

## Case Study

<b>Project</b>	Parramatta Road Corridor Urban Transformation Strategy
<b>Organisation undertaking the engagement</b>	Urban Growth NSW (Landcom)
<b>Estimated person hours associated with the engagement</b>	Consultancy - 6 people part-time consultants' team, 2 people full time Communications & Engagement team

### What was the project?

Released in November 2016, the Parramatta Road Corridor Urban Transformation Strategy is the NSW Government's 30-year plan to drive and inform land use planning and development decisions as well as long-term infrastructure delivery programs in the Parramatta Road Corridor.

The strategy's development included extensive community and stakeholder engagement in consideration of matters such as land use, heights, transport, built form and open space. The Strategy's accompanying implementation toolkit guides where and when rezoning should occur and identifies the infrastructure required to support land use change in the Corridor.

### What were the objectives of the engagement?

The objectives of the engagement were to:

- commit to early participation
- draw on knowledge and experience from stakeholders and the local community along the Corridor to better inform project planning
- identify and manage community concerns and feedback
- increase awareness about the program and the wider benefits, and long-term nature of urban renewal
- keep the community and all stakeholders informed about the progress of the program
- establish and build honest and open relationships.

### What were the stages of the engagement

The views and responses of organisations and community members were received at critical stages during the three-year development of the Strategy. The multiple stages enabled an ongoing dialogue with community and iterative development of the strategy.

- preliminary engagement - INVOLVE
- engagement on preliminary draft strategy - CONSULT
- draft Strategy prepared with State agencies and local councils - COLLABORATE
- engagement on draft strategy - CONSULT
- Strategy adopted and released - INFORM

## How was the engagement undertaken?

An intense program of consultation and engagement occurred across the development of the strategy. It involved state agencies, local councils and thousands of stakeholders and community members. A mix of engagement activities were used and targeted to each of the precincts and diversity of stakeholders within the Corridor. Activities included:

- community panel to inform engagement approach and methods and Peer Review through industry and agency panels
- community information sessions to display comprehensive information, provide face to face opportunities for questions and feedback, and build relationships
- online and paper surveys to enable people to provide feedback without attending a session
- written submissions for people to provide feedback in their own written format
- telephone surveys of residents in the corridor (including CALD communities)
- dedicated project website to present project information (consultation calendar, fact sheets, reports, drafts, surveys and video updates)
- newsletters delivered to homes (including translated into ten languages to reach those of non-English speaking backgrounds)
- pop-up stalls at community locations to reach more people in the area
- focus groups with residents and people from 'hard to reach' groups (e.g. young people)
- advertisements in English and foreign language newspapers to promote consultation
- Facebook advertising and posts
- targeted letters to landowners and landowner meetings
- translation and interpreter services of all collateral and at CALD sessions
- presentations and information provision to schools and universities
- dedicated 1300 phone line and email address
- Mayor and MP forums, Town Hall meetings, Industry and Chamber of Commerce meetings and Councillor briefings.

## How was 'the loop closed'?

Engagement reports for the preliminary strategy and the draft strategy were prepared. These reports outlined the engagement undertaken and the themes of feedback. They also included information about what the team was doing to respond to the comments received. Alongside the final strategy, a report was presented that outlined how the final strategy had responded to the engagement feedback received on the draft.

## What principles were applied to the engagement approach?

1. Involve all affected stakeholders - detailed stakeholder mapping and engagement with all stakeholders
2. Listen and be responsive - commitment to listen, engage and respond
3. Build relationships - engage widely and equitably, and regularly audit the approach
4. Stakeholder input into consultation - involve stakeholders in engagement planning and respond to changing needs
5. Provide information in a meaningful way - accessible information
6. Demonstrate how feedback was considered - transparently show how feedback has informed the Strategy and the consultation process

## How was the engagement process reviewed and improved?

A series of five 'lessons learned' and evaluation exercises were run over the course of a year throughout the process to identify where and how engagement could be improved.

## How does this project demonstrate the Community Engagement Charter's principles in action?

Principle	How this project reflects this principle in action
<i>Engagement is genuine</i>	The content of the strategy was drawn from stakeholders and the community and was tested through a rigorous process of discussion and feedback. The considerable time dedicated to engagement and effort made to receive feedback from a broad selection of stakeholders shows a genuine desire to engage.
<i>Engagement is inclusive and respectful</i>	Engagement activities were tailored to diverse stakeholder groups. People of non-English speaking backgrounds were reached through translated newsletters, newspapers and interpreter services. Pop-up stalls and phone calls provided a way to extend the reach of the engagement beyond those who would normally attend an information session.
<i>Engagement is fit for purpose</i>	The large effort put into engagement matched the level of impact of the proposed plan. The engagement activities were targeted to elicit the information to prepare the plan and were customised for different stakeholders, particularly CALD and other 'hard to reach' groups.
<i>Engagement is informed and transparent</i>	Effort was made to ensure that people could access the information they needed to understand and respond to the engagement. A dedicated phone line and email was established for people to ask questions and a website provided consultation information, background and reports. Engagement was publicised widely in papers and social media and engagement reports clearly showed feedback received and how it had been used to inform the final strategy.
<i>Engagement is reviewed and improved</i>	Regular 'lessons learnt' sessions with the project team saw ongoing improvements made to the engagement process.

More information: [www.landcom.com.au/places/parramatta-road/](http://www.landcom.com.au/places/parramatta-road/)

**This type of engagement process, or elements of, could be used in relation to the following designated planning instruments:**

- regional planning
- rezoning under the Planning and Design Code