PDO Stakeholder Engagement Guide

June 2021

This is a working draft and is a guide only; it is being developed on an ongoing basis.

Queensland
Government

Contents

Burdekin River Bridge.

Internal document only

Pialba Burrum Heads – Sawmill and Karraschs Road intersection.

About the department

The Department of Transport and Main Roads (TMR) moves and connects people, places, goods and services safely, efficiently and effectively across Queensland. TMR plans, manages and delivers Queensland's integrated transport environment to achieve sustainable transport solutions for road, rail, air and sea.

This integrated transport planning approach ensures the department contributes to people's quality of life, Queensland's economic wellbeing and a sustainable environment. It also supports TMR's vision and purpose of 'Creating a single integrated transport network accessible to everyone.'

The guide

Stakeholder engagement, or the process used to engage relevant stakeholders for a purpose to achieve accepted outcomes[1], is a critical component of the work undertaken by the Program Delivery and Operations (PDO) Branch.

The following PDO Stakeholder Engagement Guide has been revised to align with changing community expectations, environmental factors, and best practice in the area of engagement. It provides PDO Stakeholder Engagement practitioners with an agreed approach in this area.

About the PDO Stakeholder Engagement Guide

Introduction

We are operating in an environment that is more connected than ever. Engagement that is meaningful, early and ongoing is critical for the Program Delivery and Operations (PDO) Branch in its service delivery role. The need to proactively use and identify opportunities for engagement, using both emerging and traditional tools, is key to achieving this.

As the branch that delivers around 85 per cent of the Queensland Transport and Roads Investment Program (QTRIP) schedule, PDO's work imposes change and disruption on, and to, communities around Queensland. There has been increased public scrutiny towards infrastructure organisations in relation to a variety of issues people care about including:

- diversity and inclusion
- environmental stewardship
- ethical business practices
- ethical supply chains
- fair treatment/welfare
- health and safety[2].

This changing and evolving environment has also been exacerbated by the COVID-19 pandemic, which has forced engagement to become more agile and innovative in the delivery of opportunities, platforms and means for real, relevant and critical engagement both now and in the future. This agility is essential for PDO if it is to move towards a more involved, open and transparent partnership with the community and key stakeholders.

Objective of the guide

The PDO Stakeholder Engagement Guide does not seek to prescribe an engagement approach; it aligns with existing Department of Transport and Main Roads (TMR) guides, industry best practice and describes:

- engagement principles that TMR expects will underpin community and stakeholder engagement processes supporting infrastructure projects
- what to consider when developing an engagement approach and selecting engagement tools
- where to find information about engagement trends or how to engage with particular groups[4].

There are three parts to the guide, the first being the theoretical platform and rationale that underpins stakeholder engagement activities, the second being when to look at engaging and the third a practical 'toolbox' for engagement practitioners to use to build and undertake engagement activities to support PDO's project delivery.

Stakeholder engagement and the PDO Branch

Within TMR, the Infrastructure Management and Delivery (IMD) Division facilitates the safe and efficient delivery of transport infrastructure and operations of Queensland's state-controlled road network (a total of 33,336 kilometres). It also provides an economic and social overlay to ensure best value and is vital to TMR's vision of a single integrated network accessible to everyone[5].

PDO is the branch responsible for planning and delivering value-for-money transport infrastructure programs and projects, ensuring the safe management of TMR assets and operating the state's road network. It is the branch that delivers, maintains, manages and operates transport infrastructure across Queensland.

To do this, TMR engages with stakeholders, both key to projects and more broadly in communities, where projects are delivered. This engagement occurs throughout the project lifecycle from strategy and planning to development and delivery, to ensure the future economic sustainability of Queensland by working with a range of partners and stakeholders in government, community and industry[6].

> Change is hard. And delivering infrastructure requires substantial change. But this change becomes easier when the impacted communities understand the reasons for it, and the benefits it will bring[3].

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The Queensland Government supports community engagement and sees it as an integral part of developing and evaluating policies, programs and services[7]. Further to this, the importance of engagement with the community has grown to be both a critical and crucial part of government's work and actively involving communities in the decision-making process. As outlined by the International Association for Public Participation (IAP2) and reflected in its core values, 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

- includes the promise that the public's contribution will influence the decision

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

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

- seeks input from participants in designing how they participate

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

- communicates to participants how their input affected the decision[8].

Queensland Transport Strategy

The *Queensland Transport Strategy* provides a 30-year vision for the transformation of the state's transport system. At the centre of the strategy is Queenslanders, with five customer focused outcomes that comprise:

- Accessible, convenient transport – will be achieved by engaging with stakeholders and communities to provide a transport system accessible to everyone.

- Safe journeys for all – will be achieved by engaging with our stakeholders and communities to provide a safe transport system.

- Seamless personalised journeys – consulting with our stakeholders and communities so they can have their say on how they want to travel.

- Efficient reliable and productive transport for people and goods – engaging with our people and partners to ensure seamless service delivery.

- Sustainable, resilient and liveable communities – engaging with our community so they can have their say on economic, environmental and social outcomes to co-develop and achieve local solutions[9].

Supporting the delivery of QTRIP

Stakeholder engagement supports innovative ways to plan, fund, build and operate new and existing transport infrastructure. As outlined in the *Queensland Transport and Roads Investment Program 2020–21 to 2023–24* (QTRIP), to ensure the future economic sustainability of Queensland, TMR works with a range of partners and stakeholders in government, community and industry.

Engagement occurs throughout the project lifecycle, from strategy and planning to development and delivery (as well as maintenance), and can include one-on-one engagement, community engagement, industry briefings, alliances and partnerships with external organisations[10].

Key stakeholders for QTRIP are outlined in Figure 1. They provide critical analysis, input and advice that help refine TMR's policies, programs, investment decisions and services.

Figure 1: Adapted from key stakeholders for TMR and the delivery of QTRIP[11].

The Queensland Government's objectives for the community

This guide has also taken into consideration the Queensland Government's objectives for the community. These long-term objectives include:

- **Safeguarding our health:** Safeguard people's health and jobs by keeping Queensland pandemic-ready

- **Supporting jobs:** Support increased jobs in more industries to diversify the Queensland economy and build on existing strengths in agriculture, resources and tourism.

- **Backing small business:** Help small business, the backbone of the state's economy, thrive in a changing environment.

- **Making it for Queensland:** Grow manufacturing across traditional and new industries, making new products in new ways and creating new jobs.

- **Building Queensland:** Drive investment in the infrastructure that supports our recovery, resilience and future prosperity.

- **Growing our regions:** Help Queensland's regions grow by attracting people, talent and investment, and driving sustainable economic prosperity.

- **Investing in skills:** Ensure Queenslanders have the skills they need to find meaningful jobs and set up pathways for the future.

- **Backing our frontline services:** Deliver world-class frontline services in key areas such as health, education and community safety.

- **Protecting the environment:** Protect and enhance our natural environment and heritage for future generations and achieve a 50 per cent renewable energy target by 2030[12].

Predominantly, the guide supports the objectives of Building Queensland, Supporting jobs, Protecting the environment and Growing our regions. However, through inclusive, meaningful and ongoing engagement with stakeholders, it may support the achievement of other listed objectives.

Engagement and disruptions

The engagement environment is constantly changing. PDO must be be agile enough to deal with unprecedented disruptions (COVID-19) to digital technologies and innovations, ensuring the community are still engaged with and included in decision-making.

As a result, the need to explore, develop and use digital ways of engaging and consulting will become critical to connect with and include stakeholders in consultation and decision-making moving forward[13]. These tools will be needed to complement traditional face-to-face activities and preferred methods of stakeholders.

COVID-19 has also changed the way people want to deal with government organisations and how provided and established channels can be built on moving forward into recovery and beyond for the purpose of engagement[14]. Adherence to guidelines and government policy is also critical.

More information on safety for our officers and the community can be found on the Comms Hub under 'Community engagement'.

Growth of online engagement

The growth of online channels, changing expectations of the community and the global situation that continues to evolve regarding COVID-19 means now – more than ever – online engagement is critical for PDO. Prior to 2020, the rise of online engagement gave more opportunities to reach the community and stakeholders to have a say, to have deeper conversations, and brought together groups to be part of the conversation that may not have had the chance in the past[15]. Online engagement also provided a way to reach geographically dispersed communities in a more practical and cost-effective way, building positive relationships, increasing transparency and involvement in decision-making, providing data-driven outcomes and creating trust[16,17].

With the ever-changing environment COVID-19 creates, online engagement is key to maintaining and developing positive relationships while continuing service delivery. Movement away from traditional face-to-face activities to online versions (meetings, drop-in sessions)[18] lets PDO engage remotely and safely. This area will be key to growing and maintaining stakeholder engagement for the branch.

The use of online engagement improves TMR's accessibility through an emerging and diverse platform. In parallel with this, there still needs to be traditional methods available for those who cannot engage online[19].

Having access to and choosing the correct online tools (using The Hive engagement platform and potentially other opportunities) as well as ensuring there is training and support for both staff and the public, will be crucial for the PDO Branch as new tools are rolled out[20].

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Engagement and TMR's core values

In parallel with the Queensland Government objectives are the current TMR values that underpin and guide all engagement activities. These include:

- **Customers first** – know your customer and deliver what matters and make decisions with empathy

- **Ideas into action** – challenge the norm and suggest solutions, encourage and embrace new ideas and work across boundaries

- **Unleash potential** – expect greatness, lead and set clear expectations and seek, provide and act on feedback

- **Be courageous** – own your actions, successes and mistakes, take calculated risks and act with transparency

- **Empower people** – lead, empower, trust, play to everyone's strengths and develop yourself and those around you[21].

TMR's Customer Charter

The TMR Customer Charter outlines the department's commitment to its customers, and clearly identifies consulting and collaboration as being part of 'putting the customer at the centre of everything we do' and 'building on our existing customer focus and enhancing our customer-centric culture'[22].

It explicitly notes TMR will show respect and ask for feedback, engage with customers when developing new products and services[23] and use public resources and funds responsibly.

Stakeholder engagement and consultation is a key activity in achieving this objective and enabling stakeholders to be part of decision-making processes related to projects that impact them, their families, sectors and communities.

Engaging with our customers contributes to delivering on TMR's customer value proposition by considering all service outcomes that our customers have told us they value – customer care, user experience and information.

For more information visit www.tmr.qld.gov.au/customercharter.

Engagement with media

Part of our responsibilities are to ensure internal customers, the Director-General and the Minister, are aware of all media-related engagement activities. It is important these align with major project milestones.

There are some tools in the Toolbox section to help with this. You should always discuss any milestone opportunities or activities relating to media with your Key Account Manager (Media).

Figure 2: Strategic intent and influences on PDO engagement[24].

Inclusivity and engagement

The ability to participate actively in decision-making is also an important factor to consider in relation to stakeholder engagement and the work delivered by the PDO Branch.

As outlined in TMR's *Accessibility and Inclusion Strategy*, stakeholders should have access to what is important to them, which includes service quality and safety, ease of information and effective interfaces, awareness of difference and needs, and creative design in infrastructure and services[25].

Accessible and inclusive transport is a vital component of reducing the social exclusion of vulnerable people, especially those with disabilities and TMR has a responsibility to provide a transport network that is accessible and inclusive of everyone[26].

In regard to stakeholder engagement, this also relates to those people who may be harder to reach because of factors including location, language, culture, age or mobility. Some of the priority stakeholders for inclusion for PDO Branch are Aboriginal and Torres Strait Islander communities, culturally diverse communities and Queenslanders with disability.

Supporting TMR's approach to accessibility and inclusion aligns with the Queensland Government's *Advancing Queensland's Priorities*[27].

1. Co-designing with our customers, our people and partners
2. Making our customers and our people feel welcome and independent
3. Listen responsively and continuously improve
4. Making inclusion our culture

Figure 3: TMR's co-designing and engaging with customers, people and partners[28].

Ethics in engagement

Everyday decisions are made that affect customers, staff and TMR's reputation. As a department, TMR has a responsibility to comply with government's expectations and to ensure the expectations of the Queensland community are met.

TMR is a highly visible department so it is important to ensure all decision-making is transparent, ethical, accountable and beyond reproach.

Awareness of policies and guidelines

In order to know your obligations in relation to ethics, it is important to be aware of both government and departmental legislation, policies and procedures when undertaking stakeholder engagement activities. Many of these are listed below:

- *Code of Conduct For the Queensland Public Service*
- Integrity Framework
- Ethical Standards Charter
- *Public Sector Ethics Act 1994*
- *Public Service Act 2008*
- *Crime and Corruption Act 2001*
- *Human Rights Act 2019*
- Human Rights Assessment Tool
- Risk assessment and ratings matrix
- Conflict of interest
- *TMR's Accessibility and Inclusion Strategy*
- *National Statement on Ethical Conduct in Human Research* (2007).

TMR also offers mandatory training (Accelerate) in many of these areas including:

- Access to Customer Records
- Introduction to Records Management Policy
- Access and Inclusion
- Ethical Decision Making
- Using Social Media at TMR[29].

Alignment with TMR project management principles and plans

The guide has been developed in consideration of, and in alignment with, TMR's project management principles, specifically Principles 7.2 and 7.3. These state that the project manager must establish good team and stakeholder relationships (7.2) and that projects must communicate appropriately and early with all stakeholders (7.3)[30].

The guide also takes into consideration the importance of stakeholder engagement in relation to Region and District Delivery Plans and their commitments in this area[31].

Alignment with ISCA requirements

TMR is committed to providing environmental, economic, social and cultural benefits to Queensland as part of the project lifecycle. It places great importance on its Infrastructure Sustainability Council of Australia (ISCA) certification ensuring this is part of all major transport projects more than $100 million.

Using this guide

This section outlines reasons for developing the guide as well as how to use the guide in engagement practice and activities.

What is the purpose of the guide?

TMR has developed this guide to support the delivery of consistent and effective community and stakeholder engagement for QTRIP funded infrastructure projects across Queensland.

The guide is for TMR staff within PDO that deliver QTRIP funded infrastructure projects. It will assist communication and engagement practitioners, project managers and program managers in developing effective and considered communication and engagement strategies, which support TMR's strategic objectives, core values and project management principles.

What is community and stakeholder engagement?

For the purposes of this guide, community and stakeholder engagement refers to involving community members and stakeholders in the planning, design and delivery of road infrastructure projects funded by QTRIP.

This definition of community and stakeholder engagement is based on the International Association of Public Participation (IAP2) definition.

What do we mean by community and who are stakeholders?

Communities can be described as 'communities of place' or 'communities of interest'. Communities of place are people who identify with a defined geographical area such as a neighbourhood. Communities of interest share an interest such as bike riding, an experience, or a characteristic such as age or cultural background.

Community members are individuals potentially affected by, or interested in, transport infrastructure projects. Stakeholders are individuals, groups or organisations that have an interest in PDO's transport infrastructure projects.

How will this guide help you?

Using this guide will help you to:

- make better decisions about projects by capturing and incorporating community and stakeholder expertise, local knowledge, ideas and feedback
- enhance your understanding of the local community and their perceptions of infrastructure projects
- strengthen relationships between TMR, stakeholders and community members with an interest in TMR's infrastructure projects
- raise the profile of projects and build community ownership of project outcomes, leading to greater interest in projects and increased long-term use of facilities
- proactively identify and manage any potential causes of opposition to projects
- educate stakeholders and community members about the processes used to plan, design and deliver infrastructure projects, and the associated timeframes and costs
- find opportunities to raise awareness about the benefits of TMR's infrastructure projects to help reduce traffic congestion and improve safety and accessibility.

These outcomes will be achieved by:

- making sure that stakeholders are identified and informed about projects
- making sure that stakeholders are included in a process that provides opportunities for them to share their expertise, local knowledge, ideas and feedback about projects
- raising awareness of projects
- making sure any potential opposition is managed by proactively considering concerns and issues
- openly and honestly communicating about the steps, timeframes and costs involved in delivering projects.

(This section is based on the TMR *Active Transport Investment Program: Community and Stakeholder Engagement Guide*. p.4).

TMR acknowledges that each funded project is unique from an engagement perspective depending on the:

- stage of the project (planning, design, delivery)

- location

- potential interest and potential impact that could arise from a project

- proposed design and facility type

- physical and natural environment

- community's characteristics.

If your project is in the area of active transport, please use this guide in consultation with the *Active Transport Investment Program: Community and Stakeholder Engagement Guide.* (Refer to page 37).

Veloway Stage E adjacent to Bapaume Road opposite Kuring Gai Avenue.

Installing culverts at the Kennedy to Rocky Creek project, Peninsula Developmental Road, Cape York Region Package.

Not Relevant

Not Relevant

Not Relevant

Not Relevant

Engagement principles

Stakeholder engagement adds significant value during every stage of an infrastructure project – from planning to design, and through to delivery.

TMR's engagement principles for QTRIP funded projects are to:

- engage early
- build robust relationships
- maintain contact
- consider local circumstances
- reflect and capture learnings[32].

Engage early

Community members and stakeholders have a valuable contribution to make to a project. They are more familiar with the local area than you, they will be motorists in the local area and will have an understanding of the issues with the infrastructure in the area.

Engaging early will help you to understand a project's opportunities, challenges, impacts and benefits from the community's perspective, consider the impacts and challenges of a project upfront, and realise the opportunities and benefits of a project.

This will help you build ownership of project outcomes. When expectations are managed well, targeted engagement prior to bidding for a project can have positive results for a project in the long-term and build relationships with key stakeholders[33].

Figure 4: Engagement principles.

Build robust relationships

Aim to build robust relationships with community members and stakeholders through good communication that is:

- timely
- open and honest
- user-friendly
- accurate
- two-way
- respectful.

This kind of communication, particularly face-to-face communication, will help you to manage expectations and engagement risks, identify project opportunities, and tap-into crucial local knowledge.

Respectfully, clearly and openly discussing a project allows you to explain what is negotiable, and what is not negotiable, and where a project might sit within its lifecycle. This will be particularly important if a project is in the planning stages and will not be built for many years.

Timing of engagement activities should consider whether a community member or stakeholder will be able to participate. Avoid public holidays and school holidays, where possible, and consider holding activities at times when community members and stakeholders are available e.g. after work or on weekends.

Robust relationships built on good communication are absolutely critical for TMR and local government representatives. This will support project coordination and strengthen project outcomes.

Maintain contact

Maintaining contact with community members and stakeholders will help to:

- establish an ongoing working relationship that will strengthen engagement on the next project in your area, or the next stage of your project
- maintain a connection between the project, community members, and stakeholders
- maintain awareness of the project
- manage expectations about delivery.

Ongoing contact and connection with the community should continue throughout all stages of a project's lifecycle (e.g. planning, design, delivery), between project stages, and after a project is complete.

(This section is based on the TMR *Active Transport Investment Program: Community and Stakeholder Engagement Guide*. pp.6–7).

Consider local circumstances

Each project is unique; remembering that 'one size does not fit all' is key when approaching community and stakeholder engagement. Engagement activities that worked on your last project may not work on your next.

Your engagement approach needs to be shaped by local community circumstances and environmental context. This attention to local context will help achieve better project outcomes.

Reflect and capture learnings

TMR is committed to continually improving the approach to community and stakeholder engagement for QTRIP funded projects.

To improve, it is important to capture project experiences and learnings, and retain this knowledge so it can inform future engagement processes. You will know who participated in previous project stages, what their key issues were, and how their input shaped project outcomes.

To capture learnings, be sure to use available TMR systems and align with all recordkeeping processes and requirements.

Acknowledging community and stakeholder contribution to a project's outcomes could encourage participation in future stages of the project, or in future projects in the region[34].

TMR also notes both the Australian public service engagement principles as well as the International Association for Public Participation (IAP2) principles, which contribute to best practice engagement.

Underpinning the Australian Public Service engagement framework are the following principles:

Share – Does government need to tell the public about a government initiative?

Consult – Does government need to gather feedback from the public about a problem or a proposed solution?

Deliberate – Does government need help from the public to balance competing values and interests and achieve trade-offs and compromise?

Collaborate – Does government need help from the public to find and implement a solution?[35]

In addition, TMR also adheres to the principles embraced by IAP2 outlined in the table below.

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Engagement essentials – developing an engagement approach

Engagement purpose

Understanding the context of the project and the engagement purpose is essential.

Understanding your stakeholders and ensuring key stakeholder input is considered to shape the outcomes of the project and that interested community members are aware of the project is also crucial.

An engagement purpose is also required to link the outcomes of the engagement processes, the process of decision-making or project delivery. These may be to:

- inform the community about the project and processes to engage

- generate some options and new ideas in relation to a problem or opportunity

- develop relationships to support further engagement or partnerships

- identify and understand a problem or opportunity to address[37].

When developing your approach, be sure to align with any government principles including the Guiding principles for Queensland Government advertising, marketing and communication activity which are located on the Comms Hub at marketing.govnet.qld.gov.au.

Scope of the project

To achieve the engagement goal, and manage community and stakeholder expectations, it is essential to understand the potential scope of the project. Understanding this scope will help you to determine specific engagement objectives, stakeholders that need to participate in the process, and suitable tools to use. To determine the scope and objectives, you need to understand the:

- project context

- likely level of project impact

- project negotiables and non-negotiables

- potential engagement risks and issues

- consider TMR risk register category 'media and reputation'.

Defining deliverables is important and scope must be controlled to accommodate changes or variations throughout the project lifecycle.

Steps to engagement development

Step 1 Understand project and engagement context

To determine the scope of your engagement process you need to understand the unique circumstances of your project. These are influenced by the:

- stage of your project

- location of your project

- potential interest in your project

- potential impact that could arise from your project

- potential end-users of your project

- physical and natural environment where your project will be built

- community where your project will be built

- project drivers

- time and budget

- constraints or limitations

- legislative directives.

Step 2 Consider engagement risks and issues

Exploring and understanding the potential issues and risks from a community and stakeholder perspective is a critical part of determining the scope of the engagement process. This understanding will also help you to identify engagement opportunities.

Engagement issues and risks are often caused by community and stakeholder reaction to:

- unresolved issues in relation to the location of the study area or corridor

- the location of the route

- the location of facilities

- construction impacts (including environment)

- concerns about safety

- concerns about perceived impacts on property values and business revenue.

Step 3 Understand likely level of impact

Dependent on the scope of the project and the situation, you must review your project in relation to the project risk profile as well as technical, financial, environment and heritage considerations.

The table below indicates the likely level of perceived community impact for QTRIP funded projects and the recommended level of community engagement according to IAP2's Public Participation Spectrum[38].

Low risk project	Inform and/or consult
Medium risk project	Inform, consult
High risk project	Inform, involve, collaborate

It is important to note that on some low to medium risk projects there may also be stakeholders you need to consult with or involve. These stakeholders may have a higher degree of influence and interest in a project because of its actual impacts, such as landowners with property that is directly affected by the project.

Having the right strategy is key for effective engagement, and it is important to choose the right tools.

Step 4 Identify and understand the stakeholder

Understanding your stakeholders is essential to the project. The following must be considered:

- Impact: who will be impacted by the outcome of the project.

- Interest: who will be interested in your project.

- Diversity: review the demographic profile of your community.

- Access: how will you reach stakeholders who are typically hard to reach.

Step 5 Understand project negotiables and non-negotiables

Understanding the project negotiables and non-negotiables before you begin consulting, no matter which phase the project is in, is important when determining the scope of the engagement process.

While the negotiables and non-negotiables may be different for each project, they must be defined. This will allow you to clearly and openly communicate with community members about your infrastructure project and what they can influence[39].

Determine engagement approach

With the engagement scope identified, you will need to determine the engagement approach. To do this you need to describe the engagement objectives and select the appropriate tools. The goals and objectives of your engagement process could relate to a range of potential outcomes, depending on the scope of the project, which could include:

- raise awareness of and provide information about the project

- capture expertise, local knowledge, ideas and feedback that will help strengthen project outcomes

- identify concerns so they can be managed and addressed

- strengthen working relationships

- build ownership of the project

- support your project when it is built

- assess the risk of your project using the TMR risk assessment tool[40].

Negotiables and non-negotiables vary widely. Here are some examples; it is not an exhaustive list and you may have others to add.

Negotiables	Non-negotiables
Planning	
The community will help define the problem, which will then inform design	TMR will determine the final outcomes of the consultation and will demonstrate how community input was considered to inform the scope of the project
Noise walls/fences	
Environment and cultural heritage	
Land resumptions	
Design – Preliminary and detailed design	
Environment and cultural heritage	Project funding
Project design	Project scope
Car parking	Timeframes for delivery
Delivery	
Access to businesses	Project scope/design
Management of construction impacts	Location of infrastucture upgrade
Location of wayfinding signage and other supporting infrastructure	Construction timeframes

(This section is based on the TMR *Active Transport Investment Program: Community and Stakeholder Engagement Guide*. pp.7–14).

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Project evaluation

Evaluation

Effective evaluation of community and stakeholder engagement processes is key to building a knowledge base that demonstrates the value of engagement. It is important to demonstrate this value to both internal and external stakeholders.

This section of the guide outlines the key evaluation tasks for individual projects, and the process for capturing learnings to share with TMR and to benefit all QTRIP funded projects[41].

The tables on pages 15 and 16 provide an evaluation and lessons learned template that draws upon IAP2's Quality Assurance standard for community and stakeholder engagement and the Department of Infrastructure, Local Government and Planning (2017) *Community engagement toolkit for planning*. It includes:

- quantitative evaluation – number of people or groups engaged in the process

- qualitative evaluation – feedback from participants

- summative evaluation – whether the project met its objectives.

Evaluating the engagement process, and capturing lessons learned from each project, is key to understanding what worked well and what can be improved on future projects.

Exit 57 on the Pacific Motorway (M1).

The purpose of the process, and completing the template, is to ensure that learnings on projects are not lost between project stages, and that engagement processes on QTRIP funded projects continually improve.

Observations and learnings

Remembering to capture observations and learnings is as important as your initial engagement; this is a valuable way to look at what did and didn't work in the engagement process. Sharing these observations and learnings with your project team, and where relevant your wider internal communications network, is a valuable way of passing on this information for future engagements and ensures that learnings on projects are not lost between project stages.

The following are questions that can be considered when reflecting on your engagement process:

- From a community and stakeholder engagement perspective, what worked well on this project?

- What were the biggest community and stakeholder engagement challenges on this project?

- Were you expecting these challenges at the beginning of the project?

- Based on what you have learned on this project, and the engagement challenges faced, would you take a different approach next time and use different engagement tools?

- Based on what you have learned on this project, are there any engagement tools that you would use on your next project because they worked well this time?

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Project evaluation template

Project details

Project name:

Project stage: (Planning, design, delivery)

Infrastructure type: (Intersection upgrade, bridge construction, guard rail repairs, speed limit reduction project)

Quantitative evaluation

Number of community members that participated in the engagement process (insert number)

Number of stakeholder groups that participated in the engagement process (insert number)

The names and contact details of people who participated in the engagement process have been saved in the following location. This information does not have to be shared with TMR and can remain confidential: (Insert location where information is saved, so that anyone taking over the project can easily find it).

Number of comments, insights and ideas shared by community members and stakeholders: (insert number)

Percentage of these comments that were positive: (insert number)

Percentage of these comments that were negative: (insert number)

Qualitative evaluation

Overall the sentiment of community members and stakeholders in relation to the project was:
(Insert positive, negative, neutral).

Were there groups that had a different sentiment to the overall community and stakeholder sentiment for the project (Indicate yes or no)   Yes   No

Insert a list of groups with a different sentiment and indicate their sentiment for the project.

A summary of the feedback received from the community and stakeholders throughout the engagement process is attached (Attach hardcopy or softcopy of summary of feedback).

A report documenting the community and stakeholder engagement process has been prepared and can be found at:
(Insert location where report is saved so that anyone taking over the project can easily find it).

Summative evaluation

Engagement with key stakeholder and representatives of stakeholder groups occurred from the following week in the project program.

The stated objectives of the engagement process were: (Insert list of engagement objectives).

We met these stated objectives by delivering the following tools as part of the engagement process: (Insert list of engagement activities delivered).

We met these stated objectives by encouraging the following stakeholder groups to participate in the engagement process: (List of broad stakeholder groups that participated in community and stakeholder engagement).

The engagement process informed the following decisions made on the project: (Insert list of decisions on the project that were shaped by community and stakeholder input).

We made the following key commitments on this project, which will need to be considered as part of the next stage of the project: (Insert list of commitments made on the project to community members and stakeholders).

Closing out the engagement process

We have communicated the outcomes of this stage of the project with community members and stakeholders that participated in the engagement process and thanked them for their input. We did this by: (Insert list of engagement tools used to close out the project).

We have communicated the next steps for the project and the likely timeframes by stating: (Insert messages used to communicate next steps and likely timeframes).

We have a plan in place for maintaining contact with community members and stakeholders until the next stage of the project starts. We will maintain contact by: (Insert list of engagement tools that will be used to maintain contact between project stages).

TMR officers undertaking a walking audit in Gladstone with local stakeholders.

When to engage

It is important to refer to the project lifecycle to determine when to look at undertaking your engagement. Other areas, including alignment with ISCA requirements, also need to be considered.

This will help you to determine what types of tools and activities to use to achieve your engagement objectives.

When to engage

Steps to engage

There are three definitive stages of a project lifecycle, planning, design and construction. At each of these stages, knowing when to engage with stakeholders and the community is an important part of project planning.

Going out to consult and engage at a certain point in time is driven by a number of factors. No two projects are the same and this requires the whole project team, planners, delivery engineers, communication officers, project managers, District Directors and Regional Directors to work together to determine the timing and project stage to engage.

It is important to consider who owns the project risk and ensure the risk owner is comfortable with the engagement approach early in the project lifecycle. The risk owner may be your Regional Director or a senior leader in TMR (will be in the PDO Branch).

Depending on the nature of the project, which can be a new corridor alignment, an intersection upgrade or a reseal program, these phases can take years to move through or they may be completed within a short timeframe.

For example, the engagement trigger for a some federally funded projects could coincide with funding approvals attached to the Project Proposal Report (PPR). For a low risk project, you may only reach the inform stage of the engagement framework at the start of construction.

It is important to consult the *PDO Risk Matrix* and assess the project risk with your project manager and provide a risk recommendation to your Regional Director with your engagement approach.

How a TMR project moves through the project lifecycle is dependent on the project type. Projects are managed through three main types of methodologies which include OnQ (1, 2 and 3), PAF Major Projects or Australian Government Funded Projects. The project phases of most PDO projects generally align with TMR's Project Management Framework.

Engaging during these project phases is also determined by whether your project is low, medium or high-risk.

Planning Phase	Concept Phase	Development Phase	Implementation Phase	Finalisation Phase
Project Nomination	Project Proposal	Project Administration and Management	Project Management	Handover
Preliminary Feasibility	Options Analysis	Project Plan	Project Change Management	Review and Evaluation
Design Development	Business Case	Detailed Design	Monitoring and Reporting	Project Close Out
		Contract Management/ Tendering	Contract Administration	Post Implementation Review
		Project Approvals	Commissioning	

Figure 5: TMR's common project management framework[42].

Department of Transport and Main Roads

When to engage

Aligning with your project

In deciding the engagement tools to use it is important to align these with the different project phases (refer to Figure 5 on page 19). Below are some points to consider.

Engaging during the planning/concept phase: inform/consult/collaborate

In this phase, there are defined steps in the project management framework. Depending on the level of risk involved a decision by the project team (supported by District or Regional Director) will be made to go out and engage at the preliminary feasibility stage and then again when there is an options analysis or business case required.

Engaging during the design/development phase: inform/consult

In this phase, the project team will have a design developed after community engagement feedback from the initial planning phase. There may be a further need to inform stakeholders of the design (engage again). From this you may need to consider changes to your negotiables and non-negotiables, depending on what they are.

Engaging during the construction/ implementation phase

In this phase, as the design is finalised, there is a need to engage with the community, depending on the nature of the project. This will be to communicate project timeframes, works that will be undertaken and possible delays to motorists' journeys.

It is important, where possible and you are able, to close out your consultation to ensure stakeholders and their input, is valued. Where relevant (and approved), you should also advise of your consultation outcomes.

The following case studies (pages 21 and 22) show how PDO projects have achieved great results in engagement.

Infrastructure Sustainability Council of Australia (ISCA) requirements

The Infrastructure Sustainability Council of Australia (ISCA) is a member-based, not-for-profit peak body operating in Australia and New Zealand with the purpose of enabling sustainability outcomes in infrastructure (www.isca.org.au). ISCA has developed and administers the Infrastructure Sustainability (IS) rating scheme (the scheme); a comprehensive rating system for evaluating sustainability across the design, construction and operation of infrastructure.

Embedding sustainability dimensions into the planning, design, construction and operation of projects will bring TMR closer to delivering on key government commitments, such as waste reduction and achieving zero net emissions by 2050. In support of this, all Queensland Government projects that are more than $100 million now include a sustainability assessment in accordance with the ISCA scheme across all aspects of project management.

The establishment of sustainability objectives, supported by targets, can optimise decision-making by setting a clear focus and direction. Measurable targets also enable consistent reporting on achievements.

Stakeholder engagement and ISCA

In relation to stakeholder engagement in this process, it must be clearly documented and demonstrated throughout the project lifecycle. This proves stakeholders have been actively consulted – from planning through to construction – and have had opportunities to have their say in the project and its outcomes.

To find out more information on your responsibilities and requirements in relation to ISCA, there is an Infrastructure Sustainability and Climate Change intranet area you can access.

The following case studies (pages 23 and 24) are projects that have aligned with and achieved some great results in relation to ISCA.

Case study

Rail overpass at Redlynch.
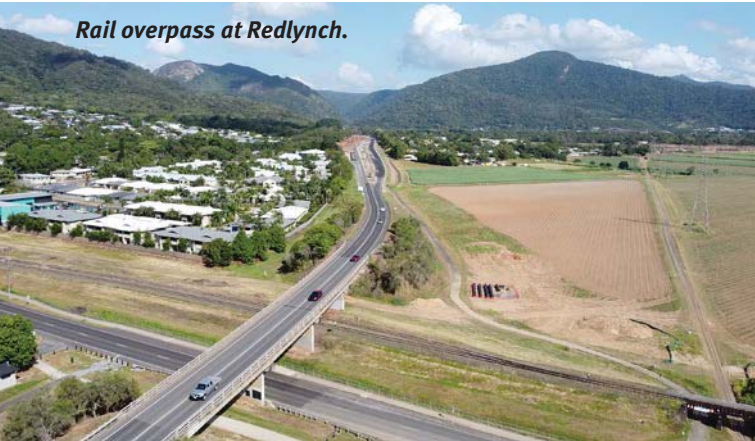
Cairns Western Arterial Road duplication planning (Redlynch Connector to Captain Cook Highway)

In June 2019, the Queensland Government announced $12.45 million in funding to undertake planning and design for future upgrades on Cairns Western Arterial Road.

Aiming to investigate the alignment for duplication of the single-lane section of Cairns Western Arterial Road, the project will assess options and develop a cost estimate, business case and detailed design for the most suitable solution. Planning also includes environmental and cultural heritage investigations, traffic analysis, flood and drainage analysis, geotechnical analysis and detailed design.

Engagement

TMR's Far North District commenced stakeholder engagement and community consultation on the Cairns Western Arterial Road in August 2020; this will be ongoing and inform the planning and assessment of options.

Strong interest in the project from local government, residents, commuters, freight operators and tourism operators mean it is key for TMR to seek input during the planning phase.

Feedback on the project is also important as any road infrastructure upgrades to relieve congestion, improve safety and accessibility along this link need to be carefully planned to minimise impacts and possible costly resumptions.

Approach

The first round of community consultation took place between March and November 2020. In addition to face-to-face meetings, correspondence, phone calls and an online survey on the Queensland Government Get Involved consultation page, an online consultation was launched on 23 September 2020 using the PDO 'Your Say' online consultation hub The Hive.

This consultation used a social mapping functionality giving respondents the opportunity to provide feedback about improvements they would like to see on the Cairns Western Arterial Road. A question and answer tool was also used as a feedback mechanism where respondents could ask the project team a question.

Furthermore, this activity using The Hive allowed the project team to build a 'project database' that could then be used for all subsequent engagement-related updates and actions related to the project.

Outcomes

During the first round of engagement, from March to November 2020, more than 500 submissions were received from the community. Engagement on The Hive ran from 23 September to 13 November 2020 and feedback received was via the social mapping functionality.

In January 2021, feedback received was released to the community using on The Hive, which 'closed the loop' for this round of community consultation. Feedback received will be used to inform the development of options for improvements on Cairns Western Arterial Road, between Redlynch Connector Road and Captain Cook Highway.

The online engagement activity worked in conjunction with traditional methods. Using the tool provided the project team with the following benefits:

1. Accessible – made engagement available to a wider audience (aligning with social media promotion)
2. Accurate – alignment of responses to the map making it easier to map feedback to actual locations
3. Connected – allows the project team to continue to engage with the community; creating a place for ongoing collaboration and information sharing on the project.

Case study

Gray Street upgrade Hughenden.

Gray Street upgrade – Hughenden

In October 2020, North West District delivered a $3.2 million upgrade of Gray Street in Hughenden as part of a Queensland Government project to reconstruct and upgrade the road.

The Gray Street upgrade rebuilt a 920-metre long section of road in the Hughenden township and also delivered new medians, kerb and centre parking, a realignment of the Gray, Comyn and Hardwicke Streets intersection, and safety improvements on the Ernest Henry Bridge.

Delivered by the Flinders Shire Council, additional local government funded project works to minimise disruptions to surrounding businesses and road users were also completed. The additional works included drainage, footpath and kerbing improvements, and water piping upgrades.

Some key considerations of the project included its significant community impact as well as its location being a four-hour drive away from the North West District office.

Risk

The project itself was determined as medium risk due reduced pedestrian and vehicle access to businesses, parking disruptions, and noise and dust disruptions. Planned overnight Ernest Henry Bridge closure with no alternative route for emergency services, and three intersection reconfigurations within the township, also confirmed the risk assessment.

Approach

North West District used a mostly informational (inform) engagement approach prior to project construction. The district had a more targeted and consultative approach with directly impacted business and worked closely with Flinders Shire Council to determine guidelines around communication and engagement with the community. This was to ensure clear and consistent messaging on both the TMR and local government funded project with TMR taking the lead in communication and engagement activities, including key messaging about the works.

Engagement

The Flinders Shire Council used its extensive community networks to disseminate information to local residents and impacted stakeholders, while TMR undertook direct consultation via phone (due to COVID-19 restrictions) to all impacted businesses and negotiated mitigation measures for business impacts.

For example, Flinders Shire Council graded an alternative access through a private property for the local hardware store to minimise disruption to the business and their customers. Project notices were distributed by the Flinders Shire Council stakeholder networks and social media posts were used to inform the local community of project impacts. Letterbox drops were used to notify residents of increased vehicle noise due to detours, primarily because of Type 2 road trains using the residential detours overnight as well as the Ernest Henry Bridge closure.

Bridge works

Safety improvement works at the southern approach to the Ernest Henry Bridge required a closure of the bridge. There was no viable alternative route for this bridge during construction for the community north of the township of Hughenden. In response, Flinders Shire Council graded a road through the dry Flinders River as an alternative route for emergency services only. Local public notices, traffic and traveller information, heavy vehicle notifications and VMS boards were used to inform motorists of this change.

Outcomes

Feedback throughout the project was positive with no complaints received plus the working relationship between TMR and the Flinders Shire Council was effective and collaborative.

Any potential disruptions to businesses was minimised due to early identification of impacts and the ability to implement alternative measures to address them. Flinders Shire Council, delivering local government funded projects during the construction stage of Gray Street, helped in reducing effects for the project's key stakeholders.

Aerial view of the Nudgee Road bridge (looking North).

Case study
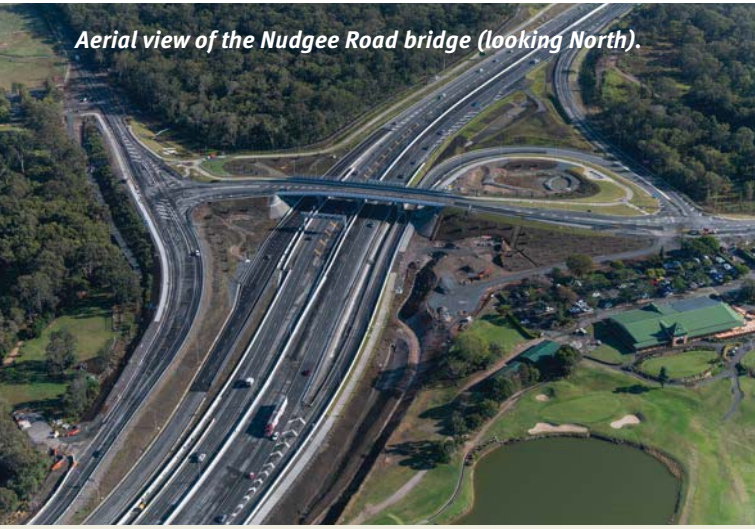
Gateway Upgrade North

The Gateway Upgrade North project was commissioned in March 2019, representing around 12 years of work to deliver a major project that provides significant benefits for the community and those using the Gateway Motorway.

This was a $1.1 billion project jointly funded by the Australian and Queensland governments (on an 80:20 basis) and delivered outcomes that included an upgrade from four to six lanes between Nudgee and Deagon, widening of the Deagon Deviation (between Depot Road and Bracken Ridge Road giving two lanes in each direction), provision of a grade-separated interchange between the Gateway Motorway and Deagon Deviation, an off-road shared pedestrian and cycle path between Nudgee and Bracken Ridge, and installation of variable speed limit signs, variable messaging signs, traffic monitoring cameras and ramp metering.

The Gateway Upgrade North project achieved ISCA Ratings of Excellent for both Design and As Built (Construction). To attain these, TMR engaged during the planning, design and delivery phases of the project to ensure stakeholder engagement aligned with both community expectations and sector requirements.

Approach

After the detailed business case was developed, TMR released a draft preferred plan to the community and sought feedback which informed further technical and environmental investigations. The preferred plan was also presented to the community via TMR's website.

Furthermore, the procurement phases for design and construction were interactive and managed under their own community engagement plan. This involved information sessions and workshops with key industry groups including Consult Australia, Queensland Major Contractors Association and Civil Contractors Association to inform the packaging of delivery options.

Moving into delivery, the community engagement plan was informational, with the project team identifying several stakeholder groups early in the project which assisted in the practical delivery of the community engagement plan. This included input from key impacted stakeholders including Nudgee Golf Course, Nudgee Service Centre and the Deagon Racecourse to manage and minimise construction impacts.

From an external engagement perspective, the Gateway Upgrade North project posed a high level of risk to TMR for several reasons, including:

- it was a key election commitment for the Australian Government and was identified as high priority by both the Australian and Queensland governments.
- it was environmentally sensitive due to its proximity to the Boondall Wetlands
- community and stakeholder sensitivities were likely to generate significant public, media and political interest.

To manage these risks, the project team developed a comprehensive Community Engagement Management Plan to guide engagement methods. They also utilised Communication Control Plans for forward planning, approval and management of activities to minimise impacts to stakeholders.

The team developed the following principles for the project:

- **Proactive** – notify early and integrated internal project teams processes that ensured high quality information with maximum lead times.
- **Tailored** – provide appropriate engagement from face-to-face briefings to suitable social media engagement.
- **Partnerships** – work with stakeholders, offering opportunities for input and delivering timely and clear information through existing channels.

The following components formed the team's overall approach to engagement:

- Early involvement of stakeholders
- One point of contact (through a project hotline and email address)
- Identify opportunities for stakeholder input
- Face-to-face contact
- Visitor Information Centre – located at the depot and open for visitors to gain specific project information
- Site tours – coordinated for stakeholder groups during the construction phase
- Subscriptions to project notifications (newsletters)
- Alignment with ISCA stakeholder engagement standards.

- Managing more than 3000 stakeholders throughout the design and construction phases of the project.
- Gateway Upgrade North project team collaborated with Healthy Land and Water to restore and protect seagrass habitats in the Moreton Bay Region area. This program was one of several initiatives implemented by the project to offset its construction impacts on the environment.

23

Case study

Varsity Lakes to Tugun

The $1 billion Pacific Motorway (M1) Varsity Lakes to Tugun (VL2T) upgrade represents more than 15 years of planning and engagement to date for this 10-kilometre section of one of Queensland's busiest roads.

Package A, between Varsity Lakes and Burleigh, is focused on a two-kilometre section of the M1 and, when finished, will deliver benefits including: widening the M1 to a minimum of three lanes in both directions; extending and relocating the Exit 85 northbound off-ramp by 250m; adding a fourth northbound lane between Burleigh (Exit 87) and Reedy Creek (Exit 85); and installing a new shared bike and pedestrian path on the western side of the motorway.

One of the key features of Package A is constructing a new Diverging Diamond Interchange (DDI) at Exit 87 (Burleigh), which will be the Gold Coast's first DDI and is the focus of this case study.

Approach

An overarching stakeholder engagement strategy for the planning process was developed in 2006; and was reviewed and updated during the business case phase in 2018. Subsequently, a specific engagement strategy was developed at the beginning of the design phase for the Varsity Lakes to Burleigh package.

As part of this engagement strategy, a community engagement plan was produced to outline the purpose and goals of proposed engagement activity though measurable objectives, and to also leave a lasting positive community legacy.

The scope of engagement involved a tiered communication approach, including levels of engagement and associated stakeholders.

Negotiables and non-negotiables were outlined and identified by key stakeholders within the internal project team, including the project director, project manager and stakeholder leads, which were determined through a workshop.

These included TMR legislation, the project corridor, budget and design standards.

- Engaging environmental stakeholders early has led to the success in employing fauna sensitive road design principles and it gaining full marks for the ISCA stakeholder engagement credit (Sta-1).
- An education campaign will be launched in late 2021 to ensure motorists are aware of how the new DDI interchange works.
- The stakeholder engagement strategy will be integrated throughout the entire lifecycle of the project, with early stakeholder engagement undertaken and reviewed throughout the planning, design and delivery phases.

The Gold Coast's first DDI at Exit 87 (Burleigh) as at December 2020.

Lessons learned are an important part of the project and the overarching strategy included those from previous consultations undertaken in 2006–2008.

For future consultation, it recommended actively engaging the broader Gold Coast community using a wide range of tools that were implemented during the 2019–20 engagement process, including staffed information sessions, design map booklets, artist impressions, targeted information packs, and providing proactive and positive coverage and opportunities through media activities.

Analysis and stakeholder identification were undertaken through stakeholder identification workshops. They were also 'mapped' based on proximity and anticipated interests in the project, and were allocated into tiers of engagement based on level of impact (from the project) and level of influence (over the project). Stakeholders were updated regularly through technical working groups and briefings that included environmental groups and local council.

Of note in relation to the overarching VL2T upgrade is its focus on the environment and engagement with key environmental stakeholders.

This is the first transport infrastructure project in Australia to focus on invertebrates when employing fauna sensitive road design principles and as part of the project. TMR planted host plants for the Swordgrass brown butterfly and the Richmond birdwing butterfly, which are both threatened species.

The VL2T upgrade also includes a new fauna underpass to provide safer fauna connectivity through the Burleigh to Springbrook biodiversity wildlife corridor.

Further to this, the vegetation clearing required for the upgrade will be offset with almost 5000 koala habitat trees which is three times that of what was removed, and more than 570,000 native shrubs and trees.

Not Relevant

Not Relevant
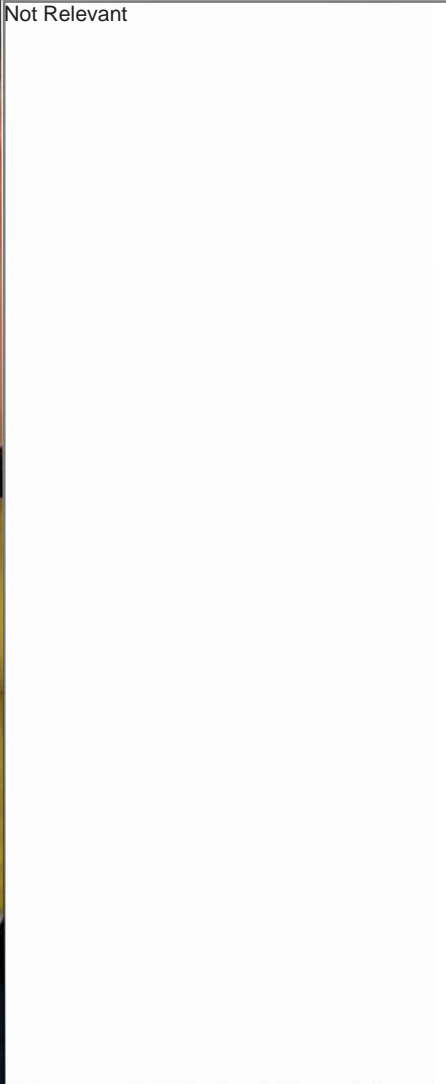
Toolbox

The following toolbox provides methods of engagement for every part of the engagement cycle being inform, consult, involve, collaborate and empower.

These tools can be used at every stage of project management and across all phases of a project.

Internal document only

Choosing your tools

10 tips for using the tools successfully[43]

Take engagement seriously: Being successful is about planning information, consultation and active participation, setting goals, working together and evaluating whether the engagement achieved its goals.

Start from the public's perspective: Consider the community and individuals' perspectives first and treat them all with respect. Having the right mix of information, consultation and active participation appropriate to your issues/project is important.

Deliver what is promised: Building trust is essential. Conducting engagement for its own sake, to say people were involved, will not work. Be open about negotiables and non-negotiables, only promise what can be delivered. Keeping a register of commitments made during consultation and ensuring the project team has visibility and responsibility for them.

Watch the timing: Strong departmental – community relationships need time to build to show results. Information, consultation and active participation all take time. Involving the community too late can have negative impacts, while involving people earlier in decisions can achieve better outcomes with properly managed expectations.

Be creative: Engagement must be tailored to a specific situation and challenge. Exploring new tools, such as online engagement, will complement traditional engagement methods.

Balance different interests: Information, consultation and active participation can lead to a broad range of interests and consensus as well as many questions. Building and sustaining relationships to foster understanding and clarify issues provides opportunities for community and individual voices to be heard.

Be prepared for criticism: The goal of effective engagement is to receive input from the community. Some community representatives, like media and special interest groups, can use the engagement process to articulate their position and this can lead to conflict if not managed.

Involve employees: Be open and engage internally as well as externally. Use information, consultation and active participation to provide the opportunity to see how issues are dealt with internally. TMR values behaviours that build openness, transparency and involvement, and will support strengthening relations with communities and individuals.

Develop a coherent policy: Strengthening TMR's community relations is a departmental policy. However, it is not a substitute for government to make decisions. TMR carries out its engagement policy through reporting on how decisions were made, who was responsible and who was engaged and how.

Act now: Be proactive, use existing opportunities and involve people before decisions are made. Make sure you use the right tool for the task you are undertaking.

Other potential tools to be used

Community engagement tools are constantly evolving; it is important to remember that there are other engagement methods available. There are many others not covered in the Toolbox including:

- Charettes
- Citizen panels
- Virtual reality
- Data visualisation
- Public art session
- Expert panel
- Conversation kits
- Deliberative polling
- Information maze
- Citizen jury
- Focus groups

Specific groups

When you are selecting your engagement tools, you also need to consider if there any community members or stakeholders that are part of groups that have specific engagement needs. These groups include:

- Aboriginal and Torres Strait Islander peoples and communities
- older people
- young people
- people with disability
- people from culturally and linguistically diverse (CALD) backgrounds
- disadvantaged people and homeless people.

When you are engaging with people from these specific groups you need to:

- identify local representatives
- communicate consistently, clearly, simply, frequently and respectfully
- provide smaller meeting opportunities
- think about the accessibility of engagement tools
- allow enough time for people to participate
- behave in a culturally appropriate way[44].

Deciding which tools to use

Below is a table that outlines some of the questions to ask and answer when looking at which tool to use for your engagement activity[45].

Do you need a representative response?
- [ ] Sample surveys
- [ ] Representative focus groups

Do you want to identify all issues and concerns?
- [ ] Letters
- [ ] Submissions
- [ ] Telephone hotline
- [ ] Online communication
- [ ] Surveys
- [ ] Public meetings
- [ ] Workshops
- [ ] Community events

Do you need to deal with conflicts of interest?
- [ ] Stakeholder meetings

Do you need to review or improve the service or test new approaches?
- [ ] Focus groups
- [ ] Learning from employees on the ground
- [ ] User/non-user surveys
- [ ] Stakeholder meetings
- [ ] Employee feedback
- [ ] Effective complaints system

Do you need to build relationships and involvement?
- [ ] Letters
- [ ] Meetings with key individuals
- [ ] Community events
- [ ] Advisory committee
- [ ] Steering committee

Do you need to deal with a complex issue?
- [ ] Information displays
- [ ] Focus groups
- [ ] Surveys
- [ ] Regular meetings

Do you need to get input from as many people as possible?
- [ ] Public displays
- [ ] Newsletters with enclosed response forms
- [ ] Free telephone hotline
- [ ] Media releases
- [ ] Online engagement tool – The Hive
- [ ] Emails
- [ ] Community events
- [ ] Targeted postal surveys
- [ ] Submissions

Including people who are hard to reach and reach larger numbers?
- [ ] Advertising, media releases, newsletters, brochures
- [ ] Public displays
- [ ] Online engagement tool – The Hive
- [ ] Community events
- [ ] Focus groups
- [ ] Meetings with existing groups and community and cultural leaders
- [ ] Involving other state agencies and government
- [ ] Involving community groups
- [ ] Surveys

Do you need regular dialogue with the same people?
- [ ] Newsletters with a feedback mechanism
- [ ] Leaflets, media releases, radio advertisements
- [ ] Staffed community consultation

Do you want inputs in your decision making?
- [ ] Online engagement tool – The Hive
- [ ] Staffed community consultation
- [ ] Submissions
- [ ] Telephone hotlines
- [ ] Surveys
- [ ] Value – management workshops
- [ ] Workshops
- [ ] Community events
- [ ] Advisory committee
- [ ] Steering committee

Do you need to provide information?
- [ ] Newsletters, brochures, leaflets, letters
- [ ] Staffed community consultation
- [ ] Media releases
- [ ] Radio advertisements
- [ ] Community events
- [ ] Online communication such as emails
- [ ] Fact sheets
- [ ] Webpages
- [ ] QLD*Traffic*

RTI-1933 Release.pdf - Page Number: 31 of 46

Deciding which tools to use

Tool	Inform	Consult	Involve	Collaborate	Empower
Media event	✓				
Media release	✓				
Advertisement	✓				
Brochures/newsletters/e-newsletters/community letters	✓				
QR codes	✓				
Digital videos	✓				
Email	✓	✓			
Social media (Facebook, Twitter, LinkedIn)	✓	✓			
Community events	✓	✓			
Surveys	✓	✓	✓		
Site/field/display office	✓	✓	✓		
Written submissions	✓	✓	✓		
Hotline and information lines	✓	✓	✓		
Drop-in sessions/staffed community displays	✓	✓	✓		
Comments and complaints system	✓	✓	✓		
Webpages	✓	✓	✓		
Surveys (hard copy and online)	✓	✓	✓		
One-on-one meetings	✓	✓	✓		
Workshops	✓	✓	✓	✓	
Video conferencing	✓	✓	✓	✓	
Advisory committee	✓	✓	✓	✓	
Steering committee	✓	✓	✓	✓	
Partnerships	✓	✓	✓	✓	
Online engagement tools	✓	✓	✓	✓	

Table 1: Deciding which tools to use to achieve your goal. Adapted from GHD's *Choosing the right tools*[46].

Achieving goals

The following section outlines particular engagement tactics and actions to achieve particular goals. The goals indicated at the top of each table relate to the graphic below as well as the engagement table on page 29. Engagement tactics are also dependant on the stage the project is in at the time (planning, design, or delivery) and the level of impact the project will have on the community.

Goal	Inform
Goal	Consult
Goal	Involve
Goal	Collaborate
Goal	Empower

Goal: Inform

Engagement that will inform is commonly used when the impact or risk level is low to moderate with localised impact such as minor re-surfacing works.

Inform

Media event

Stakeholder groups: General community, industry groups, elected representatives

When to use:	
• Announcement for completion/beginning of construction project	✓
• Sod turning	✓
• Road opening	✓
• Communicate a decision.	✓

Benefits:
• Communicate major TMR announcements to a large audience
• Better informed community.

Considerations:
• Internal approval processes for media event release and run sheet
• Members of the community can turn up to media events
• Confirmed special guests (Premier, Ministers) can often cancel at the last minute.

Inform

Media release/media alert

Stakeholder groups: General community, industry groups

When to use:	
• Announcement – Funding, construction start/finish, major impacts to the community	✓
• Communicate a decision	✓
• Increase awareness of upcoming engagement opportunities	✓
• Advise of a media event.	✓

Benefits:
• Promotes TMR's successes
• General message reaching a wider audience
• Better informed community.

Considerations:
• Media releases are uncontrolled and can be amended prior to print
• May not reach intended stakeholder group
• Time needed for internal approval processes
• Time needed for media deadlines
• Restrictions in publication (some print media may only be published once or twice a week).

Advertisements (paid and unpaid)/community service announcements (Online newspaper and radio)

Stakeholder groups: General community, industry groups, community groups

When to use:	
• Call to action	✓
• Advise of major disruption	✓
• Inform on community engagement sessions	✓
• Provide regular updates.	✓

Benefits:

• Better informed community

• People can access information quickly

• Effective way of disseminating information

• Reaches a wider audience.

Considerations:

• Time required for internal approval processes

• Time needed for media deadlines

• Does not reach those without access to newspapers, radio or internet

• Most regional newspapers are now online.

Digital videos (flythroughs on YouTube)[47]

Stakeholder groups: General community

When to use:	
• When you need to explain complex planning and design issues simply.	✓

Benefits:

• Raise awareness of project and provide information

• Proactively identify community and stakeholder concerns so they are managed and addressed

• Encourage people to use the project once delivered.

Considerations:

• Can be expensive to produce

• Usually only larger projects that produce the videos

• One-way information.

Brochures, newsletters, e-newsletters and community letters

Stakeholder groups: General community targeted to geographical area, special interest groups

When to use:	
• To reach a wide and/or targeted audience	✓
• To advise on traffic closures and/or traffic management	✓
• To communicate a decision	✓
• Provide regular updates	✓
• To increase awareness of upcoming engagement opportunities.	✓

Benefits:

• Public information program to give the community relevant and accurate information about the project

• Can be aimed at targeted stakeholders

• Effective way of disseminating information

• Can reach a wider audience.

Considerations:

• Graphic designer is required to design

• Cost to produce commercially

• Timeframe to approve process and produce brochures and newsletter

• Consideration of Australia Post timeframes to deliver if it is a large area for distribution

• People may not read information placed in letterbox and see it as junk mail.

QR codes

Stakeholder groups: General community

When to use:	
• A QR code can be used on signage at important sites or locations. If used, the QR code can link people to online engagement platforms, where they can obtain more information or provide comments.	✓

Benefits:

• QR codes can direct audiences quickly and easily to online information/engagement platforms

• The QR code can be read easily and it doesn't take long to install the QR reader on a smartphone.

Considerations:

• Require a smartphone to participate in the consultation[48].

Department of Transport and Main Roads

Goals: Inform and consult

Engagement that will inform and consult is commonly used when the perceived impact or risk level is low to moderate and can impact locally as well as have broader implications.

Inform ⟩ Consult

Social media – Facebook, Twitter and LinkedIn

Stakeholder groups: General community, targeted stakeholder groups

When to use:

- To provide information to the community, about construction projects in all phases (planning, design and construction). ✓

Benefits:

- Engagement is accessible to anyone with access to a computer or mobile phone
- Can construct 'dark posts' to reach targeted post codes for Facebook
- Effective way of communicating progress of a construction project to a wide audience.

Considerations:

- Only accessible for people who are computer literate and have access to computers and mobile phones
- Community is free to comment on the projects highlighted in the posts[49]
- Social media expert required to manage the posts and moderation
- If not linking to The Hive, social media can be used to **Inform**.

Inform ⟩ Consult

Community events

Stakeholder groups: General community with invited representatives (Elected reps, special guests)

When to use:

- To provide information at the start of an engagement activity ✓
- To obtain people's inputs into plans and projects at key points ✓
- To celebrate the end of a project with the local community. ✓

Benefits:

- Gives people the opportunity to participate who might otherwise not, including young people, people from non-English speaking backgrounds, people from diverse cultural backgrounds.

Considerations:

- Can be expensive
- Requires publicity, lead time and a venue chosen well in advance
- Budget considerations such as venue, publicity and advertising materials.

Inform ⟩ Consult

Email

Stakeholder groups: General community, targeted stakeholder groups, special interest groups

When to use:

- To provide information and updates to subscribers to an email database about construction projects in all phases (planning, design and construction) ✓
- For project updates such as traffic switches or night works ✓
- To announce community consultation. ✓

Benefits:

- Audience is engaged as they have asked to be kept informed on progress
- Efficient and timely method of keeping stakeholders informed and aware of project updates and progress.

Considerations:

- Only accessible for people who are computer literate and have access to computers and mobile phones
- Only reach a specific audience.

Goals: Inform, consult and involve

Engagement that will inform, consult and involve is commonly used for projects that are medium to high risk and have a moderate localised and broader impact such as intersection upgrades, bridge strengthening works and works that require land resumptions.

Inform ⟩ **Consult** ⟩ **Involve** ⟩

Site/field/display office

Stakeholder groups: General community

When to use:

- A temporary space open to the public for major projects when visibility is a prime consideration ✓
- When issues are likely to have a significant community impact. ✓

Benefits:

- Provides opportunity for ongoing contact with the community and interested stakeholders
- People can interact with project team members to discuss issues and provide input
- People can access at a time of day suited to their needs.

Considerations:

- Resourcing the display office with employees to answer questions
- Cost to establish and maintain office
- May not attract the wider community and key stakeholders unless visibility is high
- Employees, workplace and safety issues.

Inform ⟩ **Consult** ⟩ **Involve** ⟩

Written submissions

Stakeholder groups: General community

When to use:

- To provide written information to the community and in turn invites the public to submit written comments on specific proposals ✓
- To give interested parties detailed information on issues ✓
- To allow interested parties to respond formally to specific processes/projects or activities. ✓

Benefits:

- Tangible evidence of a consultation process
- Provides people with detailed information
- Respondents can consider their point of view based on accurate information
- Demonstrates TMR is committed to engagement and open planning.

Considerations:

- Possible poor response rate
- Level of experience required to write submission proposals
- Isolates people with low literacy skills and those from non-English speaking backgrounds.

Gateway Upgrade North completed new road surfaces at Deagon Deviation.

Department of Transport and Main Roads

Inform ⟩ Consult ⟩ Involve ⟩

Hotline and information lines

Stakeholder groups: General community, people with disability and access issues

When to use:

- When immediate two-way communication is required on a one-on-one basis ✓
- To distribute information, respond to enquiries, complaints and comments ✓
- To record and distribute specific information ✓
- Respond to straightforward enquiries about a plan, project or service ✓
- To record public enquiries, complaints and/or comments. ✓

Benefits:

- 24-hour access
- Quick and simple to set up
- Potentially wide access as most people have access to mobile phones
- Reaches a wider audience
- Response to an enquiry can be immediate
- Can complement other engagement tools
- Works well if employees are familiar with the project/issue.

Considerations:

- Employees need to be able to supply the information requested
- Time required to train and support employees to handle callers and content
- Restrictive for those who do not have access to mobile phones
- Tends to be little take-up.

Inform ⟩ Consult ⟩ Involve ⟩

Drop-in sessions/staffed public displays (can be on-site or in active community spaces such as local parks or shopping centres)

Stakeholder groups: General community

When to use:

- To provide information and gather feedback and comments from a large cross-section of affected stakeholders for a project or activity ✓
- To communicate a project or proposal visually and find out opinions of a wide range of people. ✓

Benefits:

- Provide information for large numbers of people who can visit a display at leisure
- Opportunity for planners and project managers to have conversations about projects
- Can reach those normally hard to engage
- Can be used for policy, planning design and construction.

Considerations:

- Public attendance may not be representative
- Difficulties in recording responses
- Suitable venue required and enough employees to staff the display
- Security of employees and display materials.

Inform ⟩ Consult ⟩ Involve ⟩

Comments and complaints system

Stakeholder groups: General community

When to use:

- When an ongoing process is needed to give people an opportunity to provide input into a service provision within and outside an engagement process. ✓

Benefits:

- Provides first-hand experience
- Opportunity to gather detailed information
- Opportunity to involve users in finding solutions.

Considerations:

- Unlikely to yield positive comments
- Does not give balanced information
- Information may not always be reliable
- Requires confidentiality to be maintained
- Needs mediation and facilitation skills.

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Inform | Consult | Involve

Surveys (hard copy or online)

Stakeholder groups: Population sample or sub-group selected randomly to represent the community

When to use:

- When information is needed from a large number of people ✓
- When quantification and qualification are needed ✓
- When confidentiality and anonymity of respondents is preferred. ✓

Benefits:

- Provide data about probable effects of a proposal, can satisfy a need to gauge community reaction to a proposal, policy, service or project
- Potential to access more people
- Allows for anonymity and can be used to consult on sensitive issues
- Can provide strong analytical data showing which trends are happening.

Considerations:

- Unsuitable for complex issues
- Need statistical and research expertise to design surveys and analyse findings
- Difficult to engage those hardest to reach
- Community may feel over surveyed and suffering from consultation fatigue
- Written surveys may isolate people with low literacy skills and those from non-English speaking backgrounds.

Inform | Consult | Involve

One-on-one meetings[50]

Stakeholder groups: Selected individuals such as Elected Representatives and special interest groups to discuss specific issues

When to use:

- For in-depth information exchange about a project. ✓

Benefits:

- Good for building long-term relationships
- Effective way to establish and maintain working relationships with stakeholders and community members
- Depending on discussion, can help build ownership of the project.

Considerations:

- Special interest groups may have their own agenda/ideas.

Inform | Consult | Involve

Webpages

Stakeholder groups: General community

When to use:

- To be used to provide accessible, clear and appropriate information cost-effectively to a broad cross-section of stakeholders ✓
- Websites can also be used for two-way information exchange. ✓

Benefits:

- Can provide a link to any online surveys
- Can provide lots of targeted information about planning concepts and planning projects cost effectively[51].

Considerations:

- Webpage needs to be updated regularly
- Information must be presented in a consistent format
- If not linking to The Hive, webpages can be used to **Inform**.

Goals: Inform, consult, involve and collaborate

Engagement that will inform, consult, involve and collaborate is used for projects that are medium to high risk and have a high localised and broader impact such as proposed major upgrades to roads that will require consultation on the corridor and alignment.

Inform > **Consult** > **Involve** > **Collaborate**

Online Engagement Tool (The Hive)

Stakeholder groups: General community

When to use:

- To provide information to the public, and receive feedback, regarding construction projects particularly in the planning and design phases ✓
- When looking at complex issues. ✓

Benefits:

- Engagement is accessible to anyone with access to a computer or mobile phone
- Many different tools can be utilised for the public to have their say
- Feedback can be turned around promptly
- Visual medium to demonstrate a project
- Can be used instead of public and staffed displays due to COVID-19.

Considerations:

- Only accessible for people who are computer literate and have access to technology.

Inform > **Consult** > **Involve** > **Collaborate**

Workshops/video conferencing

Stakeholder groups: Selected representatives from groups and organisations

When to use:

- To define, examine, discuss issues and formulate alternatives ✓
- To understand people's needs, educate participants and produce results ✓
- When dialogue is need between an organisation and its stakeholders to build consensus and arrive at workable compromises. ✓

Benefits:

- To explore a range of issues and for participants to understand different points of view
- Local experts and interest groups can participate in, or contribute to, decisions and problem solving
- Establishes dialogue between those involved and leads to a sense of ownership.

Considerations:

- Skilled facilitator, chair or scribe
- Time and resources to organise, undertake and analyse findings
- Only a limited number of participants involved; attendance may not be representative of community
- Failure to disseminate findings can increase community cynicism and mistrust.

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Inform > **Consult** > **Involve** > **Collaborate**

Advisory Committee

Stakeholder groups: Selected representatives of the community

When to use:

• When a group is required to provide oversight and review and can be a formal link between community and government	✓
• When prioritising community issues is important	✓
• When expert opinion is sought.	✓

Benefits:

- Can utilise existing groups and organisations
- Able to deal with a specific issue in a detailed way
- Assists in building a collaborative approach and consensus in problem solving and service development.

Considerations:

- Must represent diverse perspectives
- Needs a clear purpose, Terms of Reference, role and responsibilities
- No clear formal decision-making role
- Requires a clear line of communication between the group and TMR
- Needs a formal mechanism to input into departmental decision-making process.

Inform > **Consult** > **Involve** > **Collaborate**

Partnerships

Stakeholder groups: Selected individuals and groups to work on specific issues

When to use:

• To get close to local communities, public bodies, and organisations and involve communities in issues affecting their lives	✓
• To achieve results quickly through informal partnerships.	✓

Benefits:

- Gives each partner an equal say in decisions that affect them
- Good for building long-term relationships
- Harness collective knowledge and expertise of partners and a way to work towards shared outcomes.

Considerations:

- Resources required to maintain partnerships
- Power may not be equal in the relationship
- Requires extensive negotiation around terms of reference and nature of the partnership.

Inform > **Consult** > **Involve** > **Collaborate**

Steering Committee

Stakeholder groups: Selected representatives of the community, usually high-level stakeholders or experts who guide decision-making

When to use:

• To monitor the progress of strategic projects/issues that involve a diverse range of views and interests	✓
• When issues are to be debated.	✓

Benefits:

- Allows quick and informed decision-making
- Members have a sense of ownership of outcomes
- Stakeholder-led decision-making and input over time, depending on the Terms of Reference of the group.

Considerations:

- Significant time commitment
- Defining the demographic relevance can be challenging
- Consider the power dynamic carefully and whether all parties are adequately represented[52].

Department of Transport and Main Roads

Mackay Ring Road.

Peninsula Developmental Road, Piccaninny to Black Soil.

Appendices

Resources

End notes

When selecting tools for your engagement process, there are a number of useful resources available. Some of these resources have helped to shape this guide and are listed below:

- *Active Transport Investment Program Community and Stakeholder Engagement Guide* published by the Department of Transport and Main Roads in August 2019

- *Queensland Transport and Roads Investment Program 2020–21 to 2023–24* published by the Department of Transport and Main Roads published in December 2020 (particularly pages 9–10)

- *Queensland Transport Strategy—our 30-year plan for transport in Queensland* published by the Department of Transport and Main Roads in 2020 (particularly pages 9–11)

- *Community engagement toolkit* for planning published by the former Department of Infrastructure Local Government and Planning in August 2017

- The International Association for Public Participation (IAP2) Australasia website (https://www.iap2.org.au).

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Definition of terms

Acronym	Definition
CALD	Culturally and linguistically diverse
COVID-19	2019 novel coronavirus
DDI	Diverging Diamond Interchange
IAP2	International Association of Public Participation
IMD	Infrastructure Management and Delivery Division
IS	Infrastructure Sustainability rating scheme of ISCA
ISCA	Infrastructure Sustainability Council of Australia
M1	Pacific Motorway
OnQ	OnQ Project Management Framework – the department's project management framework
PAF	Project Assessment Framework (PAF) is used across government to ensure a common, rigorous approach to assessing projects at critical stages in their lifecycle, from the initial assessment of the service required, through to delivery (www.treasury.qld.gov.au/programs-and-policies/project-assessment-framework/)
PDO	Program Delivery and Operations Branch
QR code	Quick response code
QTRIP	Queensland Transport and Roads Investment Program
The Hive	Your say PDO Projects online engagement platform
TMR	Department of Transport and Main Roads
VMS	Variable Message Signs
VL2T	Varsity Lakes to Tugun

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