



Sydney
Olympic
Park

An Engaged Community

Sydney Olympic Park Authority

Engagement Framework

May 2021

A person with long dark hair, seen from behind, is sitting on a sandy beach. Their back is covered in white body paint, including a large circular design on the lower back. They are wearing a dark, patterned wrap around their waist. In the background, a large wooden boat is partially visible on the water. The scene is dimly lit, suggesting dusk or dawn.

Sydney Olympic Park Authority acknowledges Aboriginal and Torres Strait Islander peoples as the first Custodians of the land, air and waters of this place we now call Australia.

Our vision is to create a world leading precinct where Aboriginal and Torres Strait Islander peoples and cultures are seen, celebrated and valued.

We embrace, recognise and respect Aboriginal and Torres Strait Islander culture as the world's oldest continuous living culture, which imparts belonging and richly contributes to a vibrant and sustainable future that can be shared by all Australians.

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Commitment to engagement

Sydney Olympic Park Authority is committed to improving the sustainability, liveability and productivity of Sydney Olympic Park through meaningful and authentic engagement processes. The purpose of this Community Engagement Framework is to provide clarity on how we engage with the community and stakeholders.

Engagement is important to us because:

1. Effective stakeholder and community engagement combined with ongoing customer research increases our success in managing, activating and developing the Park, and delivering outcomes that are widely supported and embraced.
2. Effective engagement supports stronger ongoing community and stakeholder relationships which build strong communities, organisational reputation and place leadership.
3. As an agency under the Department of Planning Industry and Environment (DPIE) with planning approval functions we are required to prepare a Community Participation Plan (CPP) which outlines how community and stakeholders can participate in planning decisions. The CPP guidelines reflect international best practice as per the International Association of Public Participation (IAP2).
4. As an agency responsible for a 6 Star Green Star Community rating, we are required to have a Community and stakeholder engagement framework and strategy to support ongoing community and stakeholder engagement. These need to respond to the IAP2 public participation spectrum and core values.



Our Vision
Sydney Olympic Park is an internationally recognised place with world-class events, venues, parklands and a great place to live and work, built on its Olympic legacy in a sustainable way.



Our Mission
To curate world-class places and events that deliver exceptional customer experience



DPIE Vision
Together, we create thriving environments, economies and communities

Our Values
Dynamic
Sustainable
Excellence

DPIE Values
Daring
Collaborative
Creative
Kind
Inclusive

What is engagement and what does it mean for Sydney Olympic Park Authority?

Sydney Olympic Park is a special place to many people and groups. It is important that the voice of the community and stakeholders is part of the decision making process. Establishing and maintaining relationships works towards an engaged community and great decision making.

Community refers to the people who have a deeper connection with Sydney Olympic Park including:

- People that share a geographic location to live, work, study or conduct business in close proximity to the suburb, and
- People that share common interests and visit attributes.

Stakeholder refers to organisations or groups that represents a customer or community segment. For example Sydney Olympic Park Business Association represents Park businesses, venues like Stadium Australia and Qudos Bank Arena represent event organisers and event patrons.

Not everyone needs to be engaged for every project. We must carefully select who to engage with ensuring engagement is meaningful so that the right decision can be made.

The questions to consider are:

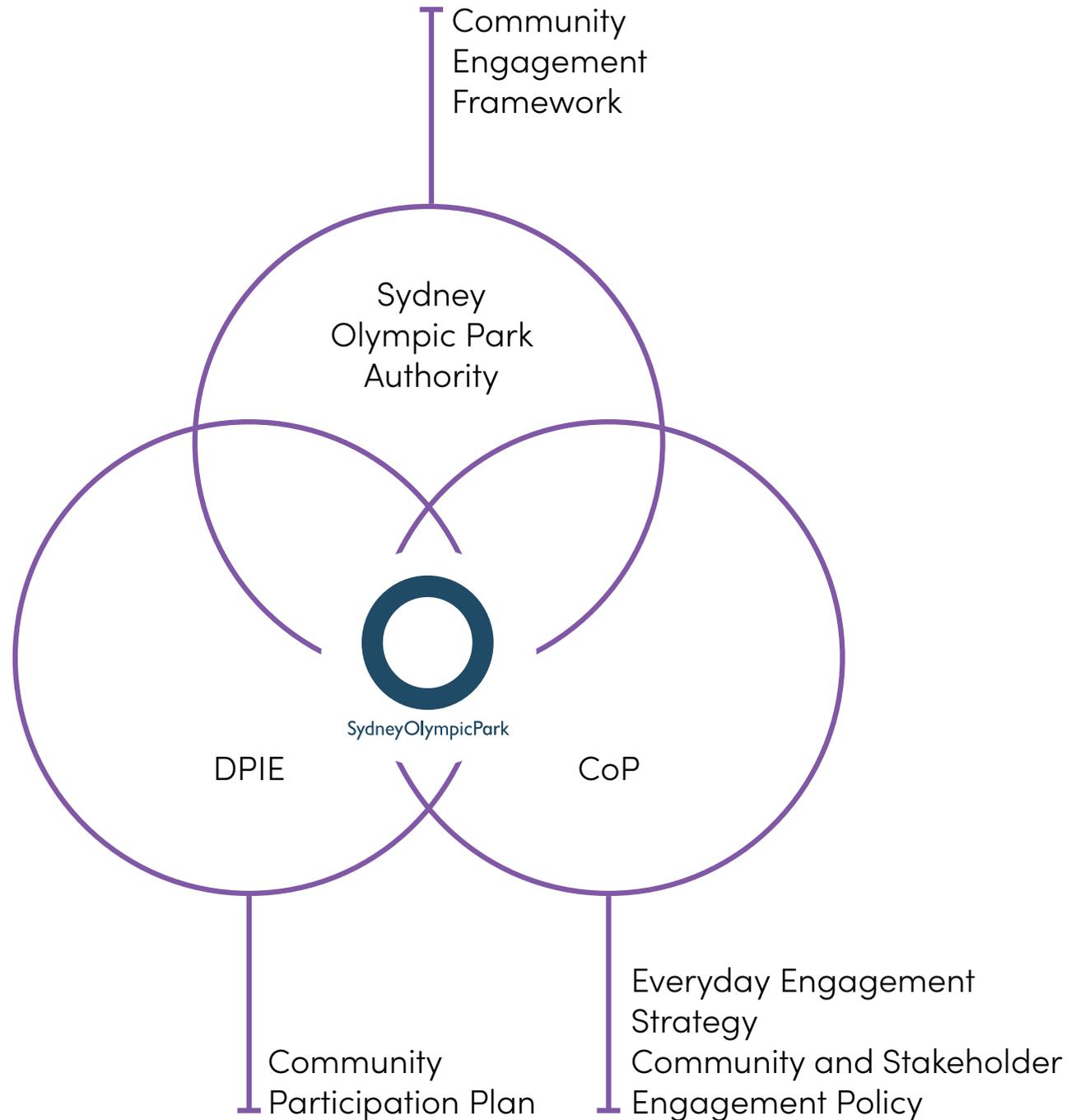
- Who does the decision impact?
- Who is located around the project location?
- Who can provide meaningful input and insights?
- Who is likely to be interested in the project outcomes?
- To what level can participants influence the decision?
- Engagement purpose - What do we want to find out?

The community and stakeholder map on page 7 shows the various community and stakeholder groups that are connected to us either directly or indirectly. This is by no means an exhaustive collection of who should be engaged rather it is a starting point for understanding the diversity of interest in the Park.

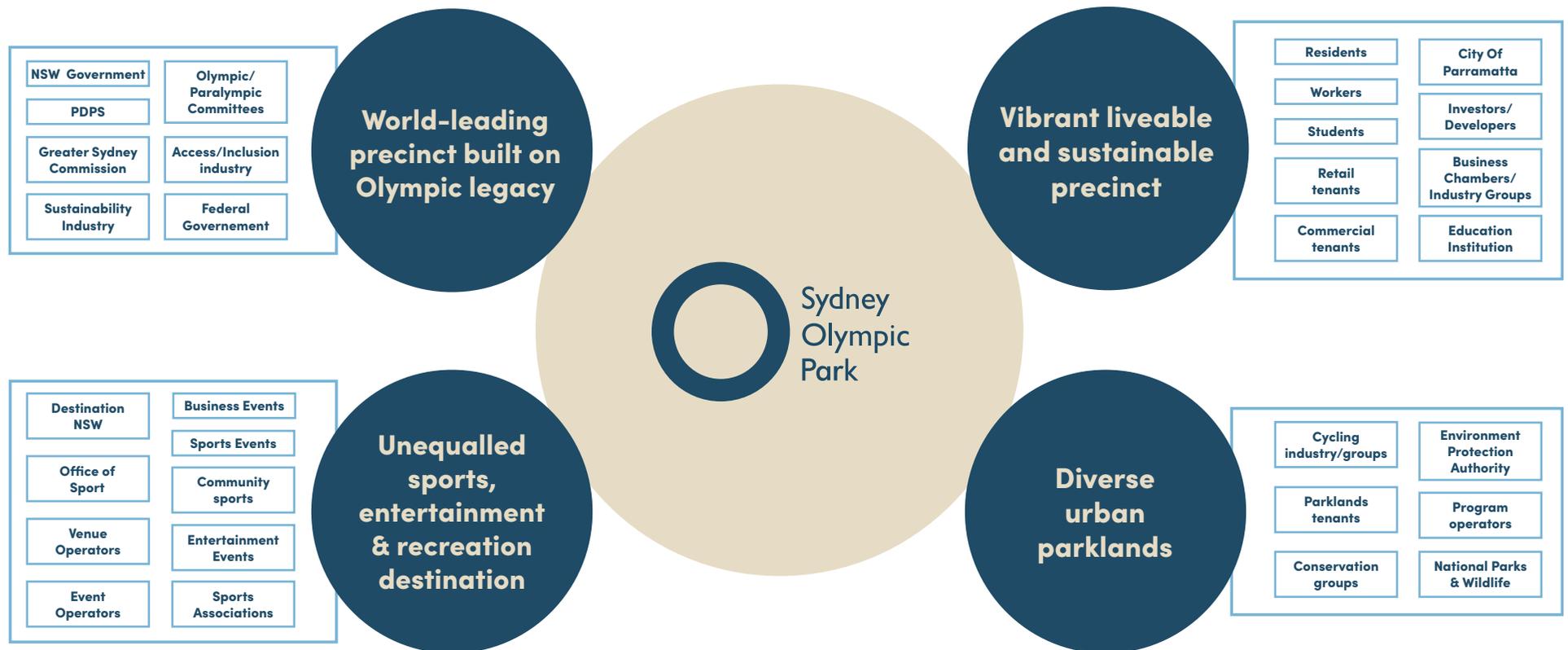
Shared outcomes

Sydney Olympic Park is a shared precinct and Sydney Olympic Park Authority is part of dynamic network of organisations that play a role in caring and planning for the Park and providing programs and services within it.

In addition to Sydney Olympic Park Authority, the key organisations that are delivering projects and services in and around the Park include Department of Planning, Industry and Environment (DPIE), Greater Sydney Commission, Transport for NSW, Infrastructure NSW, City of Parramatta Council and other nearby local councils. Matters under the jurisdiction of these organisations are subject to their community participation plans and engagement strategies.



Sydney Olympic Park Community and Stakeholders



When and how does Sydney Olympic Park Authority engage?

If a decision affects our stakeholders or community, we will engage in some way. This part lays out how we engage for specific projects.

We engage on both an ongoing basis and for specific purposes. It is critical that we maintain and build relationships with the community so that there is a strong foundation for when we need to engage on specific decisions and/or projects.

There are three types of engagement at Sydney Olympic Park Authority:

- Ongoing engagement ensures the community and stakeholders are part of our journey and builds a strong foundation of trust and participation.
- Specific engagement includes the community in the decision making processes. This can include engagement about planning decisions, major development decisions, major event impacts, precinct planning or new policies or strategies.
- Community generated engagement on matters most important to them.



Ongoing engagement contributes to better outcomes when it comes to specific engagement. This is because the community is already connected to Sydney Olympic Park, has built a level of trust, has buy-in to the Park and is equipped with the tools to engage meaningfully. An engaged community is good for everyone.

Using the Engagement Framework

The purpose of this Community Engagement Framework is to set the standards on how Sydney Olympic Park Authority engages with community and stakeholders to achieve better planning, project and place outcomes.

Our engagement principles are inspired by Department of Planning Industry and Environment (DPIE) engagement values and International Association of Public Participation (IAP2) engagement core values and engagement spectrum.

DPIE engagement values

- Open and inclusive
- Easy
- Relevant
- Timely
- Meaningful

IAP2 engagement values

As an international leader in public participation, IAP2 has developed the IAP2 Core Values for Public Participation for use in the development and implementation of public participation processes. The Core Values define the expectations and aspirations of the public participation process.

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

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Engaging along a spectrum

Our overall approach to engagement will be informed by the internationally recognised “Public Participation Spectrum” developed by the International Association of Public Participation (IAP2), which is a best practice model used by DPIE, City of Parramatta and Green Building Council of Australia.

The spectrum provides options for engagement approaches which can be selected and tailored to suit the individual project needs, timeframes and resources.

Increasing impact on the decision

	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	Putting forward options or ideas to obtain feedback for consideration	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Measuring and evaluating the engagement framework success

We are committed to the continuous monitoring and evaluation of this engagement framework to ensure ongoing improvement and improved community outcomes.

Key success indicators include:

- Every project plan implements the Framework
- Engagement report is written for project indicating how stakeholder and community feedback has influenced the project.
- Enhanced stakeholder relationships.
- Improved knowledge of stakeholder issues.
- Engagement participation grows annually.
- High satisfaction with engagement activities and outcomes for the local economy.
- Businesses, organisations and investors feel that they are part of the decision making process.
- Internal staff satisfaction and confidence to undertake engagement improves.
- A yearly engagement summary is included in every annual report and any strategic reporting.

A key success indicator is that every strategic project implements the Engagement Framework and that engagement principles are reflected in the ongoing engagement with community, customers and stakeholders. Key success factors include improvement on the following:



Growing a community that is actively involved in the future of the Park



Better outcomes for the community as local knowledge directly shapes decision-making



Support for corporate and strategic commitments - even if people may not agree with the outcome, they may be able to accept it if the process has been transparent and they feel they have been heard.



Learning about the needs, aspirations, and expectations of the community that calls the Park home



Increased satisfaction and community awareness about services, planning and program delivery; as well as old negative stigmas are overcome



Reduced project risks as good communication ensures that there are limited surprises and helps in minimising cost and time overruns



Enhanced relationships with stakeholders. Community and stakeholders collaborating and working together to address challenges



Stronger evidence-base for decision making as the diverse and evolving needs of the local community are better understood



Efficient precinct operations as community (workers, students, residents and visitors) and stakeholders are aware of events, road closures and any other disruptions

Support and facilitation

It takes teamwork. The Place Activation and Strategy Team are responsible for this Community Engagement Framework and coordinating and facilitating engagement outcomes. The team are able to provide advice and support on planning your engagement project and connect you to the right community and stakeholders.

IAP2 certified staff in the organisation include

Susan Skuodas
Director, Place Management

Sally Hamilton
Director, Environment and Planning

Mantej Singh
Manager, Community Engagement and Social Outcomes

Dario Phillips
Coordinator Place, Identity and Experience

For more information write to:

Place Activation and Strategy Team

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External information and resources

International Association of Public Participation (IAP2)
www.iap2.org.au/

Department of Planning Industry and Environment (DPIE) Community Engagement Toolkit
www.planningportal.nsw.gov.au/open-data-andreporting/reporting/community-engagement-toolkit-councils

Department of Planning Industry and Environment (DPIE) Community Participation Plans
www.planningportal.nsw.gov.au/publications/communityparticipation-plans

NSW Department of Premier and Cabinet (DPC)
A guide to developing engagement plans
communications.dpc.nsw.gov.au/communicationsresources/stakeholder-engagement/

Community Engagement Transport for NSW (TfNSW)
www.transport.nsw.gov.au/projects/community-engagement

City of Parramatta
Community Engagement Strategy
www.cityofparramatta.nsw.gov.au/council/key-councildocuments/community-engagement-strategy

Appendices

Exhibition timeframes

There are both mandatory and non-mandatory requirements that apply to planning and project delivery. The mandatory requirements legally safeguards the communities right to comment on planning that affects them. Non-mandatory requirements reflect best practice in ensuring that the intention to actively involve the community in planning is honored.

Exhibition timeframes for document types in accordance with Schedule 1 of the Environmental Planning and Assessment Act (1979)

Statutory planning - mandatory exhibition timeframes

Planning document mandatory timeframes	Mandatory timeframes
Draft Community Participation Plan (CPP)	28 days
Local Development applications	14 days
Complying, designated or integrated development applications	28 days
Environmental Impact Assessment (obtained under Division 5.1)	28 days

Other planning matters exhibition timeframes - best practice guidelines

Planning document	Best practice guidelines
Policy or guidelines	28 days based on the urgency, scale and nature of the policy or guideline
Application for modification of development consent that is required to be publicly exhibited by the regulations	Up to 14 days based on scale and nature of the proposal
Plans for urban renewal areas and masterplans	Minimum Six weeks
Re-exhibition of any amended application or matter referred to above	Sydney Olympic Park Authority expects that external agency or plan making authority will consult in accordance with this framework.

Glossary

Sydney Olympic Park Authority has defined the following terms for the purposes of this Engagement Framework.

Term	Definition
Community	Community refers to the people who have a deeper connection with Sydney Olympic Park. The Sydney Olympic Park community include people that share a geographic location to live, work, study or conduct business in close proximity to the suburb and people that share common interests and visit regularly to use and enjoy the Park's unique attributes. Whilst the expectations and level of interaction with the Park differ between the two groups, both groups are equally important to the success of Sydney Olympic Park.
Customer	Customer refers to people who visit and/or transact at Sydney Olympic Park for events, sport, business, leisure and other available services. Community members and stakeholders are considered Sydney Olympic Park Authority customers. Customers also include visitors from Greater Sydney, intrastate, interstate and international.
Customer research / insights	Consumer research is the practice of identifying the preferences, attitudes, motivations of the targeted customer.
Community engagement	The involvement of the community in decision making processes, where the community is encouraged to provide feedback on a range of issues that affect them.
Stakeholder	Stakeholder refers to organisations or groups that represents a community segment or individuals or groups who have a strong interest or are impacted by the decisions of the Authority, these may include business representatives, professional associations, local community groups, or other levels of Government and Government agencies.
International Association for Public Participation (IAP2)	IAP2 is an international association which seeks to promote and improve the practice of public participation or community engagement, incorporating individuals, governments, institutions and other entities that affect the public interest throughout the world.
Communications	Sharing of information by speaking, writing, or using some other medium

The below definitions have been sourced from The Department of Planning, Industry and Environment Community Participation Plan Template.

Term	Definition
Contribution plan	A plan developed by councils for the purpose of gaining financial contributions from new development towards the cost of new and upgraded public amenities and/or services required to accommodate the new development
Designated development	Designated Development refers to developments that are high impact developments (e.g. likely to generate pollution) or are located in or near an environmentally sensitive area (e.g. a coastal wetland)
Development control plans	A plan that provides detailed planning and design guidelines to support the planning controls in a Local Environmental Plan (LEP).
Gateway determination	A gateway determination is issued following an assessment of the strategic merit of a proposal to amend or create an LEP and allows for the proposal to proceed to public exhibition
Local environmental plan (LEP)	An environmental planning instrument developed by a local planning authority, generally a council. An LEP sets the planning framework for a Local Government Area
Regional strategic plan	20 year plans that address the community's needs for housing, jobs, infrastructure a healthy environment for a DPE Region
State Environmental Planning Policy (SEPP)	An environmental planning instrument developed by the Department, that relates to planning matters that are state significant or are applicable across the state
State significant development (SSD)	Some types of development are deemed to have State significance due to the size, economic value or potential impacts that a development may have. Examples of possible SSD include: new educational establishments, hospitals and energy generating facilities.
State significant infrastructure (SSI)	SSI includes major transport and services development that have a wider significance and impact than on just the local area. Examples of possible SSI include: rail infrastructure, road infrastructure and water storage and treatment plants
Urban renewal areas	<p>Includes:</p> <ul style="list-style-type: none"> • Growth centres: Land identified in State Environmental Planning Policy (Sydney Region Growth Centres) 2006, earmarked for the establishment of vibrant, sustainable and liveable neighbourhoods that provide for community well-being and high quality local amenity • Planned precincts: Identified locations across Greater Sydney with good access to existing or planned public transport connections, suitable for rejuvenation with new homes and jobs • State significant precincts: State significant precincts are large areas of predominantly State-owned land, within Greater Sydney, that are identified by the State Government as areas for growth because of their social, economic or environmental characteristics

