**Stakeholder engagement, consultation and management strategy**

**Dark Lab – Project X – Transformer project**

**Updated 2022 revised strategy and plan.**

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## Introduction

*Transformer*, a new site-specific commission by American artist Doug Aitken, is a permanent, large-scale, interactive art pavilion with a reflective interior, creating a lens consisting of angles and facets, a kaleidoscope that interacts with the landscape over the changing seasons.

Focusing on the sky and the surrounding landscape, the pavilion's exterior physicality falls away once entered, reflecting the surrounding environment and drawing the viewer into a never-ending kaleidoscope of light and reflection.

*Transformer* is part of Project X, an initiative designed to deliver world-leading, sensitive, low-impact commercial tourism activity within Tasmania's national parks and state reserves, that respects and elevates the environmental and cultural significance of these areas.

This major new permanent artwork will be located on State-owned land at Ida Bay (The Ida Bay State Reserve) in southern Tasmania. The artwork will be supported by a quality locally-designed and accessible visitor's centre.

Dark Lab wants to ensure best practice approaches to engaging with all stakeholders as we develop our project. Dark Lab have engaged 3P Advisory, a Tasmanian consultancy that specialises in "People, Place and Purpose" and have high level experience and expertise in stakeholder and community engagement.

This document has been prepared by 3P Advisory to guide and provide advice on the Dark Lab stakeholder engagement for the *Transformer* project.

This updated version in 2022 has captured the additional consultation and stakeholder needs extending from the 2020, 2021 version.

This document is used by the Dark Lab team as a guide for their consultation and is used in conjunction with a detailed stakeholder mapping and management tool.

## Who has a stake in the Transformer project?

A stakeholder for this project has been defined as a person or organisation who impacts or is impacted by the Transformer project.

These stakeholders are then further classified based on their level of influence and/or interest.

## Purpose and objectives of stakeholder engagement and management

When stakeholder engagement is done well it is like a savings fund, the value adds up over time and acts as a buffer should an issue emerge as a project moves through the range of stages.

Organisations that are more aware of stakeholder interests and impacts are more likely to avoid crises because they are better able to anticipate risks and opportunities. When there is an issue that is likely to impact, the trust and support that has been created in the early engagement stages can pay dividend.

Building trust and legitimacy for the project are key credentials in gaining broad community support for the Transformer project. Engaging with the local community and key stakeholders within the community is a critical step in identifying common goals, values, interests and understanding any impacts or concerns for any project.

### 2022 engagement

Dark Lab has engaged with stakeholders from the earliest stages, and this plan builds on the scale and scope of engagement through the original Development Application (DA) approval processes, into a new stage of DA in 2022 and will extend through to construction and beyond. Once the project is completed and Transformer is operational, the longer term ongoing relationships with the community will also require a level of general engagement and management.

In making changes to enable a new layout on the site, the visitor information centre and the car-park are now both positioned north of the railway line to avoid any interaction with the heritage railway precinct.

We have undertaken a new series of consultations to ensure input by key stakeholders into the revised plan.

This has included:

- Parks and Wildlife Services (PWS)
    - Initial meeting to discuss revised site layout took place on 10/03/22
    - General feedback form the meeting was supportive of how the site design was able to avoid an interaction between vehicle and pedestrian routes and the railway alignment.
- Huon Valley Council (HVC)
    - Meeting took place on 17/05/22
    - Feedback from councillors and representative from the planning and infrastructure departments was very supportive of the project updates.
- Ida Bay Railway Preservation Society (PS)
    - Initial meeting to place on 24/03/22
    - Site plans were provided to 3 steering committee members present at the meeting, James Shugg, Arthur Clark, Mick Williams
    - Communication post meeting states that the members of the preservation society appreciated the improved respect for the historic site and its use.

These three organisations have indicated in principle support.

Additional local engagement, communication and/or consultations have been undertaken including:

- Ochre Rain Aboriginal Elders
- Far South Future

- Southport Community Centre
- Sustainable Timbers Tasmania (neighbouring property)
- Destination South
- Geeveston Progress Association
- Geeveston History and Archive Society
- Huon Valley Residents and Ratepayers Association
- Huon Valley Arts Network
- Huon Valley Arts and Culture Committee
- Dover and South Action Group

A broader plan for engagement with other stakeholders who are not local to the Huon Valley but who have an interest in the project are also planned. This includes a range of peak body and interest groups.

A full stakeholder mapping and register documenting all key local stakeholders and broader interest groups has also been developed to ensure in line with best practice principles of engagement, there is a balance and timeliness in engagement. This approach is outlined in detail in the stakeholder mapping section of this document.

The stakeholder engagement and consultation approach has been developed in line with a framework developed by 3P Advisory, based on the best practice principles of understanding a social licence to operate.

This can be used to inform the project narrative and key messages at a local level and provide the basis for the information to the local community that will sit alongside of the technical details of the project.

The four pillars of the framework are:

**Economic legitimacy:** The perception that the project and/or organisation delivers a benefit to the Tasmanian community and in particular to the region where the project will be based, in this case the Tamar Valley in Northern Tasmania.

**Socio-political legitimacy:** The perception that the proponents and their project contribute to the wellbeing of the region, respect the local way of life, meet society's expectations about their role and act according to stakeholder views of fairness and equity.

**Institutionalised trust:** That the project proponent, Woodside Energy and Countrywide Renewable Energy, and stakeholders have a relationship based on an understanding of, and regard for, their mutual interests.

**Interactional trust:** The perception that the proponents, through their management teams, listen, respond, keep promises and engage in mutual dialogue in an open, reciprocal and transparent way.

The overarching approach is:

**Avoid harm where possible**

**Think local**

**Contribute to solutions**

This framework and overarching approach ensures Dark Lab are undertaking a transparent process for informing all stakeholders equally and fairly throughout all stages of the project, establishing a culture at a local level of your organisations of continuous listening, and building the capacity to respond to changes in community attitude and perceptions of the project.

Information for all stakeholders needs to be accessible, relevant, timely, easy to understand and have the capacity to lead interested parties to information that delivers a deeper understanding of the project. All this should be under an umbrella of transparency and with a mechanism to swiftly deal with inquiries.

## Stakeholder mapping

Mapping is an important step to understanding who your key stakeholders are, where they come from, and what their relationship is to the Dark Lab Transformer project.

The mapping process identifies the stakeholders, analyses their influence, interest and impact and is used to inform the type of engagement methods that would apply to them.

3P Advisory has scoped out a comprehensive mapping process to ensure the community engagement and consultation approach is the most relevant for this community. A detailed scan through the lens of "local" has been undertaken and this has been used to create Transformer project stakeholder register.

The register establishes and documents:

- Stakeholder group
- Individual or sub-groups
- Stakeholder contact name (where possible)
- Stakeholder relationship responsibility – who at Dark Lab will manage this stakeholder?
- Estimated level of influence
- Estimated level of interest
- Advocacy status:
  - Unknown
  - Opponent
  - Indifferent/interested
  - Follower
  - Advocate
- Desired advocacy status
- Date of most recent communications
- Key interests, needs or issues
- How they are impacted
- Engagement type/process

The register also provides a tool for the ongoing mapping and recording of engagement and communications.

The broad scale consultation and stakeholder engagement has been undertaken over the last 18 months with updated engagement based on the revised site and plans.

Specific high influence/impact stakeholders, interest groups and those identified as having lower level influence and interest from the stakeholder analysis will be included with a range of specific engagement strategies. This encompasses the Huon Valley and some site specific and high impact/influence stakeholder specific strategies.

This has been designed in phases that align with project milestones and are adaptable depending on the changing needs of the project as it moves through the stages of approval, construction and establishment.

## How to engage

It is not practical or necessary to engage all stakeholder groups with the same level of intensity, using the same approach. It is also important to be highly selective in choosing stakeholders for ongoing consultation and collaboration.

Being strategic and clear about whom you are engaging with—and why—can help save both time and money. Even more important, it will help you manage expectations. When stakeholder groups are consulted and then express opinions, only to find no action taken, this can significantly undermine the perceived value of the exercise and negatively impact trust and reputation.

In general, engagement is directly proportional to impact and influence, and as the extent of impact of a project on a stakeholder group increases, or the extent of influence of a particular stakeholder on a project increases, engagement with that particular stakeholder group should intensify and deepen in terms of the frequency and the intensity of the engagement method used.

Dark Lab will require a mixed methodology for engagement with key stakeholders and the wider community with options including:

- Community information sessions
- Formal meetings with small groups
- One-on-one briefings
- E-Mailing list
- Letterbox drop

## Stakeholder management

The stakeholders for this project are highly segmented and the level of engagement varies according to the impact they perceive the project will have. The key messages therefore need to be nuanced to each stakeholder group.

Key messages for stakeholders, by cohort

| **Stakeholder** | **Key messages** |
|---|---|
| Aboriginal | We acknowledge the Transformer will be on the traditional Country of the Lyluequonny people of the South East Nation. We acknowledge the Lyluequonny and other neighbouring bands of the South East Nation, the Mellukerdee to the north, the Nununi on Bruny Island and the Needwonnee of the South West nation.<br><br>We acknowledge these Aboriginal people cared for Country for tens of thousands of years. Their stories and activities continue to be expressed through Country. They were displaced through invasion and colonisation and Country has been further impacted by European industrial and recreational activities in the past two hundred years.<br><br>We are committed to engaging, consulting and collaborating with Aboriginal custodians of Country, adhering to the United Nations Declaration on the Rights of Indigenous Peoples of free, prior and informed consent in our relationships and activities.<br><br>We want to ensure that Aboriginal people are respectfully and meaningfully engaged in Transformer and that healing Country will be at the core of the way our work in the Huon Valley progresses. |
| Business | By establishing Transformer in Ida Bay, we bring thousands of visitors into the Huon Valley, boosting the vibrancy and its economic potential. Local businesses can expect to prosper through increased visitor spend and this installation in the Huon Valley adds to the overall appeal to locals and visitors alike. |

| | |
|---|---|
| | We will work in partnership with the Huon Valley Council to ensure our development plans are complementary and that Transformer adds to the region's physical, social and economic fabric.<br><br>The project will create 28 jobs. We prioritise Tasmanian and local companies as our kjey suppliers during construction and ongoing operations. |
| Community groups | Transformer will be open and accessible no matter who you are or where you come from. Where possible, its facilities will be shared with the community, enriching the lives of all who live and work in the Huon Valley.<br><br>By bringing more people into the Huon Valley through arts and culture, we will increase its vibrancy and diversity of your community. We will work in partnership with the Huon Valley Council and state government to ensure that our development plans are complementary to the local way of life. |
| Culture & Arts org | Project X and Transformer will build on the already vibrant culture and arts industry. It will attract a broader audience of art lovers to the region and appeal to the existing family market of Tasmanians and locals alike. It will add the Huon Valley to the international arts map and make it a sought after destination. |
| Environmental groups | The project will be sensitive to its natural environment. |
| Government | By establishing Transformer in Ida Bay, we bring thousands of visitors into the Huon Valley, boosting the vibrancy and its economic potential. Local businesses can expect to prosper through increased visitor spend and this installation in the Huon Valley adds to the overall appeal to locals and visitors alike.<br><br>We will work in partnership with the Huon Valley Council to ensure our development plans are complementary and that Transformer adds to the region's physical, social and economic fabric. |
| Huon Valley residents | Our Transformer project respects and adds to the visual and social amenity and by bringing sympathetic and sustainable architecture to the city, and creating shared and green spaces for all.<br><br>The University will work together with the Huon Valley Council to ensure our plans are complementary and include ways to ensure the local way of life is understood and considered in all we do. By increasing the cultural, social and economic diversity of the region, we can ensure local people can share in prosperity many Tasmanians have seen in recent years. |
| Neighbouring residents | We will work in partnership with you, as well as with the Huon Valley Council and state government, to ensure that our development plans are complementary, and that we address common issues of importance. |

| | |
|---|---|
| Peak Bodies | By establishing Transformer in Ida Bay, we bring thousands of visitors into the Huon Valley, boosting the vibrancy and its economic potential. Local businesses can expect to prosper through increased visitor spend and this installation in the Huon Valley adds to the overall appeal to locals and visitors alike.<br><br>We will work in partnership with the Huon Valley Council to ensure our development plans are complementary and that Transformer adds to the region's physical, social and economic fabric. |
| Tourism operators & organisations | By establishing Transformer in Ida Bay, we bring thousands of visitors into the Huon Valley, boosting the vibrancy and its economic potential. Local businesses can expect to prosper through increased visitor spend and this installation in the Huon Valley adds to the overall appeal to locals and visitors alike.<br><br>We will work in partnership with the Huon Valley Council to ensure our development plans are complementary and that Transformer adds to the region's physical, social and economic fabric. |

At the conclusion of the initial engagement and consultation processes Dark Lab will move to an ongoing engagement, monitoring and assessment-of-need role.

This can be assessed based on the outcomes of the engagement process.

The Stakeholder Register provides the information to guide the stakeholder management stage by using the following four stakeholder management categories:

1. Satisfy
2. Manage closely
3. Monitor
4. Keep informed

There are some overarching principles for staekhodler management that need to be built into the Dark Lab teams ongoing relationship with the stakeholders.

**Keep your word**: If you say you are going to keep stakeholders updated, do so. Go a step further and tell them how frequently they will receive updates—and through which channels. This will help avert misunderstandings and set the stage for future engagement.

**Manage expectations**: The quickest way to destroy the trust you have built is to raise expectations you cannot meet. Always keep the lines of communication open. Never schedule engagement activities so late in a planning timeline that a given engagement can't shape future actions. Do not pretend to want feedback and then do nothing with it. If your goal is mainly to share information, make this clear from the outset. Most important, let your stakeholders know how their feedback is to be used. Include the results in future engagement plans.