# Advocacy Recommendations & Calls to Action

**We believe in...**
Improving environmental, social and governance outcomes through authentic engagement.

iap2
international association
for public participation
AUSTRALASIA

iap2.org.au

# Acknowledgements

IAP2 Australasia acknowledges the input and support of the Australian Infrastructure Audit 2019, and we have leaned on the research of others, including our partners, the Next Generation Engagement team (NextGen) at the Australian National University (ANU) Institute for Infrastructure in Society, as well as Infrastructure Australia, and the thought leadership of our members.

# About this Booklet

This booklet outlines IAP2's Australasia's core principles for advocacy, policy objectives and recommendations. It is intended for reference by IAP2 Australasia's members when they seek to meet with elected and non-elected officials to advocate for IAP2's Australasia's policy demands.

# Contents

## Evidence for increased engagement (public participation) includes:

# 82%

82% of businesses said, **"communicating and engaging with stakeholders openly was seen as the most critical factor for building trust."**

*Source: Creating value and balancing stakeholder needs (KPMG and AICD survey – 2019).*

License to operate is the **No. 1 ranked risk** – *2 years in a row.*

*Source: Top 10 Business Risks and Opportunities – 2020 (EY).*

Better functioning cities and towns could deliver a **$29B increase** in GDP in the long term.

*Source: The Australian Infrastructure Audit 2019.*

# 80%

80% of Australians indicate it is important that the government **considers the views of the community** when planning or investing in major infrastructure.

*Source: The Australian Infrastructure Audit 2019.*

# $30B+

Community opposition has contributed to the delay, cancellation or mothballing of more than $30B+ of infrastructure projects in the last decade.

*Source: State of Infrastructure and Engagement: Highlights Report: 2020–2021 – ANU I2S*

**Advocacy Call to Actions and Recommendations**

## Policy Position

## IAP2 Australasia advocates for all communities to be authentically engaged in decisions that affect them in order to improve environmental, social and governance outcomes.

As the peak body for the community and stakeholder engagement sector, IAP2 Australasia believes that engagement, when done well, improves environmental, social and governance outcomes and increases trust in the democratic process.

We advocate for all communities to be authentically engaged in decisions that affect them, in alignment with the IAP2 Quality Assurance Standard for Community and Stakeholder Engagement.

### IAP2 Definition of Engagement

Community engagement is an intentional process with the specific purpose of working across organisations, stakeholders, and communities to shape the decisions or actions of members of the community, stakeholders, or organisation in relation to a problem, opportunity or outcome.

# IAP2 Australasia Calls to Action

- There is increasing evidence that many nations around the world are facing a crisis of trust in institutions (Blind, 2007).
- In the infrastructure and construction sector, stakeholder pressure is the leading cause of project delay (Deloitte, 2018).
- Community opposition has contributed to the delay, cancellation or mothballing of more than $30B of infrastructure projects in the last decade (ANU, 2021).
- The Productivity Commission stated in their 2017 *Shifting the Dial: 5 year productivity review* that 'Better functioning cities and towns could deliver a $29B increase in GDP in the long term'.

The opportunity exists to improve environmental, social and governance outcomes through authentic engagement.

## Three Calls to Action

**1**    Ensure Authentic Engagement

**2**    Demonstrate a Commitment to Social Accountability

**3**    Improve Environmental, Social and Governance Outcomes

Call 1

"...communities are increasingly propelling the business, government and not-for-profit sectors to act responsibly and are driving a movement which advocates transparency, responsible practices and diversity."

*Source: Deloitte – 2018 Annual Review of the State of CSR in Australia and NZ*

# Ensure Authentic Engagement

Ensure authentic engagement through:

### Recommendation 1: Earlier and ongoing engagement

- Provide more resources to engage communities at the problem identification and definition stages of the project, not just the solution.
- Hold early engagement and inception workshops so that risks and opportunities can be identified and assessed much earlier.
- Ensure real and early engagement between community stakeholders and the professionals designing and developing solutions.

### Recommendation 2: Integrate stakeholder values

- Identify stakeholders and ensure their values are integrated into the engagement and support decision-making.
- Ensure engagement with all stakeholder views and values – not just those of the "enthusiastic".
- Implement education and awareness strategies to increase levels of engagement by communities.

### Recommendation 3: Adopt a user-centred approach

- Place both users and affected communities at the centre of planning and decision-making.
- Focus on key user outcomes of access, quality, and cost, including impacts on the broader community, in order to understand how the project can meet the users' needs.

**Call 2**

> "Community engagement is needed to ensure a social license is obtained."

*Source: Setting up projects for success – Research Insights WSP/UTS 2019*

# Demonstrate Commitment to Social Accountability

Demonstrate a commitment to social accountability by:

## Recommendation 4: Build and maintain social license

- Change business case requirements to ensure a social risk profile is included in all project assessments.
- All partners have a proactive approach to building trust with the community. Social license must be earned every day and left intact for future projects.

## Recommendation 5: Strengthen collaboration

- Establish a collaborative culture between partners and the community.
- Continuous improvement – past projects inform current and future projects, and current projects continue to inform future ones.

## Recommendation 6: Improve transparency

- Apply an increased, transparent, and consistent level of business case detail across all types of contracts.
- Commit to the sharing of standardised stakeholder and community data throughout the project lifecycle, from one lead agency to the next, to ensure continuity of knowledge.
- Increase access to user data and use of behavioural insight tools to help regulators drive improved project and service delivery outcomes.

**Call 3**

"How we plan, fund and deliver infrastructure has improved but Australia is not achieving best practice… Projects are getting larger and increasingly complex and will require new approaches."

*Source: An Assessment of Australia's Future Infrastructure Needs – Audit 2019*

# Improve Environmental, Social and Governance Outcomes

Improve outcomes of authentic engagement through:

## Recommendation 7: Strengthen governance and accountability

- Increase and strengthen user-focused data to support improved decision-making.
- Community engagement becomes a key performance indicator for chief executives and other leaders.
- Project delivery should include key performance indicators for authentic engagement.

## Recommendation 8: Improving contracting

- Increase the use of standard contracts and approaches for most projects.
- Ensure contracts with the major contractor define requirements for engagement outcomes, obligations, and budget to improve environmental, social and governance outcomes.

## Recommendation 9: Define authentic engagement in policy and/or legislation

- Legislate to drive quality community engagement and participation in infrastructure design, planning and delivery.

# Examples of Successful Embedding of IAP2 Core Values

**#1**

## 2020 IAP2 Core Values Awards – Community Development

**Sydney Olympic Park Authority**

*Sydney Olympic Park Disability Inclusion Engagement – Development and Implementation of Disability Inclusion Action Plan 2019–2022*

From October 2018 to June 2019, the Sydney Olympic Park Authority (SOPA) developed its Disability Inclusion Action Plan (DIAP) 2019 - 2022 for the Sydney Olympic Park precinct. This plan was informed by extensive community engagement on access and inclusion, in line with IAP2 Core Values, throughout both its development and implementation stages until December 2019.

The key project challenges included limited time and resources, the absence of a comprehensive database of stakeholders and service providers responsible for provision of disability and inclusion initiatives, or of clients in the local area who received them; a business approach predominantly centred on improving the built environment and less on non-physical forms of disability, and a perception that improving disability inclusion is slow and costly.

**SOPA conducted an extensive engagement campaign, including:**

- A stakeholder workshop (40 participants).
- Community and stakeholder surveys (168 responses).
- A staff forum (250 engaged).
- Inclusion events with pop-up feedback stalls (1250 engaged).
- Strategic planning sessions with our access advisory committee.

**Advocacy Call to Actions and Recommendations**

**SOPA also undertook several place-making initiatives, in consultation with inclusion and disability organisations, including:**

- Expanding the access advisory committee to include representation from local disability businesses.
- Establishing an internal staff Disability Inclusion Action Plan champions group.
- Hosting a lived disability experience audit of select precinct facilities and venues.
- Co-sponsoring Accessible Arts Activated conference (August 2019) and Festival of Inclusion (November 2019).
- Hosting three-day paralympic sports activation event in partnerships with nine disability sports organisations (December 2019).
- Initiating an events grants program that encouraged funding of inclusion events.

SOPA was commended in a report tabled in parliament entitled Disability Inclusion Action Plans Progress Reports 2020-21. The authors, who were responsible for analysing progress among New South Wales public authorities in implementing DIAPs, wrote that:

> "Through the Access and Inclusion Leadership Committee, the (Sydney Olympic Park) Authority continually seeks advice and expertise from industry experts and the community on access and inclusion matters."

*(NSW Public Authorities, 2021)*

The report describes 'significant achievements' made by SOPA through the Committee, including 'best practice access and inclusion outcomes' in the design of a proposed metro station in the suburb of Sydney Olympic Park; a 'significant increase' in the proportion of accessible housing at Sydney Olympic Park to support people with accessibility needs throughout their lifetime; and a significant review of the Authority's Access Guideline, all of which 'go beyond' the Authority's compliance obligations.

The opportunity exists to improve environmental, social, and governance outcomes through authentic engagement.

**Advocacy Call to Actions and Recommendations**

# Examples of Successful Embedding of IAP2 Core Values

**#2**

## 2020 IAP2 Core Values Awards – Environment, Project of the Year (runner-up)

**Shire of Augusta Margaret River, Climate Action Augusta Margaret River, and Elton Consulting: Climate Action Plan/Summit**

In 2018, the Shire of Augusta Margaret River in Western Australia pledged to achieve an ambitious net zero emissions target, building on sustainability achievements and steering toward a carbon-free and climate-resilient future. Later in 2018, the Shire embarked on a bold emissions reduction approach, replacing their Local Energy Action Plan and committing to the creation of a Climate Action Plan. This initiative involved a whole-of-community approach to foster education, awareness, commitment, and action to combat climate change (IAP2 Australasia, 2020).

### Creation of Climate Action Augusta Margaret River (CAAMR)

The Shire established Climate Action Augusta Margaret River (CAAMR), comprising community, business and youth representatives. Over a three-month period, wide-reaching community engagement was designed, planned and executed to underpin the development of the Shire's inaugural Climate Action Plan. Engagement opportunities included community workshops, a road show of pop-up engagement forums, a youth summit, hosted by Margaret River High School, and a community survey.

In total, 247 unique proposals for reducing carbon emissions and mitigating climate change were gathered from community members and stakeholders. The proposals were then consolidated by the CAAMR for consideration at a Climate Action Summit.

In May 2019, a Climate Action Summit was hosted by the World Surf League (WSL) at Surfers Point in Margaret River, in conjunction with the Margaret River Pro, part of a global surfing competition.

Over 100 participants prioritised several foundational projects from the actions and proposals collected in the pre-summit consultation phase. Professor Tim Flannery and other presenters, including author and environmentalist Ben Elton, representatives from the Climate Council and youth leaders from Margaret River High School were engaged to provide a broader context to delegate discussions and inspire the community to be aspirational in shaping their future.

In 2021, following a period of public consultation, the Shire council endorsed a Climate Action Plan that commits to a Net Zero 2030 target and details the actions required to reduce corporate and community emissions and support the outcomes determined at the summit. The plan is in draft and awaits final determination by Council.

In addition to being recognised by IAP2 for its observation of IAP2 Core Values, in June 2022, the Shire of Augusta Margaret River was officially recognised as an 'ECO-certified destination' by Ecotourism Australia. An ECO-certified destination is a globally recognised destination that demonstrates 'an outstanding natural environment and best practice management'. The Shire joins a network of over 200 locations across Australia that demonstrate international best practice management in the preservation and exhibition of protected natural features and destinations.

## About IAP2

The International Association for Public Participation (IAP2) is the preeminent global organisation dedicated to enhancing and promoting the practice of community and stakeholder engagement. With a focus on collaboration and inclusion, IAP2 plays a vital role in public participation by setting standards and providing tools that are recognised and used around the world.

As an international leader in public participation, IAP2 has developed tools that are widely used and acknowledged. These include the **IAP2 Core Values for Public Participation** for use in the development and implementation of public participation processes; and the **IAP2 Spectrum**, which helps select the level of participation that defines the public's role in any community engagement program. The Spectrum is widely used and is quoted in most community engagement manuals.

Additionally, there is the **Quality Assurance Standard for Community and Stakeholder Engagement**, which is acknowledged as the international standard for public participation practice. It ensures that engagement processes are carried out with
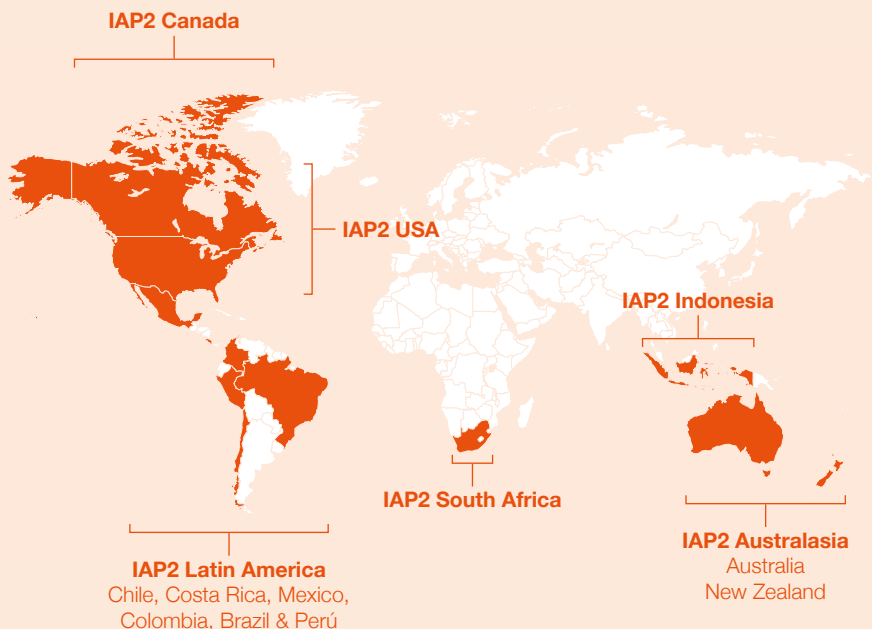
# IAP2 Australasia has almost 14,000 members throughout Australia and New Zealand.

quality and integrity, fostering trust and collaboration between participants.

IAP2 Australasia is devoted to supporting the world's largest community of engagement professionals. By providing professional development opportunities, trusted services, events, and advocacy, IAP2 Australasia plays a crucial role in enhancing the practice of community and stakeholder engagement within the region.

IAP2 Australasia's contribution to public participation goes beyond tools and standards; it also involves fostering a community that is committed to ethical, transparent, and effective engagement practices.

**IAP2 Canada**

**IAP2 USA**

**IAP2 Indonesia**

**IAP2 South Africa**

**IAP2 Australasia**
Australia
New Zealand

**IAP2 Latin America**
Chile, Costa Rica, Mexico, Colombia, Brazil & Perú

## Advocacy Position

IAP2 Australasia advocates that communities be authentically engaged in decisions that affect them, and for engagement to be embedded into policy and regulatory frameworks.

**We will achieve this by:**

**1**

Advocating for engagement to be embedded into policy and regulatory frameworks.

**2**

Influencing key decision-makers.

**3**

Showcasing the evidence of the impact and benefit of authentic engagement.

**4**

Strengthening awareness.

**Advocacy Call to Actions and Recommendations**

Authentic engagement is founded on the IAP2 Core Values and recognises the six principles included in the UN Human Rights Council Guidelines on the effective implementation on the right to participate in public affairs:

**1** Enabling environment

**2** Safety

**3** Equality

**4** Empowerment

**5** Openness

**6** Remedies

# IAP2 Core Values

**IAP2 believes public participation:**

**1** 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** includes the promise that the public's contribution will influence the decision

**3** promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision-makers

**4** seeks out and facilitates the involvement of those potentially affected by or interested in a decision

**5** seeks input from participants in designing how they participate

**6** provides participants with the information they need to participate in a meaningful way

**7** communicates to participants how their input affected the decision

**Advocacy Call to Actions and Recommendations**

# Resources

Be equipped with current knowledge, tools, skills and confidence in engagement best practice to build community trust and support the achievement of project outcomes through IAP2 resources and training.

**IAP2 Spectrum of Public Participation**
https://iap2.org.au/wp-content/uploads/2020/01/2018_IAP2_Spectrum.pdf

**Quality Assurance Standard**
https://iap2.org.au/wp-content/uploads/2019/07/IAP2_Quality_Assurance_Standard_2015.pdf

**IAP2 Core Values**
https://iap2.org.au/about-us/about-iap2-australasia/core-values/

**Past advocacy resources and submissions**
https://iap2a.my.site.com/portal/s/resources

**IAP2 Training portal**
https://iap2.org.au/training/

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