



Institute for Infrastructure in Society

Annual Report 2021

www.nextgenengagement.org



The ANU Institute for Infrastructure in Society is Australia's leading research institute working to transform the relationship between major projects and communities. Home of the [Next Generation Engagement program](#).

I2S is proud to call the [ANU Crawford School of Public Policy](#) home. At I2S we work hard every day to deliver unique, sector-level research insights. We aim to:

- inform improved community engagement
- address cumulative impacts of major infrastructure projects
- support improved social risk management
- shape public policy for societal benefit.

I2S works in direct partnership with industry, government, civil society and communities. We are committed to highly engaged research that values the close, effective and meaningful working-together of academics and non-academics to generate new knowledge and practice transformation.

An interactive version of our Annual Report, including webinar and events videos, publications and reports is available at: <https://bit.ly/I2SAnnualReport2021>

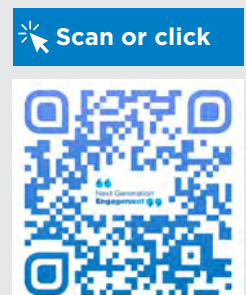


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Message from I2S' Co-Founders

'Build back better' expresses a new global mantra for the infrastructure industry's role in post-pandemic socio-economic recovery.

At the ANU Institute for Infrastructure in Society, or I2S as we're more easily known, we are working with Australian governments, industry and civil society organisations to generate research insights that will support the nation's current and future infrastructure needs. Through our unique and strong industry partnerships, and via our extensive national and international networks, I2S is constructing the world's leading evidence base on community engagement, social risk and social licence to operate for major infrastructure projects.


I2S launched as an [ANU Research Institute](#) in August 2020. This report presents highlights from our first 18-months of operation, showcasing our major research projects, public events, scholarly contributions and industry engagements. We encourage you to take a deeper dive into our work through our interactive version of this report: <https://bit.ly/I2SAnnualReport2021>. There, you'll find links to our research reports, policy briefings, media coverage and video presentations. Our aim here is to consolidate key findings for your use.

While we are still looking forward to an official, in-person launch party, the Institute's establishment remains cause for celebration. For those unfamiliar with the baffling bureaucracies that make universities run, establishment of a research institute is a big deal. It means that I2S has the solid backing of ANU, in principle and in practice. I2S benefits from a \$1.5million investment of Deputy Vice-Chancellor Research and Innovation Strategic Research funds, including investment from the College of Asia and the Pacific and the Crawford School of Public Policy. The Institute allows us to hire researchers dedicated to pursuing our industry co-designed research agenda, structure our industry partnerships in the most productive way possible, and create a vehicle through which we can ensure that our research reaches those whom it will benefit most. Our work benefits from one of the very best research environments in the region, and the world. We are excited to present you with a summary of it through this report.

As we reflect on our findings and achievements from our first 18-months of Institute operation, we see a few major trends emerging:

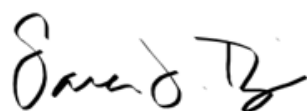
- Project delays are on the rise in an environment of increased fast-tracking and intensive builds
- Stakeholder and community pressures will remain a major influence on project delays or cancellations
- Pandemic experiences will continue to transform the way Australian communities engage with their local areas
- More place-based policy and regulations will be needed to support communities in delivery-intensive regions
- Trust is the major factor driving communities' acceptance of Australian infrastructure: Relationships matter
- Social risk will be better acknowledged and managed, reflecting more traditional risk management practices
- Community engagement will be critical to successful project delivery and will require better resourcing.



 What trends do you see emerging for 2022? [Click here and let us know.](#)

Our research evidence-base that sits behind these predictions is detailed throughout this report.

We thank you for your interest and encourage you to get engaged, get involved in I2S and make the most of the information we deliver to support improved industry policy and practice and optimal outcomes for communities.




Professor Sara Bice

Director,
Institute for Infrastructure in Society
Crawford School of Public Policy
The Australian National University




Ms Kirsty O'Connell

Industry Director,
Institute for Infrastructure in Society

Research Advisory Board

A word from our Chair

Arguably infrastructure has never been more important to Australia's economy and future productivity. Equally, Australian communities have never seen such an unprecedented period of change.

We have all experienced the onslaught of natural disasters, COVID, climate change, economic stress and increased cumulative impacts from development. We have pivoted in the way we work, the way we educate our children, even the way we interact with each other.

This situation poses a unique challenge for those of us who act as the interface between major projects and impacted communities. How can we support productive input from community members and other stakeholders into the selection, planning and design of infrastructure? How can we best guide project decision making to deliver outcomes that are best for projects and the communities we impact?

In the face of these challenges, it's particularly satisfying for me to lead industry input into the groundbreaking work of the ANU Institute for Infrastructure in Society (I2S). Together we are developing a globally unique evidence base to help infrastructure professionals to better understand the relationships between projects and impacted communities. With industry partners and other infrastructure and engagement practitioners, I2S is leading the effort globally to help explain the impact that stakeholder engagement, social risk management and social license have on project and community outcomes. Less than two years into a five year program of work, I2S research is already helping to drive decision-making based on fact rather than gut feeling, making engagement more of a science and less of an art. I'm pleased to invite you to consider how you might use these insights in your own work and how you might play an even greater role in the development of this exciting program in the coming years.



A handwritten signature in black ink, appearing to read 'Kylie Cochrane'.

Kylie Cochrane, Research Advisory Board Chair

Our Board

The I2S Research Advisory Board plays a critical role in advising the Institute to ensure that our research reflects the latest in infrastructure sector thinking as well as remaining relevant to industry concerns.

Chair: Kylie Cochrane (Aurecon and IAP2A)

Kylie Cochrane is Aurecon's Managing Principal for Communication and Stakeholder Engagement for Australia and New Zealand. With a career spanning over 25 years, Kylie brings vast experience in community and stakeholder engagement, strategic communication and issues management in the resources, energy, and community development sectors. Kylie is the international chair of the International Association of Public Participation Australasia (IAP2), and an Australasian IAP2 board member. Previously, Kylie was an Institute of Public Administration Australia board member and the engagement representative on the NSW Government Independent Water Advisory Panel. Kylie is the founder of Women in Transport – a series of networking events across Sydney and Melbourne for women working in the infrastructure industry and the men who support them.

Yvonne Butler (independent)

Yvonne Butler is General Manager Strategy and Governance and a Principal Consultant, Noetic Group. With a long career in and around Defence, Yvonne has also worked in most industry sectors across Australia and Asia Pacific. She has held senior positions in leading professional services firms such as Allens, Mallesons Stephen Jaques, Ernst & Young, Kaplan & Norton, Palladium Group, and major infrastructure organisations such as APP Corporation and Transfield Services. Yvonne was Chief Executive Officer of the Australian Institute of Project Management and was instrumental in framing project management competencies, standards, education and training and advocacy at national and international levels.

Henry Byrne (Transurban)

Henry Byrne is Group Executive, Victoria, Strategy with Transurban. He previously served as Transurban Group Executive, Corporate Affairs. Henry's portfolio includes responsibility for the Victorian market and the Strategy group including strategic initiatives, traffic forecasting and analysis and sustainability. Prior to his Executive Committee appointments, Henry was General Manager of Corporate Affairs and Investor Relations, and Commercial and Operations Manager of Airport Motorway.

Philip Davies (independent)

Philip Davies is Partner, Infrastructure at Deloitte Australia. As the immediate former CEO of Infrastructure Australia, Philip has a comprehensive understanding of the nationally significant investments and reforms Australia needs to meet a rapidly growing population and maintain Australian's Quality of life, the connectivity of regional Australia and the liveability of our Cities. Philip has held various board positions in commercial and public life including Deputy Chair of the Committee for Sydney, and a board member of Infrastructure Partnerships Australia. Currently he chairs the Australian Logistics Council and the SMART Infrastructure facility advisory council at the University of Wollongong.

Belinda Murray (Qld Government Department of Transport and Main Roads)

Belinda Murray is Executive Director, Strategic Communication at Department of Transport and Main Roads, Queensland Government. With a background in strategic communications and media for some of Australia's largest infrastructure projects, Belinda brings a wealth of communications expertise to the Research Advisory Board. Previous roles include Head of Arup Queensland's Marketing and Communication. Belinda has also worked as a consultant with major firms.

Jay Pleass (Lendlease)

Jay Pleass is General Manager, Government Affairs and Industry at Lendlease. He brings more than 15 years' corporate affairs and government relations experience. This includes developing and delivering engagement strategies across multiple sectors including state and federal governments, pharmaceuticals, finance, R&D and manufacturing. Having spent the past 10 years at a leading Sydney public affairs consultancy, Jay knows firsthand that stronger client relationships produce better results reputationally. Prior to working in a consultancy environment, Jay spent four years in Canberra as an advisor to the Minister for Small Business and Tourism and Assistant Defence Minister.

Dean and Professor Helen Sullivan (ANU)

Professor Helen Sullivan is Dean of the ANU College of Asia and the Pacific. Her research and teaching explores the changing nature of state-society relationships; including the theory and practice of governance and collaboration, innovative forms of democratic participation, new thinking about public policy and the practice of public service reform. Prior to her Deanship, Professor Sullivan was Director, Crawford School of Public Policy, ANU. She has published widely on public policy, public governance and public service reform in leading academic journals as well as practitioner media. She is author of a number of books including *Working Across Boundaries* (2002) and *Power, Participation and Political Renewal* (2007) and *Hybrid Governance in European Cities: Neighbourhood, Migration and Democracy* (2013). She appears regularly in print and online media commenting on contemporary public policy issues.

Jo Weeks (MTIA)

Jo Weeks is Director Communications at Victoria's Major Transport Infrastructure Authority. She is a communications 'ambassador' recognised for her abilities to manage the external face of an organisation, and work in partnership with diverse stakeholders to achieve outstanding organisational and community outcomes. Jo brings two decades' experience leading communications for government and major industry, including with CGU Insurance, the Victorian Level Crossing Removal Authority and the Linking Melbourne Authority.

Our Partners

12S partners represent government, leading industry organisations and major national and international civil society groups.

We would like to acknowledge and especially thank our Major Partners in 2021, Lendlease, the Queensland Government Department of Transport and Main Roads, the South Australian Department of Infrastructure and Transport, Transurban and the Victorian Government Major Transport Infrastructure Authority.

The insights provided here would not be possible without the regular participation of hundreds of individuals working in and with Australia's infrastructure sector. We thank each of you for sharing your time, ideas and expertise.



Current industry supporters

We are working with Australian and international leaders in infrastructure delivery across Government, the private sector and civil society groups



ANU Backing

I2S benefits from an ANU seed funding investment of \$1.5million awarded through the Deputy Vice Chancellor Research and Innovation Strategic Research Fund (SRF). The College of Asia and the Pacific and the Crawford School of Public Policy each contribute to I2S' SRF making this a genuinely university-wide endeavour.

The Strategic Research Fund is a competitive investment pool that aims to support research initiatives that are large scale, strategic and which address key issues in society. Support of the SRF allows I2S to operate and to grow and develop our research.

The I2S Team acknowledges and thanks the ANU for believing in our goals and supporting our work.

Return on Investment

Delivering value for money

The infrastructure sector's budget for research is relatively modest, compared with other sectors, such as health, where research and development is core to operations. I2S appreciates the trust our partners put in us to be their honest broker of independent, rigorous research advice. We also think it is important that our partners see the commercial value of the work we are producing. Just 18-months into our substantial body of work, the I2S team has delivered a series of early research insights and associated tools with an estimated commercial value of greater than \$1.4 million (calculated based on I2S staff time and industry experts' involvement, allocated at a commercial research consultancy rate).

Leveraging investments made

The Australian National University, our industry partners and the competitive research funding pools from which we have successfully secured funding all achieve significant leverage against the research investments made through our unique, sector-wide approach.

As we enter the second year of our initial, whole-of-sector, five-year work program, I2S has **secured a total of \$2.925 million** in research funding (incorporating ANU seed funding, industry funding and competitive grants). This investment advances world-first research into the infrastructure sector's most pressing knowledge gaps around stakeholder engagement, social risk management and social licence to operate.

For ANU

In its first year of operation, the Institute has secured \$1.25 million in industry funds against the ANU five-year investment of \$1.5 million. Our aim is to achieve a 3:1 external/ANU investment by the end of the initial DVCRF investment. We are on track to achieve this aim, with current ARC applications and seed-funded commercialisation projects plus work to attract new partners to the Institute.

For our industry partners

I2S' unique, whole-of-sector model allows our individual major partners to achieve excellent leverage against their funds invested. We are currently delivering a program of work to major partners that is valued at more than 14 times their individual investments.

For society

As part of Australia's national university, I2S aims to deliver social value. We produce research evidence to reduce socio-environmental risks, improve community experiences of major infrastructure project delivery, inform best practice industry-government-community engagement and improve policies that govern social impact management. Through this work, we hope to give back to Australian communities by helping reduce project costs, improving how negative project impacts are managed and by helping projects achieve optimal outcomes for communities.



Our Commitment to Research with Impact

Five Pillars for Research Impact

At I2S, we are committed to producing an evidence-base and research-derived products and services to support the planning and delivery of community engagement across the infrastructure sector. To achieve our goal, we integrate policies and processes to support the eventual uptake and implementation of our work. Our research is therefore guided by a knowledge translation framework that we have developed to ensure every aspect of I2S' work is maximising opportunities for future impact. Our work is guided by Five Pillars for Research Impact.



Research Impact Pillar 1: Research Production

Pillar 1	Foundation	Key Results
Research production Produce research which meets the needs of end users.	Quality	Research is robust and meets the highest academic standards
	Prioritization	Undertake research prioritization processes in partnership with stakeholders
	Co-design	Ensure all research is co-designed with stakeholders to increase applicability and relevance
	Co-production	Where possible collaborate and engage with stakeholders throughout the research cycle to ensure applicability and relevance. E.g. provide opportunities to debate and discuss preliminary findings

Research Impact Pillar 2: Research Accessibility

Pillar 2	Foundation	Key Results
Research accessibility Ensure partners and key stakeholders are aware of research findings and can access them easily.	Dissemination and awareness	Produce innovative and fit-for-purpose communication products from the research findings that meet the needs of stakeholders Develop and maintain ongoing channels of communication with targeted stakeholders to promote awareness of research findings Communicate findings in an ethical way
	Availability	Ensure research is available and accessible to stakeholders seeking out research findings Develop mechanisms to ensure key user groups are engaged and their research needs met

Research Impact Pillar 3: Supporting Implementation

Pillar 3	Foundation	Key Results
Supporting implementation Engage with our stakeholders to support their use of research in decision-making.	Capacity building	Build the capacity of our stakeholders through the development and delivery of training in the use of our research outputs
	Capacity building	Work with partners to develop specific plans for implementation across their organisation

Research Impact Pillar 4: Advocating for research use and involvement

Pillar 4	Foundation	Key Results
Advocating for research use and involvement Provide our partners and stakeholders with guidance and opportunities to use our research in their daily work, including creating tools, presentations, infographics and dashboards that empower our partners to engage with and use research data.	Strategic partnerships	Further develop and formalise strategic partnerships
	Ideas exchange	Develop processes to exchange ideas with partners, learn about evidence needs and support their decision-making for issues of importance to them.
	Promote a culture of evidence-informed decision-making	Develop a systematic approach to promote a culture of evidence-informed decision-making in infrastructure planning and delivery

Research Impact Pillar 5: Effective Support for Knowledge Translation

Pillar 5	Foundation	Key Results
Effective support for knowledge translation Dedicate resources and time to knowledge translation and research impact in everything that we do - from research problem definition to design, fieldwork methods to research outputs, we keep our end-users' needs front and centre.	Infrastructure and resourcing	Build infrastructure and resources to support KT planning and delivery across the Institute, including training and mentoring for researchers
	Oversight	Agree and adapt or establish structures for the governance, leadership, oversight and implementation of the KT Framework
	Monitoring, evaluation and learning	Monitor and evaluate implementation of the KT framework and update as appropriate Share learnings and foster an environment of continuous improvement



Research Outlook: 2021-2025

I2S is pursuing a 5-year research agenda, co-designed with industry to identify the most pressing needs, knowledge gaps and areas for improvement. Our major research themes cover:

Value: Community engagement becomes better understood and more valued by project proponents and policymakers, including its potential to contribute to community resilience and to realise broader project and community benefits.

Measurement: Better measures and understanding of socio-cultural risks are generated and employed alongside traditional risk measures, supporting sound investment decisions and more accurate contingency pricing.

Timing & Approaches: Community engagement approaches and timing align with project types and risks. Engagement commences from problem definition and informs business case and concept development.

Professionalisation: Community engagement becomes a better recognised profession, supported by tertiary and other qualifications and a rigorous evidence base to support decision making.

Regulation & policy: Regulation and policy to support best practice community engagement is efficient and facilitates the acceptance of community engagement into project selection, planning and delivery, to a similar degree as safety.

2021-25 Strategic Research Agenda on a Page

The Institute for Infrastructure in Society – Answering Industry’s Most Pressing Questions

The Institute for Infrastructure in Society is a dedicated research unit within the Crawford School of Public Policy at the Australian National University.

Our research aims to transform the relationship between the **infrastructure sector** and **impacted communities** – driving **efficient and sustainable outcomes**.

In mapping the skills required to support best practice engagement and project delivery, together with the organisational and cultural factors that influence engagement performance and the resilience of practitioners, we can **support the professionalisation of the discipline and the longevity** of practitioners.

SKILLS AND CAPABILITIES FRAMEWORK

Inform the development of relevant **specialised, education and training** for practitioners.

FEATURES OF EFFECTIVE ORGANISATIONS

Develop policy advice for organisations wanting to benefit from a more **community-centric culture**. Specifically look at the organisational and cultural features of better performing projects

By developing a **robust pricing model** for social risks, together with guidance on the **proactive management and mitigation** of social risks, we will improve community outcomes and **lift project efficiency**.

PRECURSORS OF SOCIAL RISK

Identify the way that **social risks are currently identified, priced and managed** in the Australian infrastructure sector - together with opportunities for improvement.

SOCIAL RISK ASSESSMENT AND MODELING

Development of a project social risk **pricing and management tool**.

The International infrastructure and engagement case centre will allow industry professionals to **access lessons learned from peers across Australia and internationally** with like-for-like cases that are based on the world leading IEE standards.

Having developed the world-first Infrastructure Engagement Excellence (IEE) Standards, IS2 will develop a series of **supporting scorecards, self-assessment tools and audit tools** to enable like-for-like benchmarking across and between projects. The IEE standards will support an evaluation of the most effective timing and approaches for community engagement in different settings.

IEE SCORECARDS AND SELF-ASSESSMENT TOOLS

The tools will have the added benefit of supporting internal and **external project reviews, contract management assessment and industry self-assessment** during and post project delivery.

Through the combined findings of our industry-facing and community-facing surveys, I2S will create an unrivalled **360-degree view of the experiences of communities and infrastructure professionals** in infrastructure delivery.

STATE OF INFRASTRUCTURE AND ENGAGEMENT SURVEY

Annual industry survey (Now in 4th year).

AUSTRALIAN PERSPECTIVES ON INFRASTRUCTURE SURVEY

National community survey and series of pulse surveys in infrastructure intensive locations (2021 inaugural year).

Government and industry can draw on **national and international case studies** and research data to develop policy models to support optimal community and project outcomes.

IDENTIFYING EFFECTIVE POLICY MODELS GLOBALLY

Map current, sector-wide policy approaches to engagement together with their results in real project environments.



More than a research program – an ecosystem to support quality community engagement

Our events, workshops, webinars, peer reviews and Chatham house conversations bring together leaders in infrastructure delivery and engagement for the critical conversations that drive change. Our co-design research approach supports genuine partnerships between industry and the research sector as we work to solve the most pressing questions around engagement, social risk management and social license – as identified by industry and communities.



Research Highlights

Key Deliverables

Each year the I2S research team commits to a Strategic Research Plan endorsed by our Research Advisory Board, including key deliverables for our research projects. In this report, we cover work against the following major research projects:

- Infrastructure Engagement Excellence (IEE) Standards
- Social Risk
- State of Infrastructure and Engagement: Annual Survey and Report
- Australian Perspectives on Infrastructure: National and 'Pulse' Surveys in infrastructure intensive communities.

Project	Key Deliverable
IEE Standards	IEE Standards (v2) IEE Standards Post Project Self-Assessment Tool (beta version)
Social Risk	<i>Social Risk and Australian Infrastructure: Situation Analysis</i> (Dec 2021) Social Risk Scanner: Social Risk Profile Checklist (Dec 2021)
State of Infrastructure and Engagement	3rd Annual Survey Report: 2019-2020 4th Annual Survey: 2020-2021: Data collection completed
Australian Perspectives on Infrastructure	Australian Perspectives on Infrastructure: National Survey data collection (completed) Australian Perspectives on Infrastructure: Data Analytics Dashboard for partners (completed) Australian Perspectives on Infrastructure: Pulse Survey data collection (nearing completion) Australian Perspectives on Infrastructure: National Survey Launch event (Sept 2021)

Project Highlights

This section of the report provides highlights from each of our major research projects for the reporting period, including:

- Project summaries: What the project is about, our aims and value being produced
- Project timeline: What we've accomplished when
- Key Deliverables to date: Our deliverables against our RAB-endorsed Strategic Research Plan
- Outcomes and impact: How this project is making a difference, in real life
- What's next: A look ahead to the next stages of work and outcomes to watch out for.

Infrastructure Engagement Excellence Standards

Project summary:

The Infrastructure Engagement Excellence Standards are evidence-based and outcomes-focused. They provide industry and government with a systematic understanding of the standards necessary for community engagement to influence successful infrastructure project delivery, reduce risks and achieve desirable community outcomes.

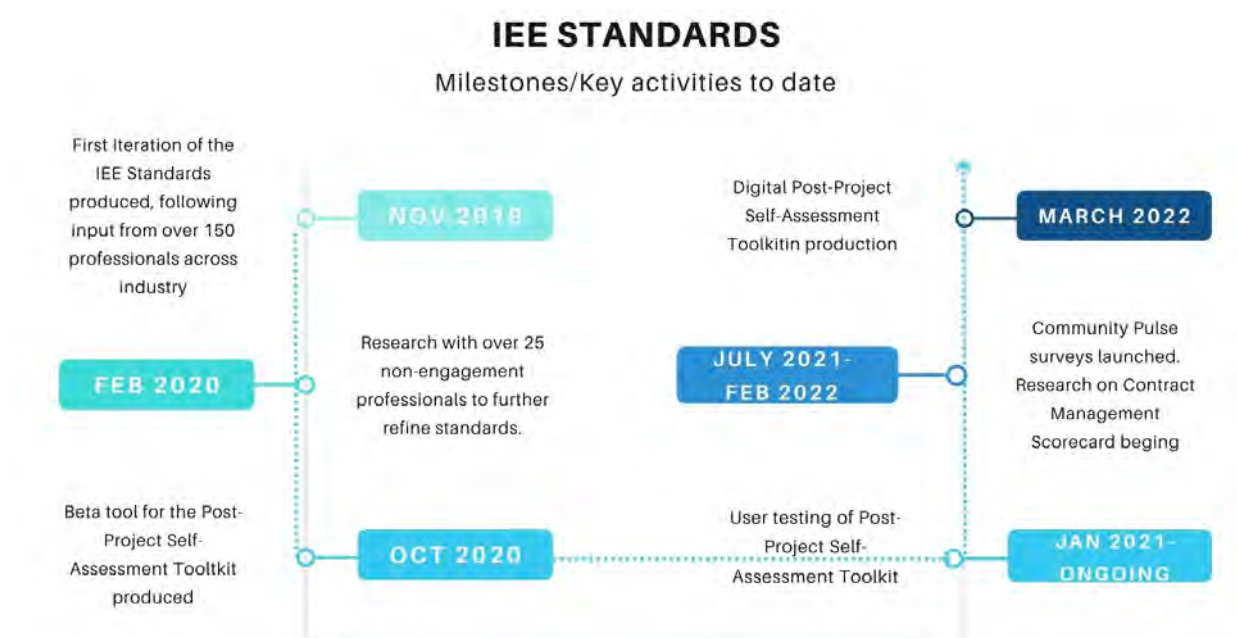
The Standards are comprised of the 10 characteristics of Infrastructure Engagement Excellence and the indicators that allow us to gauge their presence in practice. It is our goal for the Standards to be used across industry to support:

- **Assessment** of the quality of ongoing or completed engagements, identifying engagement strengths and areas for improvement.
- **Comparison** and contrast engagement within or between government departments, organisations or sectors to benchmark performance, learn lessons and drive improvement.
- **Guidance** for refining current or planning new engagements



This research project incorporates research into better understanding the value of community engagement (Research Program Theme 1), measurement of related costs and values of community engagement (Research Program Theme 2) and regulation and policy to guide 'best practice' engagement (Research Program Theme 5).

Timelines



Key Deliverables to Date

[Infrastructure Engagement Excellence Standards \(v2\)](#)

IEE Standards Post Project Self Assessment Tool (beta version, partners' use only)

Outcomes and Impacts

- Over **200 professionals** from across the infrastructure sector engaged in the development of the IEE standards
- Over **3,200 community** members surveyed to understand their perspectives on infrastructure and engagement
- Self-assessment toolkit tested by Melbourne Water, Transurban and under review with QLD Government and Lendlease

What's next: IEE Standards and Rating Scheme

Activity	Status	Team Lead(s)
Scorecard development <i>Involves:</i> Testing and refining the quality assessment indicators identified in the pilot. This work will result in generation of a series of 'scorecards' to support internal or external evaluation of project performance, relative to community engagement.	Research to develop Contract management scorecard underway	Ruth O'Connor
Standards refinement: <i>Involves:</i> Input from non-engagement professionals and community members	Research with non-engagement professionals complete. Over 3,200 community members surveyed to gain their input into the Standards. Local 'Pulse' surveys in infrastructure intensive communities underway.	Kirsty Jones
Post-Project Self-Assessment Toolkit <i>Involves:</i> Development of a toolkit to support engagement teams to understand engagement strength and areas for improvement following project completion	User testing completed by Melbourne Water, Transurban. Ongoing testing at Lendlease and QLD Government. Digital app in development (Q1 2022)	Kirsty Jones
Policy Context for Community Engagement: A cross-State analysis: <i>Involves:</i> Understanding how community engagement is referenced in government policies and guidance across the Eastern States, including but not limited to Gateway Reviews.	Analysis complete and to be published Q1 2022	Emerson Sanchez
Toolkit to support monitoring of engagement during project planning and delivery. <i>Involves:</i> Working with partners to develop a toolkit to monitor the quality of engagement throughout an infrastructure project	Research co-design (Q1 2022) Project roll-out (2022)	Kirsty Jones and Emerson Sanchez

Precursors of Social Risk

Project summary:

The Precursors of Social Risk Project aims to improve understanding of how social risk related to major infrastructure projects is understood, identified, measured, tracked, mitigated or prevented by the industry and government professionals responsible for project selection, design and delivery.

It further aims to identify the features of infrastructure projects and impacted communities that heighten the social risks to project delivery. In doing so, the project will lay the foundation for future inquiry into the identification, assessment and pricing of social risk in the infrastructure space.

The Precursors of Social Risk Project incorporates the Program level themes of Value (Theme 1) and Measurement (Theme 2).

Key Deliverables to Date

[Social Risk and Australian Infrastructure: Situation Analysis](#) (Dec 2021)

Social Risk Scanner: Social Risk Profile Checklist (Dec 2021)

Outcomes and Impact

I2S Partners have access to a world-leading Situation Analysis detailing international perspectives on social risk

I2S Partners have access to the Social Risk Profile Checklist, providing them with a systematised means to identify project-related social risk

I2S Partners engaged in design of a Social Risk Scanner that will allow for systematic social risk identification

What's next: IEE Standards Project

Activity	Status	Team lead(s)
Development of Social Risk Scanner toolkit	Underway	Hayley Henderson and Sara Bice
Second Major Report on Social Risk	Due June 2022	Hayley Henderson and Sara Bice
Social Risk Scanner digital tool prototype	Commencing Q1 2022	Sara Bice, Kirsty O'Connell
Delphi technique analysis to inform Q2 2022 integration with traditional risk management	Q2 2022	Hayley Henderson, Emerson Sanchez
Social Risk Identification and Management: Project launch	03/4 2022	Sara Bice

State of Infrastructure and Engagement Annual Survey



Project summary:

Now entering its fifth year, the annual [State of Infrastructure and Engagement Survey](#) aims to track the priorities and experiences of infrastructure professionals from all disciplines, particularly in terms of their experiences with stakeholder and community engagement and project performance.

Each year the survey takes a deeper look at one of the five program level themes (value, measurement, timing and approaches, professionalization or policy and regulation), or a contemporary theme that cuts across the industry, as guided by consultation with our Institute partners and Research Advisory Board.

In 2019-2020 our [3rd Annual Survey explored 'Social Risk'](#). In 2020-2021, our 4th Annual Survey explored three cross-cutting themes, in light of the COVID-19 pandemic, resilience, cumulative impacts, the rise of the digital citizen.

Key deliverables

[3rd Annual State of Infrastructure and Engagement Report:2019-2020](#)

4th Annual State of Infrastructure and Engagement: 2020-2021: Survey data collection complete, analysis underway

Outcomes and Impact

The State of Infrastructure and Engagement survey is Australia's largest study into the experiences, challenges and opportunities faced by infrastructure sector professionals, especially related to community and stakeholder engagement. The Survey is delivering annual insights and emerging trend data that is used by sector professionals in their work to inform their projects and raise awareness of the importance of community and stakeholder engagement for project success.

What's next: State of Infrastructure and Engagement

What's next:

Activity	Status	Team lead(s)
Annual Survey report Involves: Distributing and promoting the survey to partners and networks, analysing the data, writing the report, and presenting the findings to partners and the public	Year 4 survey Data analysis to be completed in Q4 2021 Report to be completed and presented to partners in Q4 2021 For public release in 01 2022	Sara Bice and Emerson Sanchez
5th Annual Survey	Year 5 survey Thematic deep dive topics under consideration with survey to be designed and released Q1 2022	Sara Bice and Emerson Sanchez
5 Years of State of Infrastructure and Engagement	Major public launch To celebrate our fifth year of the Survey, we will hold a major public launch in late October/November 2022	Sara Bice

Australian Perspectives on Infrastructure

Project summary:

[Australian Perspectives on Infrastructure](#) is the Institute's national public survey delivering insights on the general Australian public's experiences of and attitudes toward infrastructure planning and delivery. It comprises a national survey of the general public and a series of 11 'pulse' surveys in metro, regional and rural locations experiencing intensive infrastructure delivery.

In its inaugural year, the survey captured the views of over 3,500 Australians, representing all States and Territories. The Survey provides the first ever measures of the factors driving trust in Australian infrastructure and demonstrates the characteristics that contribute to project acceptance and a social licence to operate.



Project Team

For this survey series, I2S is working in partnership with Voconiq, Australia's leading social research firm for the measurement of procedural fairness and social licence to operate. Using indicators developed through an 11-year CSIRO study of social licence in the global mining sector, the Voconiq team is combining their research expertise with I2S' studies of Infrastructure Engagement Excellence, social risk and the State of Infrastructure and Engagement to generate new data and insights.

Key Deliverables

Australian Perspectives on Infrastructure: National Survey data collection (completed)

Australian Perspectives on Infrastructure: Data Analytics Dashboard for partners (completed)

Australian Perspectives on Infrastructure: Pulse Survey data collection (nearing completion)

Australian Perspectives on Infrastructure: National Survey Launch event (Sept 2021)

Outcomes and Impact

The National Survey has delivered robust insights into the factors affecting trust in major infrastructure developments across Australia. It highlights the components of project acceptance and social licence to operate and allows for cross-industry comparisons between infrastructure and other major industry (e.g. mining). The findings also highlight Australian communities' experiences with infrastructure delivery, providing important data about local communities' participation in project selection, planning and delivery.

What's next: Australian Perspectives on Infrastructure Survey

Complete Pulse survey data collection in South Australia

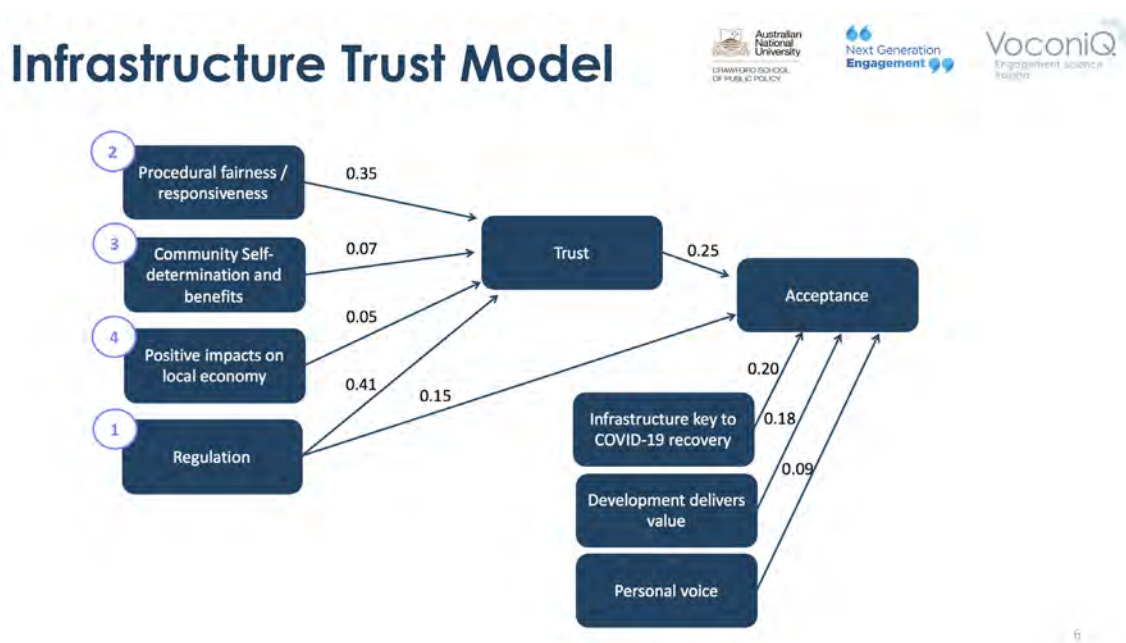
Complete analysis of National and Pulse Surveys

Partner and public workshops to release results

Write up Australian Perspectives on Infrastructure Survey Report

Work with partners to select themes for the second Australian Perspectives on Infrastructure Survey

Work with partners to select communities for a second series of Pulse surveys (TBC).





Engagement and Events

Our team walks the talk when it comes to engagement. Our successful shift to online research and events has included our partners and industry supporters and delivered leading research evidence for the sector.

Our regular outreach and opportunities for industry participation during the period covered by this report included:

- Launch of I2S Webinar Series delivering research insights for hot button issues during the pandemic
- Partner events including Research First Looks, training and workshops
- Serving as presenters and panellists at key conferences, including IAP2A, IAIA, the Sustainability Research and Innovation Congress and more
- Public webinars to share research results as widely as possible
- Invited guest talks
- One-to-one partner briefings
- Working Groups for key research projects, Social Risk, IEE Standards and Survey Series.

Event	Date	I2S Presenters	Audience numbers
IAQ Webinar: Community are different – Should engagement change, too?	7/8/2020	Prof Sara Bice Kirsty O'Connell	150 registered
I2S Webinar: 'COVID, Planning Reforms and the Future of Engagement'	4/9/2020	Prof Sara Bice Kirsty O'Connell	150 registered
Consultation: Infrastructure Australia regarding the 2021 Australian Infrastructure Plan	9/2020	Prof Sara Bice Kirsty O'Connell	
Partner Consultation: Deep dive into social license and its relationship to social risk management with Transurban for the Transurban engagement practice group	10 and 11/2020	Prof Sara Bice Kirsty O'Connell	
Consultation: NSW Dept of Planning, Industry and Environment Industry Workshop on the Draft NSW Social Impact Assessment Guidelines for the Infrastructure Sector	19/11/2020	Prof Sara Bice Kirsty O'Connell	
I2S Webinar: 'COVID, trust and the future of transport'	9/12/2020	Prof Sara Bice Kirsty O'Connell	120 registered

Event	Date	I2S Presenters	Audience numbers
Partner Workshops: Introducing the IEE Standards Post-project Self-assessment Tool	12/2020	Dr Kirsty Jones	
IAIA Webinar: Impact Assessment for Belt and Road Initiative Projects	15/12/2020	Prof Sara Bice	
Partner Event: Results of the 3rd State of Infrastructure and Engagement Unpacked	18/2/2021	Prof Sara Bice Dr Emerson Sanchez	
Partner Workshops: Gaining non-comms input to the IEE Standards	2/2021	Dr Kirsty Jones Dr Ruth O'Connor	
Public Webinar: Results of the 3rd State of Infrastructure and Engagement Unpacked	28/4/2021	Prof Sara Bice Dr Emerson Sanchez	110 registered
IAIA Annual Conference: A story of how co-design made social issues matter	18-21/5/2021	Prof Sara Bice Dr Kirsty Jones	
Sustainability Research and Innovation Congress: Collaborating for Sustainable Futures: Advances in Research Co-design (virtual)	13/6/2021	Prof Sara Bice Dr Kirsty Jones Dr Ruth O'Connor	
Partner Presentation: Presentation to the Lendlease Property Sustainability Forum - NextGen Engagement Intro and State of Engagement 2020 Findings Update	12/7/2021	Prof Sara Bice Kirsty O'Connell	
Partner Webinar: Australian Perspectives on Infrastructure	28/9/2021	Prof Sara Bice Kirsty O'Connell	
Public Event: Australian Perspectives on Infrastructure	7/10/2021	Prof Sara Bice Kirsty O'Connell	250 registered
Conference Presentation: IAP2 Australasia Annual Conference (virtual)	25/10/2021	Prof Sara Bice Kirsty O'Connell Dr Hayley Henderson Dr Kirsty Jones Dr Ruth O'Connor Dr Emerson Sanchez	
Conference Panel: IAP2 Australasia Annual Conference (virtual)	26/10/2021	Kirsty O'Connell	
NCEIF Panel Event: Practical Implications from Australian Perspectives on Infrastructure	6/12/2021	Kirsty O'Connell	95 registered

Academic Engagement

Our team also undertakes a range of academic engagements each year. These include collaboration on competitive research grants, participation in professional networks and leadership of key groups.

ARC (Australian Research Council Linkage Projects)

I2S regularly competes for research funding grants. In 2020 and 2021, we submitted the following applications.

ARC Special Research Initiatives (Linkage Program), 2020

PROJECT ID: SR200201000

Project title: Community Engagement for Social Good: Lessons from Australia's Big Build

Total project value: \$1.156 million

Result: Not funded. Percentage applications successful: 7.1%

Project Summary and National Interest Statement

This project is squarely in Australia's national interest through its focus on improving the capacity of governments to engage communities to advance societal benefits and reduce negative impacts. The project's investigation of community engagement in major infrastructure project delivery addresses the Science and Research Priorities of transport, energy and environmental change, especially resilient infrastructure. It contributes a novel, robust, sector-wide investigation of Australian investment in major infrastructure, providing critical insights into the measurement and management of community engagement. Such social data is limited, despite research demonstrating that poor engagement contributes to billions in lost investments and poor social outcomes. Postpandemic, an improved understanding of the qualities and measures that comprise best practice community engagement will be critical to nurturing resilient Australian communities and fostering strong relationships to support economic and social recovery. This project will deliver the indicators and tools to support such engagement.

I2S Chief Investigators

Professor Sara Bice

Dr Kirsty Jones

Co-Chief Investigators and Partner Investigators

Dr Keiren Moffat (Voconiq)

Dr Natalya Turkina (RMIT)

PROJECT ID: LP210200697

Project title: Managing and mitigating social risks of major infrastructure projects

Total project value: \$2.389 million

Result: Under review

Project Summary and National Interest Statement

This project aims to reduce social risks of major infrastructure projects by generating an evidence-based social risk management framework. It brings together leading ANU researchers with top organisations in Australia's infrastructure sector, already working together via the ANU Institute for Infrastructure in Society. The project seeks to improve social risk management in a multi-billion dollar sector, vital to all Australians. The project is significant because it adopts a sector-wide view to systematically define social

risk, co-create a social risk management framework and implement it via a new social risk management toolkit. This should lessen harm to communities, reduce delays and costs and benefit national infrastructure delivery.

I2S Chief Investigators

Professor Sara Bice

Dr Hayley Henderson

Ms Kirsty O'Connell (Partner Investigator)

Co-Chief Investigators and Partner Investigators

Dean and Professor Helen Sullivan (ANU)

Kylie Cochrane (Aurecon and IAP2)

The ANU knowledge to action network

I2S has been instrumental in establishing ANU Knowledge to Action network. This network brings together academics and professional staff who are working to advance the impact of ANU research. In coming together the network aims to provide staff with a structure to learn and collaborate.

Key Outcomes

Since 2020, the Institute has led the delivery of a series of events to establish the network and seed discussions around the impact and engagement agenda. In early 2021 over 20 members of the network came together to produce a submission to the ANU 2025 strategic plan consultation. In 2021, Dr Ruth O'Connor and Dr Kirsty Jones secured an Asia Pacific Innovation Program grant to complete the study, "Advancing impactful research: towards a theory of practice for ANU."

Key Collaborators:

Professor Gabriele Bammer

Dr Wendy Russell

Dr Ginny Sargent

Dr Hedda Ransen Cooper

Ms Jo Haslam

Mr Sejul Malde

Cross-disciplinary perspectives on Knowledge to Action

Dr Kirsty Jones and Dr Ruth O'Connor are leading research with a cross-disciplinary team of researchers to understand how knowledge to action is practiced across the campus. The research seeks to understand how impact is defined, achieved and evidenced across the ANU and the barriers and enablers to undertaking impactful research. The team aims to produce a roadmap for ANU and other academic institutions to guide engagement and impact agendas.

Key Collaborators:

Dr Maya Haviland

Dr Chris Cvitanovic

Dr Ginny Sargent

Ms Kate Bellchambers (Research Assistant)

Publications

Our team actively contributes to scholarly developments and academic debates in the disciplines of social and policy science, impact assessment, knowledge translation, sustainability, urban planning, governance and regulation. Wherever possible, we publish these articles open access, meaning that we pay a fee to ensure the articles are accessible to everyone, without a journal subscription.

Social licence to operate

- Haines, Fiona, Sara Bice, Colette Einfeld, and Helen Sullivan. "Countering Corporate Power Through Social Control: What Does a Social Licence Offer?." *The British Journal of Criminology* 62, no. 1 (2022): 184-199.
- Einfeld, Colette, Helen Sullivan, Fiona Haines, and Sara Bice. "Playing by the rules? How community actors use experts and evidence to oppose coal seam gas activity in Australia." *Energy Research & Social Science* 79 (2021): 102170.
- Haines, Fiona, Sara Bice, Helen Sullivan, and Colette Einfeld. "The Social License: Insights from Australia." (2020).

Sustainable infrastructure

- Kozak, Daniel, Hayley Henderson, Alejandro de Castro Mazarro, Demián Rotbart, and Rodolfo Aradas. "Blue-green infrastructure (BGI) in dense urban watersheds. The case of the Medrano stream basin (MSB) in Buenos Aires." *Sustainability* 12, no. 6 (2020): 2163.

Knowledge translation and research impact

- Jones, Kirsty, and Sara Bice. "Improving research impact: lessons from the infrastructure engagement excellence standards." *Evidence & Policy: A Journal of Research, Debate and Practice* (2022).
- Jones, Kirsty, and Sara Bice. "Research for impact: three keys for research implementation." *Policy Design and Practice* 4, no. 3 (2021): 392-412.
- Neely, Kate, Martin Bortz, and Sara Bice. "Using collaborative conceptual modelling as a tool for transdisciplinarity." *Evidence & Policy: A Journal of Research, Debate and Practice* 17, no. 1 (2021): 161-172.

Impact assessment

- Bice, Sara. "Foreword-Sara Bice." In *Handbook of Cumulative Impact Assessment*. Edward Elgar Publishing, 2021.
- Bice, Sara, and Thomas B. Fischer. "Impact assessment for the 21st century—what future?." *Impact Assessment and Project Appraisal* 38, no. 2 (2020): 89-93.
- Bice, Sara, and Myungjin Kim. "Impact assessment for desirable futures: perspectives from East Asia." *Impact Assessment and Project Appraisal* 38, no. 2 (2020): 167-171.
- Bice, Sara. "The future of impact assessment: problems, solutions and recommendations." *Impact Assessment and Project Appraisal* 38, no. 2 (2020): 104-108.

Governance and regulation

- Ansell, Christopher, Carey Doberstein, Hayley Henderson, Saba Siddiki, and Paul 't Hart. "Understanding inclusion in collaborative governance: a mixed methods approach." *Policy and Society* 39, no. 4 (2020): 570-591.

The I2S Team



Dr Sara Bice is Professor and Head of Department, Policy and Governance Program at the Crawford School of Public Policy, The Australian National University, Australia's leading public policy school. Sara is Foundation Director, Institute for Infrastructure in Society, where she leads the Next Generation Engagement program. She is an OECD Blue Dot Network Executive Consultation Group member and past President of the International Association for Impact Assessment (2018-2019), the world's leading organisation for impact assessment practitioners, researchers and clients, representing almost 7,000 members in 120 different countries. Sara is Professor (Special International Guest) at the School of Public Policy and Management, Tsinghua University, Beijing. She is an award-winning author and in 2020 she received the International Association for Impact Assessment Outstanding Service Award for sustained contributions to the profession.

Kirsty O'Connell leads industry engagement for the Next Generation Engagement program and through her company, The Engagement People, was a founding partner in this exciting work. Kirsty has successfully led communication and engagement for more than \$17 billion in transformational multi-billion dollar infrastructure projects during her 20 year career, holds an MBA with majors in finance, sustainability and innovation gained in Australia, the UK and France and is a member of the Infrastructure Sustainability Council of Australia's Stakeholder Advisory Committee (ISCA). She lends her considerable industry experience to ensure industry concerns and aspirations stay at the heart of the Next Generation Engagement Program.



Dr Kirsty Jones is the engagement and impact lead for the Institute for Infrastructure in Society. She offers world-leading expertise in knowledge translation, including research design to support research policy and practice impact, and experience training research leaders to integrate knowledge translation into their research projects and dissemination. Kirsty ensures the Institute's work is well planned to meet industry's needs with research implemented into practice. She is also the lead researcher for the Infrastructure Engagement Excellence Standards project.

Dr Hayley Henderson is an I2S Research Fellow. Her research focuses on interjurisdictional and collaborative forms of urban governance. She studies the drivers, dynamics and influences of collaboration in urban policymaking settings. In particular, she has worked on urban revitalisation programs and urban water management strategies (i.e. multi-jurisdictional river basin management, Blue Green Infrastructure projects) with a focus on Australian and South American cities. Within the Institute for Infrastructure in Society, Hayley is currently examining the understandings and applications of social risk in the infrastructure sector.





Dr Ruth O'Connor is an engagement and evaluation specialist at the Institute for Infrastructure in Society where she is working with Industry partners to develop indicators for best practice infrastructure engagement. Ruth's research interests revolve around participatory processes undertaken to address complex problems. She is particularly interested in how we can meaningfully evaluate these processes in ways that capture diverse values and enable learning and improvement. Within the Institute, Ruth is leading work to develop the IEE Standards Rating Scheme and Scorecards.

Dr Emerson Sanchez is an I2S Research Fellow. Emerson is an engaged policy researcher with previous involvement in advocacy research and community organising. At the Institute, he is currently researching the policy context of community engagement in Australian infrastructure. He is also supporting the Institute's work on the annual State of Infrastructure and Engagement Survey and the State of Impact Assessment Survey.



Dr Hai Nguyen serves as I2S Administrator. Hai's PhD research focused on carbon mitigation in sensitive ecosystems and she is a long-time research professional in forest ecology and environmental science. Hai supports the Institute by managing finances, administration and logistics and serves as Research Advisory Board Secretariat.
