

Case Study 1: East Fremantle Oval Precinct Redevelopment



Highlights at a glance

- The plan delivers a state-of-the-art inclusive community hub and public open space that opens the site up for use by all interests, ages and abilities for sports, leisure, and recreation.
- Town of East Fremantle, Perth WA, local government.
- Engagement Objectives: to co-design with the **entire** community a vision that meets their needs through broad and extensive engagement that is transparent, inclusive, and respectful.
- Engagement Scope: East Fremantle and surrounds, local community and club members and future members/visitors.
- Engagement Purpose: to develop and deliver on a plan for healthy, social interaction (community hub), and active living for our Town.
- Spectrum level: Collaborate.
- Engagement method/s and sequence: charette, design workshops, surveys, submissions, plan.
- Three key outcomes showing impact of engagement: 1) Commitment, 2) Participation, 3) Support.
- Three key engagement takeaways: 1) Transparency, 2) Flexibility, 3) Respect for local values.

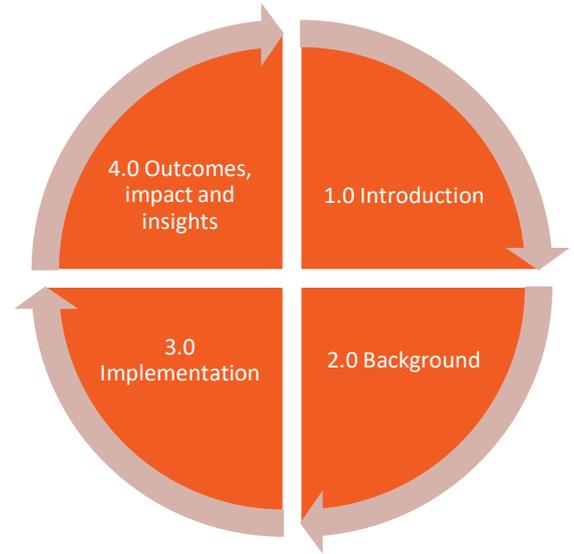
Key search words: Local government, East Fremantle, collaborative engagement, public open space

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This case study presents ...



Section 2.0 provides an overview of the project background and public participation context including how the engagement project was designed and planned. **Section 3.0** describes the implementation phase including how the engagement was managed from delivery through to analysis and reporting. **Section 4.0** presents a reflection of the engagement with a focus on evaluation outcomes, impact and insights as well as evidence against the IAP2 Core Values for the practice of public participation.

This project advances knowledge or practice by delivering a highly transparent and participatory process for the design of a new public open space hub that has met both its engagement and funding targets. Through extensive engagement, conducted through a variety of methods (in person, online, through written submissions and surveys, Q&A sessions with expert designers and consultants), the Town developed a plan that delivered on the project's vision. The Town formed and was guided by a Stakeholder Working Group, comprising local residents and club representatives, with Town staff, designers and sports industry experts, who fine-tuned the design to ensure the needs of everyone were met, and the refinements were shared with the community at each milestone. The Town conducted due diligence to ensure that there was a need for the redevelopment and that current and projected club member numbers as well as passive, active and commercial users of the space would ensure its viability. The Town demonstrated its faith in and commitment to the project by allocating \$5 million and lobbying the State Government to secure a \$20 million contribution. This is an extraordinary achievement for a Town of only 7,000 residents in a metropolitan area. A 3D animated video flyover of the project gives a great overview and can be viewed here: https://www.youtube.com/channel/UCtMLFIdQOft_vaVcxV6vuugg

2.0 Background

Design engagement

- **Location:** Town of East Fremantle, local government, Perth.
- **Legislative requirements to engage:**
Disability Access and Inclusion Plan 2020-2025.
Communications and Engagement Strategy 2020-2024.
- **Engagement Objectives:** to co-design with the entire community a vision that meets their needs through broad engagement that is transparent, inclusive and respectful.
- **Engagement Scope:** East Fremantle and surrounds, local community and club members and future members/visitors starting in 2018, concluding in late 2020.
- **Engagement Purpose:** to develop and deliver on a plan for healthy, social interaction (Community Hub) and active living for our Town.
- **Stakeholders:** residents, clubs/members, local business, WAFL, nearby suburbs, potential users.
- **Sentiment:** mixed – after two previous failed attempts to redevelop the site there was some cynicism/concern that was converted into broad, Town-wide support.
- **Level of influence:** high – trusted Council with strong resident faith/support and customer satisfaction.
- **Engagement history, anticipated risks and constraints:** History: Past attempts to create a plan failed. Risks: that if this attempt also fails, it's a lost opportunity; alienating clubs and nearby residents; over-promising/under-delivering; producing a plan that fails needs of clubs, residents and community. Constraints: location (only East Fremantle), competitor projects in nearby areas (Fremantle, Melville), finite grant and government funding available; tiny business community/small donor pool for funds.
- **Supporting communications/materials developed:** PowerPoint presentations, 3D videos/flyovers, news articles, advertising, fact sheets, surveys, social media, funding document, business case.

- **Small, close-knit Town**
- **Proximity, strong connection to place**
- **High expectations**
- **Some cynicism**
- **Concern by close residents**
- **Lack of open space**
- **Clubs seeking viability**
- **Appetite for action**
- **High level of commitment**



Workshop 21 May 2019



Q&A with experts September 2020



Community Cabinet August 2020

Plan engagement

- **Outline project governance model and engagement program:** Governance model: participatory, transparent and accountable. Engagement level: ‘collaborate’ (IAP2 spectrum).
- **Describe engagement methods, sequencing and anticipated participation levels/targets:** charette, workshops, surveys, Q&A, submissions. Target: clubs, close residents + 3.5k households (whole Town).
- **Describe data collection tools:** expert studies - public open space analysis, demographics - current numbers/future trends for population, business, traffic/transport. During engagement, data was collected via interviews, surveys (online/in person), polls, submissions.
- **Outline resources such as budget, timeframe, internal delivery and contracted support:**
Budget: Expert services – Project Feasibility Study (\$75,000 grant funding provided by State Gov’t). Project Funding Document, multi-disciplinary schematic design and business case (\$230,000).
Engagement: using staff time, volunteer stakeholders, owned facilities and media channels (>\$10,000).
Timeframe: 18 months – mid 2018 to end of 2020.



IAP2 Planning Award November 2019



Town Hall Open House August 2019



Youth Online Survey March 2020

3.0 Implementation

Manage engagement

- Outline the engagement delivery, enabling factors/conditions, how participation was supported to ensure inclusion:** Entire community invited to participate through owned channels (print newsletters, email newsletter, social media) and via aggregators (clubs). Priority and sensitive outreach to residents in streets abutting the development. Targeted measures to include audience diversity – online survey just for young people, Open Day workshops held in the afternoons (to suit retirees/families) and evenings (to suit working professionals). During COVID-19 outbreak in March 2020, consultation **pivoted** from in-person to online, hard copies delivered to residents who could not engage digitally.
- Outline modifications made and tactics used to mitigate risks or overcome unintended outcomes:** Due to failed attempts to develop a plan in the past, and cynicism about viability of another plan, building trust and establishing reasonable expectations was paramount. Trust was built through complete transparency and open genuine engagement, sharing all details of the design, budget, inclusions to the plan at all stages. Lastly, demonstrating that community input was truly valued, and influenced the final design, with various modifications made directly from community feedback.
- Comment on, and display, communications and engagement metrics and reach (inform and engage):** Extensive engagement undertaken using owned channels, print, online, and in person (details below).

Engagement Metrics		Summary of engagement methods, reach and audience throughout our campaign for the East Fremantle Oval Precinct Redevelopment		
		METHOD	AUDIENCE	TIMING
PRINT	Talk of the Town news	3,500 households	quarterly	Whole Town
	Fremantle Herald newspaper	91,000 households	weekly	Fremantle region
ADVERTISING	Facebook	2,500 followers	weekly	13k reach, 1.3k likes, 315 shares
	Instagram	1,000 followers	weekly	157 likes
SOCIAL MEDIA	SurveyMonkey (all)	2,000 residents	once	85 completed
	SurveyMonkey (youth)	2,000 residents	once	42 completed
SURVEYS	e-news (Mailchimp)	2,000 households	varied (monthly+)	85% click rate
	Design forum	3,500 households	September 2018	1000+ clicks/reads
EMAIL	Charette	3,500 households	September 2018	145 attended @ 3 sessions
	Investment Logic Mapping	clubs / delegates	November 2019	10 delegates
ONLINE	Open Day session 1	East Freo residents	12 August 2020	45 attendees
	Open Day session 2			38 attendees
IN PERSON	Design Q&A session 1		23 September 2020	30 attendees
	Design Q&A session 2			38 attendees
	Final reveal session 1		9 December 2020	54 attendees
	Final reveal session 2			34 attendees
	Working Group meetings	clubs / delegates	monthly/as needed	6 reps + club members

Describe the approach to data collection, management, analysis and generating the findings:

Data collection methodology including expert reports using ABS data, public open space studies, demographics, sports and recreation facilities current/projected membership/usage, competitor analysis, traffic and movement study. During engagement, data was collected using online and in person surveys, interviews and submissions. Findings formulated in graphs/charts to find statistical significance for analysis.

- **Outline the reporting processes to decision makers, key stakeholders and participants, identify how feedback**

including the Working Group/clubs, to elected members (Mayor,

- **Outline the reporting processes back to participants and transparency:** Results of all of the engagement processes were shared first with participants (verifying that results were representative of what was discussed and agreed) prior to distributing more broadly. Design concepts, survey results, refinements to plans and funding models were shared via a broad range of channels including in person (at workshops and Q&A sessions), on noticeboards, online (website, e-newsletter), via social media (Facebook and Instagram), email direct, via a project specific project list collected from the various workshops and in print (Talk of the Town printed

“A once in a lifetime opportunity to do this properly, combining community green areas, community sports and business all together in one fantastic precinct.”
Andy, Duke St

“I would love the chance to be able to play at East Freo oval. The oval is one of my favourite places, with incredible views and a great sense of community.”
Solomon, Allen St



Charette September 2018



Final design reveal - December 2020



Funding commitment January 2021

4.0 Outcomes, impact and insights

Reflection and evaluation of engagement

- **Comment on appropriateness and effectiveness of the engagement program:** Our engagement plan was targeted, local, flexible and inclusive and for those reasons was highly effective.
- **Comment on reach, outputs, outcomes, impact and actual spectrum level or influence:**
Reach: local (East Fremantle). Outputs: data, comments, analysis. Outcomes: understanding community priorities and a plan to deliver on them. Impact: galvanising opportunity for residents to consider their future and agree on priorities. Spectrum level: collaborate. Influence: profound.
- **Outline the evaluation of the engagement undertaken, insights or lessons learned:** Insights captured through surveys, submissions and interviews revealed engagement was thorough and comprehensive, delivered on the project vision, respected local priorities, and kept faith through honest dealing.
- **Outline three key outcomes showing the impact of engagement:** A sustainable plan supported by the whole Town, that is viable and self-sustaining and is fully funded and endorsed by leaders.
- **Outline three key engagement takeaways:** Transparency, flexibility, respect for local values.

Alignment with IAP2 Core Values for the practice of public participation:

IAP2 Core Values	Example or evidence from this project
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	Stakeholders co-designed the plan – changes made to parking, half courts, dog walking track and skate bowl based on their input.
2. Public participation includes the promise that the public’s contribution will influence the decision	Elected members unanimously endorsed the project based on community support for process and for the final outcome.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers	Declarations of interest were made by Mayor (neighbouring resident to site) and others. User needs data shared throughout.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision	Working Group (residents and three tenant clubs) guided design process, the final outcome and recommendations to Council.
5. Public participation seeks input from participants in designing how they participate	Participation numbers were tracked and dates/times/format of sessions were fine-tuned to ensure maximum participation.
6. Public participation provides participants with the information they need to participate in a meaningful way	Communication via a broad range of methods, reflecting audience preferences, resulting in many design changes
7. Public participation communicates to participants how their input affected the decision	At each iteration of the plan, all feedback received was carefully considered and stakeholders were advised why their input was actioned (design change) or not.

Acknowledgements and to find out more



TOWN of
EAST FREMANTLE

We would like to thank the Town of East Fremantle for agreeing to share this case study and insights to advance engagement practice. This case study was authored by the Town of East Fremantle.

At the time of publishing, Libby Collett was employed by the Town of East Fremantle in the position of Communications and Marketing Officer, working directly for CEO Gary Tuffin who was the project lead. Libby and Gary have combined over two decades of experience in local government in Victoria and Western Australia and formal qualifications in engagement through IAP2. They were engaged by IAP2A to support practitioners to share their engagement story as a case study.

For more information about this project see:

- Website: www.eastfremantle.wa.gov.au/community/community-consultations/east-freo-oval-precinct-project.aspx
- YouTube: www.youtube.com/watch?v=Z6BaqAgkuNY
- To connect with the authors:
- Gary Tuffin, CEO – <https://www.linkedin.com/in/gary-tuffin-8b663060/>
- Libby Collett, Communications and Marketing: <https://au.linkedin.com/in/libby-collett-157a6522>

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