

New Marine Facilities to Service
Mandorah and Cox Peninsula

APPENDIX

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STAKEHOLDER ENGAGEMENT PLAN

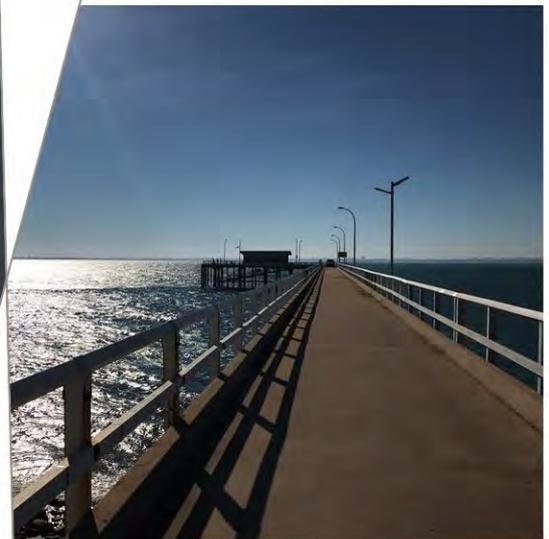
Stakeholder Engagement Plan

Design and Document New Marine
Facilities to Service Mandorah and
Cox Peninsula Communities

T19-1198

Prepared for
Department of Infrastructure, Planning and
Logistics

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Table of Contents

| | | |
|---|--|----|
| 1 | Introduction | 1 |
| | 1.1 Background | 1 |
| | 1.2 Previous Stakeholder Engagement | 1 |
| | 1.3 Purpose of this Document | 1 |
| 2 | Engagement Framework | 16 |
| 3 | Context | 17 |
| 4 | Scope of the Stakeholder Engagement Plan | 19 |
| 5 | Stakeholder Analysis | 20 |
| 6 | Engagement Purpose and Goals | 22 |
| 7 | Plan of Engagement | 24 |
| 8 | Monitoring and Evaluation | 26 |
| | 8.1 Stakeholder Tracking | 26 |
| | 8.2 Evaluation | 26 |
| 9 | References | 27 |

Tables

| | | |
|-----------|--|----|
| Table 3-1 | Stakeholder engagement context | 17 |
| Table 5-1 | Stakeholder analysis | 20 |
| Table 6-1 | Stakeholder engagement purpose and goals | 22 |
| Table 7-1 | Plan of engagement | 24 |

1 Introduction

1.1 Background

The existing Mandorah Jetty and Boat Ramp are key infrastructure facilities servicing the Mandorah, Wagait Beach and Belyuen communities, as well as visitors to the area from Darwin and surrounds. Mandorah Jetty supports the only ferry service from Darwin to the Cox Peninsula. The Mandorah boat ramp is located just south of the Jetty, with both facilities sharing a common onshore carpark facility.

Previous studies (2016) identified shortcomings in the design of the existing facilities, such as Disability Discrimination Act (DDA) non-compliance of the Jetty, and investigated various sites for relocation of the ferry berthing facility and boat ramp. The recommendation from these studies included building a rock groyne wall, new floating pontoon and boat ramp at a location just north of the existing jetty. A further study (2019) undertook field surveys and marine modelling to determine the optimised location, configuration and size of new rock groyne, pontoon and boat ramp structures. This study investigated various sizes and configurations of these facilities, with siting of the pontoon based on available water depths for future ferry operations and to avoid dredging. This resulted in an expensive rock groyne configuration requiring undesirable commuter access across the rock groyne and stricter design criteria.

The Department of Infrastructure, Planning and Logistics (DIPL) are now seeking alternate options be developed, assessed and a preferred option determined. Detailed design and tender documentation of the preferred option would then be undertaken to allow the project to be tendered. Cardno (NT) Pty Ltd (Cardno) have been engaged to undertake design and documentation services for new marine facilities to service the Mandorah and Cox Peninsula communities (the Project).

1.2 Previous Stakeholder Engagement

Significant previous stakeholder engagement was undertaken as part of the *Mandorah Jetty and Boat Ramp – Assessment and Upgrade Concept Study* (Jacobs, 2016). This engagement was facilitated by Michels Warren Munday who prepared a feedback study (2016) that formed part of Jacobs' final report. The feedback report was compiled from meetings with seven key stakeholders, an online survey answered by 177 people and three submissions.

The focus of previous engagement was to identify past and current issues with existing facilities at Mandorah and collect suggestions on how the facilities could be improved. The most common issues raised were regarding safety and useability of the existing jetty and boat ramp. The results of previous stakeholder engagement have been incorporated to form the functional requirements for the facility to be designed as part of this Project.

1.3 Purpose of this Document

This Stakeholder Engagement Plan (SEP) seeks to outline the purpose and structure of the engagement program to accompany the Project. It is important to note that the purpose of engagement for this project is not to seek feedback on the deficiencies of the existing facility or the general requirements and desires for a new facility at Mandorah. These desires and requirements are considered to have been ascertained through previous stakeholder engagement, and have been used to define the functional requirements of any facility designed as part of this project. The purpose of this consultation is to outline various options that achieve these key functional requirements and seek feedback from stakeholders on these options. This SEP document has been structured as follows:

- > **Section 2** describes the relevant frameworks for the engagement program;
- > **Section 3** defines the context for the engagement, identifying pressures and drivers for different stakeholder groups;
- > **Section 4** defines the specific scope of this SEP;

- > **Section 5** presents a more detailed stakeholder analysis;
- > **Section 6** outlines the purpose and goals for engagement;
- > **Section 7** details the activities to be delivered under the SEP, including roles and responsibilities;
and
- > **Section 8** explains how the SEP will be monitored and evaluated.

2 Engagement Framework

This SEP has been prepared based on the International Association of Public Participation (IAP2, 2019) Consultation Framework, as well as the Northern Territory Government's (NTG) Remote Engagement and Coordination (REC) Strategy (2015). The SEP will support the Project Team; Cardno and DIPL, in adhering to these guidelines during stakeholder engagement for the project.

IAP2 has developed the IAP2 Core Values for Public Participation for use in the development and implementation of public participation processes. When adhered to, these core values help facilitate better decisions that reflects the concerns and interests of stakeholders.

The IAP2 Core Values are:

- > 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;
- > Public participation includes the promise that the stakeholder's contribution will influence the decision;
- > Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers;
- > Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision;
- > Public participation seeks input from participants in designing how they participate;
- > Public participation provides participants with the information they need to participate in a meaningful way; and
- > Public participation communicates to participants how their input affected the decision.

In addition, IAP2 has developed the IAP2 Public Participation Spectrum to assist with the selection of the level of participation that defines the stakeholder's role in any engagement program. The Spectrum shows that differing levels of participation are legitimate depending on the goals, time frames, resources and levels of impact of the decision(s) to be made. The five levels of public participation are: Inform, Consult, Involve, Collaborate and Empower.

The REC Strategy (NTG, 2015) presents levels of participation for remote communities, as follows:

- > Inform – community members are **well-informed**;
- > Consult – community members are well-informed and **give feedback** that government considers; and
- > Actively participate – community members are well-informed and **actively contribute** to decision making.

3 Context

This section identifies the internal and external drivers, pressures and other context that is of relevance to the SEP, and may influence how stakeholders and the community receive and respond to the engagement program.

Passionate people, special interest groups and those with vested interests have the potential to dominate feedback. **Table 3-1** aims to assist in the understanding of relevant drivers that may influence people's reaction to the Project.

Table 3-1 Stakeholder engagement context

| Aspect | Relevant Drivers |
|---|--|
| Key Internal Stakeholders <i>These are people within NTG that have potential to significantly influence the project. What are their drivers?</i> | <ul style="list-style-type: none"> > Who are the key internal stakeholders (e.g. Departments, Directors, Managers)? > What is their personal experience with the area/project? > Do they have vested interests in the project? > What are their views on the project? > What are their key concerns > Are they a key decision maker? |
| Key External Stakeholders <i>These are people/organisations outside of NTG that have potential to significantly influence the project. What are their drivers?</i> | <ul style="list-style-type: none"> > Who are the key external stakeholders (e.g. Local community, facility users, ferry operator)? > What is their personal experience with the area/project? > Do they have vested interests in the project? > What are their views on the project? > What are their key concerns? > How much influence do they have? |
| Governance <i>Plans, policies and processes. Internal politics.</i> | NTG policies, relevant to: <ul style="list-style-type: none"> > Asset management policies > Future planning policies > Land use policies > AAPA > Environmental policies/approvals |
| Interfacing Projects <i>Who are the organisations with a recent track record in the study area, who may also have engaged with the community? What is the potential for interactions with interfacing projects?</i> | Interfacing projects could include: <ul style="list-style-type: none"> > Recreational fishing facilities upgrades > Land use > Road upgrades > Remediation > Economic studies > Tourism projects |
| Core Project Team (DIPL and Cardno) <i>What is the approach, track record and pressures on the core project team with respect to engagement?</i> | <ul style="list-style-type: none"> > Relationship management within the project team > Previous interactions between project team members and stakeholders > Relevant experience with similar projects and/or the study area > Change of project team members / continuity issues |
| Community <i>History and profile of the community. Current status of NTG's relationships with the stakeholders and community.</i> | <ul style="list-style-type: none"> > Who are the community? > The residents, property owners and businesses in the vicinity of the project > Those not residing in the area who regularly use the project site |

| | |
|--|--|
| <p>Territory Policies, Guidelines and Conventions <i>Key documents relating to stakeholder engagement and/or the project.</i></p> | <ul style="list-style-type: none"> > Remote Engagement and Coordination Strategy (NTG, 2015). |
| <p>Political / Media <i>What political decisions / activities could influence the consultation program?</i> <i>What is currently, or is likely to be reported in the media that could influence how the stakeholders respond?</i></p> | <ul style="list-style-type: none"> > Election timing (territory/local) > Budget timing > Media interest in the project |
| <p>National and Regional Trends/Drivers <i>Project funding, employment/sourcing drivers.</i> <i>Political pressures.</i></p> | <ul style="list-style-type: none"> > Tourism > Climate change > Environmental impact |

4 Scope of the Stakeholder Engagement Plan

For a successful project outcome, it is essential that key stakeholders are identified at the start of the project, and that they are engaged regarding key decisions at key points in the project. This results in transparency for stakeholders, creates ownership of the final outcomes and ultimately leads to a more successful project. Generally, the scope of engagement for the Project is focused around engagement at two key points:

- > Engagement with key internal stakeholders to select three concept options for further assessment; and
- > Engagement with key internal and external stakeholders gain feedback on the three concept options and assist in selecting a preferred option for detailed design.

1.1 Selection of Three Concept Options

Given the importance of this stage in selecting options that are feasible, cost effective and meet key functional requirements, Cardno will work collaboratively with DIPL and relevant internal stakeholders throughout this stage. As well as ongoing liaison, one stakeholder meeting is planned to present preliminary options and seek feedback before setting on the three shortlisted layout options.

As a result of this process, three layout options will be identified, shortlisted and further developed, with specific consideration for the following -

- > pontoon siting;
- > new boat ramp, future RORO facility siting;
- > breakwater configuration and size;
- > onshore facilities including ferry terminal facilities, access roads and paths etc.;
- > assessment of existing onshore carpark facility capacity;
- > provision of recreational fishing facilities on breakwater wall crest;
- > dredging depth/extent including future maintenance dredging; and
- > treatment of existing boat ramp and jetty structure.

1.2 Selection of Preferred Option

This stage will be critical in receiving feedback from external, as well as internal, stakeholders which will form a significant component of the selection criteria for choosing the preferred option. The focus of this engagement will be to compare the three options and quantify acceptability of the various functions of each. This stage will involve an engagement forum and facilitate formal feedback from stakeholders.

5 Stakeholder Analysis

This section provides an overview of the different categories of stakeholders, and their relative:

- > Level of interest – What level of interest does the stakeholder have in the outcomes of the project?
- > Level of influence – What level of influence will the stakeholder have on the project outcomes?
- > Level of impact – What is the level of impact that the project has on the stakeholder?

The list of stakeholders has been developed in accordance with information provided by DIPL to date. The analysis is useful in identifying and documenting the level of engagement under the IAP2 Consultation Spectrum that may be suitable for different types of stakeholders. **Table 5-1** presents the stakeholder analysis for discussion with DIPL.

Table 5-1 Stakeholder analysis

| Stakeholder | Level of Interest | Level of Influence | Level of Impact | Recommended Type of Consultation |
|--|-------------------|--------------------|-----------------|----------------------------------|
| Impacted stakeholders | | | | |
| Residents, business owners and land owners located in the vicinity of the project. | High | High | High | Inform / Consult |
| Users of the ferry service. | High | Moderate | High | Inform / Consult |
| Fishers using the existing jetty facility. | High | Moderate | Moderate | Inform / Consult |
| Users of the existing boat ramp facility. | High | Moderate | Moderate | Inform / Consult |
| Ferry master/crew. | High | High | High | Consult / Involve |
| Interested Internal Stakeholders | | | | |
| Lands Planning | High | Moderate | Moderate | Collaborate |
| Environment and Heritage | High | High | High | Collaborate |
| Cost Estimation | High | Moderate | Moderate | Collaborate |
| Construction Delivery | High | Moderate | High | Collaborate |
| Interested External Stakeholders | | | | |
| Department of Trade, Business and Innovation | Moderate | Moderate | Moderate | Inform |
| Land Development Corporation | Moderate | Moderate | Moderate | Inform |
| Planning Commission | Moderate | Moderate | Moderate | Inform |
| Department of Primary Industry and Resources | Moderate | Moderate | Moderate | Inform |
| Marine Safety / Harbourmaster | High | Moderate | Moderate | Consult |

| Stakeholder | Level of Interest | Level of Influence | Level of Impact | Recommended Type of Consultation |
|--|-------------------|--------------------|-----------------|----------------------------------|
| SeaLink (Ferry Operator) | High | High | High | Collaborate |
| Wagait Shire Council | Moderate | Moderate | Moderate | Consult |
| Wagait Progressive Association | High | Moderate | Moderate | Consult |
| Belyuen Shire Council | Moderate | Moderate | Moderate | Consult |
| Amateur Fisherman's Association NT (AFANT) | High | High | High | Collaborate |
| Tourism Top End | Moderate | Low | Moderate | Inform |
| Tourism NT | Moderate | Low | Moderate | Inform |
| Disability Advocacy Service | High | Moderate | High | Collaborate |
| Local Police | Moderate | Low | Low | Inform |
| Power and Water Corporation | Moderate | Low | Moderate | Inform |

6 Engagement Purpose and Goals

This section of the SEP links the purpose and goals of the engagement program with the relevant stakeholders, and provides means by which the strategy may be evaluated (**Table 6-1**).

Table 6-1 Stakeholder engagement purpose and goals

| Objective | Stakeholders | Goals | Evaluation |
|---|---|--|--|
| Communicate to stakeholders the specific scope, objectives and expected outcomes of this project phase. | <ul style="list-style-type: none"> > Impacted stakeholders. > Interested external stakeholders. | <ul style="list-style-type: none"> > To make information readily available to interested internal and external stakeholders if they wish to access it. > Summarise the project scope and objectives during dedicated stakeholder engagement session(s). > Provide ongoing project updates to key stakeholders. | <ul style="list-style-type: none"> > Information is clear and concise, available online and clearly presented at forum. > A contact database of interested parties is established and used to provide updates throughout the project. > The survey is distributed to all residents and business owners in the LGA. > Response rates are recorded (e.g. website hits, phone calls to DIPL, returned surveys). |
| Educate the stakeholders about the various constraints for the project – financial, environmental, functional, technical. | <ul style="list-style-type: none"> > Impacted stakeholders. > Interested internal stakeholders. > Interested external stakeholders. | <ul style="list-style-type: none"> > Outline the key project constraints during dedicated stakeholder engagement session(s). > Communicate how these constraints are relevant to the stakeholders and how they will guide the final outcome for the project. | <ul style="list-style-type: none"> > Information is clear and concise, available online and clearly presented at forum. > Appropriate persons available to respond to questions and enquiries. |
| Generate support for and/or ownership of the project. | <ul style="list-style-type: none"> > Impacted stakeholders. > Interested external stakeholders. | <ul style="list-style-type: none"> > Communicate how the project will benefit the community/stakeholders. > Emphasise the importance of stakeholder input/feedback from the start of the project. | <ul style="list-style-type: none"> > High attendance at forums. > High response rate. > Demonstration of how feedback will be incorporated in project. |
| Meet with internal stakeholders and gain feedback on three concept options to upgrade facilities at Mandorah. | <ul style="list-style-type: none"> > Impacted stakeholders. > Interested internal stakeholders. > Interested external stakeholders. | <ul style="list-style-type: none"> > Provide full and balanced information on the three concept options. > Provide a means for stakeholders to ask questions and receive responses regarding the concept options. > Provide a structured means for stakeholders to provide qualitative and quantitative feedback on each option. | <ul style="list-style-type: none"> > Representation from all key stakeholders. > Information is presented clearly and concisely. > Feedback is formalised. > Records of communication with key internal stakeholders. |

| Objective | Stakeholders | Goals | Evaluation |
|--|---|---|---|
| <p>Engage stakeholders and gain feedback as part of refining the preferred option for detailed design.</p> | <ul style="list-style-type: none"> > Impacted stakeholders. > Interested internal stakeholders. > Interested external stakeholders. | <ul style="list-style-type: none"> > Provide full and balanced information on the preferred option and reasons for its selection. > Provide a means for stakeholders to ask questions and receive responses regarding the preferred option. > Provide a structured means for stakeholders to provide qualitative and quantitative feedback on specific aspects of the preferred option. | <ul style="list-style-type: none"> > Representation from all key external and impacted stakeholders. > Attendance at forum. > Formal feedback received from broad range of stakeholders. > Stakeholder engagement evaluation. |

7 Plan of Engagement

Table 7-1 identifies the methods and tools that will be used to implement the engagement strategy. It identifies which stakeholders should be targeted by each engagement method, and ensures that all stakeholders have been targeted with appropriate forms of communication.

Table 7-1 Plan of engagement

| Method | Purpose / Description | Stakeholders | Timing | Responsibility |
|---------------------------------------|---|---|--|--|
| Project management meetings | Regular communication to report on project progress and seek ongoing feedback. Meeting minutes distributed to the Project Management Team. | Project Management Team | Throughout project | Cardno / DIPL |
| Project website | Online content to communicate information on the project and provide ongoing updates. Provide information on stakeholder engagement sessions and process for providing feedback. | All stakeholders | Throughout project | DIPL, with Cardno input where required |
| Media releases | Public announcements via: DIPL website Facebook Media release Newspaper Articles | External stakeholders and broader community | Throughout project | DIPL, with Cardno input where required |
| Option Short-listing Meeting | Meeting involving project team to refine long list of options to a short list of three for further investigations. Outline pros and cons for each option. Provide relevant technical information around options. Answer technical questions regarding options. | Internal Project Team | Completed 31/07/2019 @ Highway House | Cardno to present options, answer technical questions and collect/collate feedback. DIPL to arrange and host meeting. |
| Option Short-listing Memorandum | Memorandum detailing long-list of options, associated pros and cons and progression to options short list. | Internal Project Team and Stakeholders | Submitted 22/08/2019 | Cardno to prepare memorandum. DIPL to disseminate to internal stakeholders as required. |
| Preliminary Concept Options Meeting 1 | Meeting with key community members to discuss project progress, aims of the project and discuss preliminary concept designs. | Wagait Shire / Community | Completed 10/10/2019 @ Wagait Shire Offices | DIPL to arrange meeting, collect feedback. Cardno to present current options, |

| Method | Purpose / Description | Stakeholders | Timing | Responsibility |
|---------------------------------------|---|--|-------------------------------|--|
| | | | | answer technical questions. |
| Preliminary Concept Options Meeting 2 | Meeting with key external stakeholders to discuss design/user requirements of the facility. Gain critical feedback to inform Design Basis and functionality of facility. | Marine Safety / Harbourmaster SeaLink Water Police | 18/10/2019 @ Highway House | DIPL to arrange meeting, collect feedback. Cardno to present current options and elicit and collect technical information. |
| Preliminary Concept Options Meeting 3 | Meeting with key community member to discuss project progress, aims of the project and discuss preliminary concept designs. | Community Member (Bob Napier) | TBC | DIPL to arrange meeting, collect feedback. Cardno to present current options, answer technical questions. |
| Concept Options Forum 1 | Forum with key internal stakeholders to present three final concept options, costing information, pros/cons. Gain feedback to inform selection of a preferred option to progress to detailed design. | DIPL / NTG Internal Stakeholders | 31/10/2019 @ Highway House | DIPL to arrange meeting. Cardno to present final options and accompanying information, answer technical questions and collect feedback. |
| <u>Further Engagement</u> TBC | | | | |

8 Monitoring and Evaluation

8.1 Stakeholder Tracking

Ensuring a timely response and feedback to stakeholders during the engagement program will be critical in building trust and developing effective stakeholder relationships. In engaging stakeholders, Cardno highlights the importance of documenting stakeholder contact, issue identification, information requests and requirements and associated project team actions in an effective stakeholder database; and intends to document interactions in a dedicated database. It is understood that ongoing stakeholder contact will be through DIPL. Cardno's role will be to document and assess this interaction and engage with stakeholders at organised meetings/forum.

8.2 Evaluation

Appropriate evaluation should be a key component of any engagement program. Evaluation of the various mechanisms employed, and the program as a whole, would ideally be undertaken through the development of appropriate pre and post evaluation indicators; the latter being particularly relevant in evaluating overall program success and outcomes. Effective program evaluations should involve both quantitative and qualitative methods.

Mechanisms used to evaluate the project and its engagement tools are anticipated to be as follows:

- > Contact record and checklist;
- > Attendance records; and
- > Information Sheet feedback forms.

9 References

International Association for Public Participation, 2014. *Public Participation Spectrum*.

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