and Long Term Financial Plan.
- Service Plans (4 years) to mobilise and prioritise Council resources.
- Annual Business Plan & Budget (1 year).
- Individual position descriptions for Council staff.

The six-week engagement occurred between September 10 and October 19, 2012.

The City of Marion's Elected Members wanted to create a 30-year blueprint for the city and, in doing so, involve the community in the biggest and most innovative engagement in Marion's history. The aim was to strengthen council's connections to its community and ensure that each of the 85,300 residents had the opportunity to participate in the engagement.

The role of the public was to participate in the development of:

- A vision for Marion 30 + years.
- A plan developed by, and for, the community (community feedback collated by Elected Members).
- Strengthened partnership with us and each stakeholder group.

City of Marion also won the South Australian Regional Project of the Year.

Australasian Project of the Year

Runner Up: *Straight Talk Pty Ltd*

Project: *Coffs Harbour City, Master Plan Community Engagement Plan*

straight Talk

hear every voice, know where you stand

This community engagement program is noteworthy because it was implemented on a shoe-string budget (less than $35,000) by one industry full time employee, who embraced the IAP2 values and ethics and delivered amazing widespread awareness. This engagement program galvanised and mobilised the Coffs Harbour community.

The outcome was far greater than the individual parts. The community engagement techniques applied, in isolation, were fairly standard. This community were extremely well informed; voices were heard from the beginning and overtly reflected in the, eventual, final decision. There was widespread confidence in the robust community engagement process implemented.

What sets us apart is the public reaction when it became apparent Council ignored what the public wanted. The engagement robustness we delivered gave the community uncompromised confidence to very publicly challenge Council. We created an environment where the community felt empowered to demand media coverage that instigated scores of online polls, a swathe of social media and Facebook groups that left councillors in no doubt about where the community stood. As one example, one community member created a Facebook 'event' page, Skate8Park4Coffs that gained over

1000 followers within days.

The key innovation to this program was the seamless integration of two core communications disciplines, public participation and media relations. We avoided media spin, leveraged relationships, spoke with the right people and delivered a robust grass roots program. Our transparency built confidence.

These foundations activated word of mouth and generated community excitement about the masterplanning process. A symbiotic communications flow underpinned the success of the engagement process as it ultimately galvanised the community into action.

We created a platform that ensured everyone knew, every voice was heard.

Coffs Harbour is a coastal city equidistant between Sydney and the Gold Coast. The region is a tourist haven but its CBD is economically depressed. Between September 2012 and March 2013, Council and its business community, commissioned Straight Talk to engage with the wider Coffs community and urban design specialists to create a draft plan to reposition the city centre as a 21st century city in a bid to stimulate the Coffs Harbour's city centre economy.

The backbone of this public participation program was founded on establishing a well-informed and connected, 10-person, City Centre Working Committee; a series of well-targeted public workshops supported by a local newspaper partnership and integrated communications.

By working closely with this elected City Centre Working Committee, representative of the city centre community, we created an integrated engagement program that meaningfully connected with young people, the business community, elderly and residents. We delivered what they wanted. The community consensus on a city centre values set, mission statement and three masterplanning design principles ensured competing needs from the various community segments were accounted for.

By investing the time upfront we were able to use word of mouth techniques to identity quality recruits for a range of workshops. Stakeholders unable to attend workshops were updated on inputs and outcomes via free newspaper publicity and project website. Subsequent feedback, such as letters to the editor, online polls, emails, letters and phone messages were fed into our process.

Well defined masterplan objectives and financial parameters ensured realistic contributions were received.

"It's about community consultation, that's what it boils down to. They spoke, we heard, we listened and it's done," said Coffs Harbour Mayor following the decision to fully endorse the masterplan.

Straight Talk also won the New South Wales Regional Project of the Year.

Western Australian Project of the Year

Winner: *City of Fremantle in association with Creating Communities Australia and CODA*

Project: *Kings Square Project*

The Kings Square Urban Revitalisation Project is an integrated redevelopment of key sites in Fremantle, Western Australia.

Kings Square is the geographical and civic heart of Fremantle and the aim of the project has been to establish the conditions that will lead to the regeneration of the Square (and surrounding sites) as an important social and commercial hub in the heart of the City.

The Kings Square Community Engagement process was undertaken to inform the urban design planning for the future redevelopment or refurbishment of a number of properties within the precinct.

In March 2012, the City of Fremantle engaged the consultant team of CODA, Creating Communities Australia and Kelsall Binet Architects to provide architectural, urban design and landscape architecture services. Creating Communities Australia led the community engagement process, which was developed in partnership with the City of Fremantle and CODA to effectively facilitate public participation to inform the development of an urban design strategy.

A comprehensive engagement process was developed to ensure the urban planning outcomes met the needs and aspirations of the community and to re-establish a place that would capture the hearts and minds of the local community.

The collaborative and interactive community engagement process included a series of closely spaced workshops and presentations that generated a great deal of public interest and utilised a variety of techniques to ensure that the desires of Fremantle's residents, commercial owners, operators and other stakeholders were elicited and subsequently considered in all decision making. The engagement process included the use of interactive "keepad" survey technology, workshops, open days and a Citizens' Jury.

Australian Capital Territory Project of the Year

Winner: *Commonwealth Department of Industry, Innovation, Climate Change, Science, Research & Tertiary Education*

Project: *STEP into the Future*

Australian Government

Department of Industry, Innovation, Climate Change, Science, Research and Tertiary Education

This project involved a series of seven engagements implementing the STEP (Science & Technology Engagement Pathways) framework. The series, entitled *STEP into the Future*, was designed to test the framework and develop a set of case studies to accompany STEP, to demonstrate the framework and how it might be used. The engagements explored a range of topics of relevance to policy decisions, focusing on nanotechnology and other enabling technologies. Most of the engagements involved deliberative workshops, using a variety of methods, and involving members of the public, decision makers and stakeholders.

The STEP framework was developed by the National Enabling Technologies Strategy – Public Awareness and Community Engagement program within what is now the Department of Industry, Innovation, Climate Change, Science, Research & Tertiary Education. It was developed through a multistakeholder co-design process and was launched in 2012. Information about STEP and the STEP into the Future is available at: http://www.innovation.gov.au/step.

Northern Territory Project of the Year

Winner: *City of Darwin/Michels Warren Munday*

Project: *Cavenagh Street Upgrade*

Digging up a 50-year old road might seem simple, but not when it's the main road into the city.

Bus routes and taxi zones need to be moved, hotels and businesses will lose vehicle access for weeks, a school is going to lose its pick up and drop off point, hundreds of commuters need alternative parking spots and previous attempts to fix the other end of the street had been thwarted by angry traders worried about losing parking.

A key element of the success of this project was first persuading the City of Darwin that it needed an engagement strategy, rather than just sending letters to key stakeholders. The second was the Council's agreement to an intense stakeholder engagement program that relied on face to face communication and good relationships.

The City of Darwin had $3.3 million in Roads to Recovery to upgrade Cavenagh Street in the Darwin CBD that had to be used by the end of 2012.

The Council had recently done IAP2 training so was sympathetic to the need for an engagement strategy but felt there was little scope for consultation.

Michels Warren Munday walked the street and mapped the impact on properties, then prepared an engagement strategy that had an emphasis on the Council working with stakeholders to find solutions to access issues.

This included a working party with the bus services and taxis, personally visiting every property affected, setting up temporary access for one of the hotels, the printing business and a busy supermarket, finding an alternative pick up and drop off point and marshal for school children and appointing a Council staff member to be the chief problem solver for all affected businesses.

Communication included regular updates, media, a website and public notices. But, above all, it was based on face to face contact with the most immediately affected stakeholders.

The final result was a beautifully built road that was completed almost two weeks ahead of schedule and with no delays or stoppages due to stakeholder concerns.

"The Cavenagh Street Upgrade (Searcy to Daly Street) set the benchmark for working in the Darwin central business district in the future and next time we have another road to reconstruct we will be doing something similar, because we know it works." - **Drosso Lelekis, Manager Design, Planning and Projects, City of Darwin**

Victorian Project of the Year

Winner: *OurSay/Hepburn Shire Council*

Project: *What's the Big Idea?*

OurSay partnered with Hepburn Shire Council to design and deliver an innovative online and face-face community consultation process with the express objective of involving as many people as possible in the drafting of the Hepburn Shire Council Plan for 2013-2017. The project was named "What's the big idea?" and ran from 15 February to 26 March 26, 2013.

To inspire public participation, the Hepburn Shire Council committed to addressing the top ten most voted ideas registered by the community on OurSay.org/Hepburn-Council-Plan. The promise was that the top 10 ideas put forward and promoted by the community would be discussed at a Conference of Big Ideas by councillors, council officers and the community. Outcomes of the debate would then inform the strategic directions of the Council Plan.

To ensure that ideas were effectively registered, OurSay and Hepburn invited community organisations and leaders to 6 workshops across the Shire to help the community to define strategic ideas and actions. These

ideas and actions were registered directly on to the OurSay forum and community members were trained to use the forum. The workshops were attended by 93 community members and a total of 61 ideas were registered.

Once the workshops were complete the community was ready to promote the OurSay forum. To ensure community ideas received votes, each community member had to use the OurSay campaigning tools embedded in the forum and share their ideas using social media, email and traditional community organising. This transformed the community member from someone being engaged to someone championing the engagement process. To receive as many votes for their idea as possible, highly involved community members had to reach out and find new people to vote for their idea.

At the conclusion of the online forum over 10% of households in Hepburn Shire had contributed 264 ideas, 3399 votes and 693 comments.

The top 10 ideas, which received the most votes were then discussed at the Conference of Big Ideas.

The conference was attended by all the Councillors, the Council management team, the OurSay team and 75 community members, including authors of 8 out of the top 10 ideas. Importantly, the author of the idea was provided the opportunity to present their idea, which was then followed by Councillors and Council officers discussing the strengths and challenges of each idea. Following this, all community members in groups of 8 were then asked to note down their thoughts about each idea. All this information was then collected and used to develop the council plan.

The proceedings were filmed so that anyone who couldn't attend the conference can still benefit from hearing the council's perspectives on the strengths and challenges of each idea. The video can be found at: http://oursay.org/hepburn-council-plan

Summary of the Process

1. Formal commitment from Hepburn Council to proceed: January
2. 6 face-face community workshops to get the ball rolling: Start of February
3. Online forum begins and maintained for 5 weeks: Start 16 February
4. Conference of Big Ideas: March 26
5. Council Plan is developed and a consultation draft is published: April

New South Wales Project of the Year

Runner Up: *Elton Consulting / Transport for NSW*

Project: *NSW Long Term Transport Master Plan*

NSW 2021 clearly articulated the NSW Government's commitment to consultation. Meeting the transport demands of a growing population is one of the biggest challenges facing NSW. That is why the Transport for NSW created an inclusive and comprehensive transport planning process involving community, business, industry and government stakeholders to develop the NSW Long Term Transport Master Plan.

Elton Consulting was engaged by Transport for NSW to support the statewide stakeholder and community consultation for the NSW Long term Transport Master Plan, released in December 2012.

Featuring over 220 short, medium and long term actions, the Plan outlines a clear direction for transport over the next two decades; identifying the role of each transport mode in meeting future needs including rail, road, buses, ferries, cycling, and walking.

The Plan will also help develop a freight network that maximises the benefits to the economy.

The Plan has involved unprecedented collaboration with the people of NSW. Every person across the

State interested in improving transport in NSW has been

encouraged to participate in the Plan's development. Whether a commuter or a truck driver, an industry representative, business person or part of local government, all have been given opportunities to provide input that is shaping the approach to the future of transport in NSW.

Achievements of the consultation process included:

- A launch event attended by over 130 stakeholders from across business, community, customers, government and industry.
- A dedicated website, a 1800 telephone number, and Twitter to talk with our stakeholders and gain feedback.
- Four Advisory Groups – representing customers and community, local government, industry and transport specialists – which provided input to the development of the Master Plan.
- The creation of a Long Term Transport Master Plan Discussion Paper, released in February this year, which has been downloaded from the dedicated website over 8,500 times.
- Over 1,200 submissions from the community on the Discussion Paper between 24 February and 27 April. These submissions have been analysed and fed back into the technical and strategic planning process for the Master Plan.
- Holding 14 regional forums across the State between February and May, involving over 1,000 participants. This enabled us to hear and understand the views of people in all parts of Sydney, and every region of NSW. Summaries of these sessions are on the web site and have been fed back into the planning process.
- Over 140 stakeholders attended an industry briefing.
- Ongoing stakeholder meetings.
- The team also used a number of innovative methods in the public participation process for the Plan. These included:
- Introducing consultation into a NSW Government announcement – from day one of the project. For the launch, 130 key stakeholders were brought together for small group discussions, to get their input from the outset. Simultaneously, a dedicated website was launched seeking immediate community feedback.
- The use of social media such as Twitter and online surveys with ongoing monitoring to assess the effectiveness of the approach.
- Inclusion of the draft Plan online which allowed the public to make comments on specific sections, to inform the final version.

The draft Plan will soon be released for comment. This is a major step in the 12-month process to develop an integrated transport plan for the State over the next 20 years. The focus of the next phase, following the release of the draft Plan, is to gather specific comments on how it can be strengthened.

The release of the final Plan means that for the first time NSW has a comprehensive and integrated strategy for all modes of transport, across all of NSW – informed and driven by stakeholder and community engagement.

NSW Winner for Project of the Year was Straight Talk. See page 9-10.

South Australian Project of the Year

Runner Up: *City of Salisbury*

Project: *Salisbury City Centre Renewal Strategy*

The Salisbury City Centre (SCC) is earmarked to become one of Adelaide's major activity centres by 2040 in accordance with the 30 Year Plan for Greater Adelaide. To this end, the City of Salisbury has embarked on an 18-month process to develop a Structure Plan and Renewal Strategy to revitalise the SCC.

The City of Salisbury decided to change the way it conducted strategic planning exercises to proactively seek more diverse community views and to ensure that the local community – residents, traders, property owners and users of the SCC – as well as other interested parties – had opportunities to contribute their ideas in developing the Structure Plan.

The community were invited to join Council on the journey to develop aspirational visions and a strategy/ structure plan that ultimately guides the future development of the SCC for the next 20 years.

Over the 18 months, dozens of activities, workshops and street talk events were held with all sectors of the community including youth, elderly people, residents, traders, landowners, workers, visitors, non-users as well as Government agencies and utility providers.

The project involved an evaluation of previous consultations, a pre-engagement phase and a four- stage community engagement process, followed by an evaluation of that process. Approximately 1,800 people participated throughout the project, which is significant considering the 'hard to reach' community the City of Salisbury has. The result was also an unprecedented level of participation in strategic planning from a diverse range of the community and the plan that reflects the aspirations, views and priorities of the community.

This project demonstrated the effectiveness of 'Street Talks' in engaging with the 'hard to reach' community in a strategic planning exercise, attracting a range of input from a diverse community within a small amount of time. It also validated the importance of genuine community engagement and how it helps to build better relationships and trust with the community and stakeholders. As a result, the City of Salisbury succeeded to develop a plan to guide the future development of the SCC that is well supported by the community and a framework that allows all parties to work together to achieve our future vision.

South Australian Winner for Project of the Year was City of Marion. See page 8.

For more photos visit www.iap2.org.au/gallery

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