

Swanbank Clean Energy Precinct Co-Design Panel

Process Report

For CleanCo

25 July 2023

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Introduction

Max Hardy Consulting were engaged by CleanCo to plan and facilitate a Co-Design process to aid in developing a Masterplan for the Swanbank Clean Energy Precinct. This report outlines the process used by Max Hardy Consulting to prepare and deliver this project, excluding an extensive period of readiness assessment undertaken with CleanCo.

This stage of the project included the planning and delivery of a briefing session and three co-design workshops:

- Briefing Session: 19 April from 6:00pm - 8:00pm
- Session 1: Saturday 28 May from 9:30am - 3:30pm
- Session 2: Saturday 10 June from 9:30am - 3:30pm
- Session 3: Saturday 24 June from 9:30am - 3:30pm

All sessions were delivered in person at the Ripley Valley State Secondary College, except for the briefing session which was held via ZOOM. The panel of 30 participants was recruited independently by Deliberately Engaging and included a mix of those who lived close to the site (letterbox drop) and those who submitted an EOI based on an identified interest in the site (e.g. environment, commerce/business) - further information on recruitment is available as Appendix A.

This report outlines the project methodology and outputs from this process.

Project Scope

This project will inform the masterplanning for the Swanbank Power Station Clean Energy Precinct and assist with CleanCo's ambition to transform the Swanbank site into a clean energy hub, ensuring long-term jobs and economic opportunities. This project is in line with the [Queensland Energy and Jobs Plan](#).

The remit and associated questions for the panel to respond to in this process are:

“How might the Masterplan maximise opportunities for the local community, and all of the Ipswich region, whilst delivering on Queensland's net zero energy commitments, the 2041 community vision and site constraints?”

- *What is the community vision for the Swanbank Precinct Masterplan?*
- *What specific ideas would you like to put forward for the educational facilities, recreational amenity and other possible uses for the masterplan?*
- *Defining what ‘community benefit’ means for this community (tangible and intangible)*

- *Exploration the pros and cons of renewable energy options experienced by other SMEs, what is your general level of support for the models presented?*
- *How can we continue to build a relationship with this group and the broader community as we move forward with this project?*

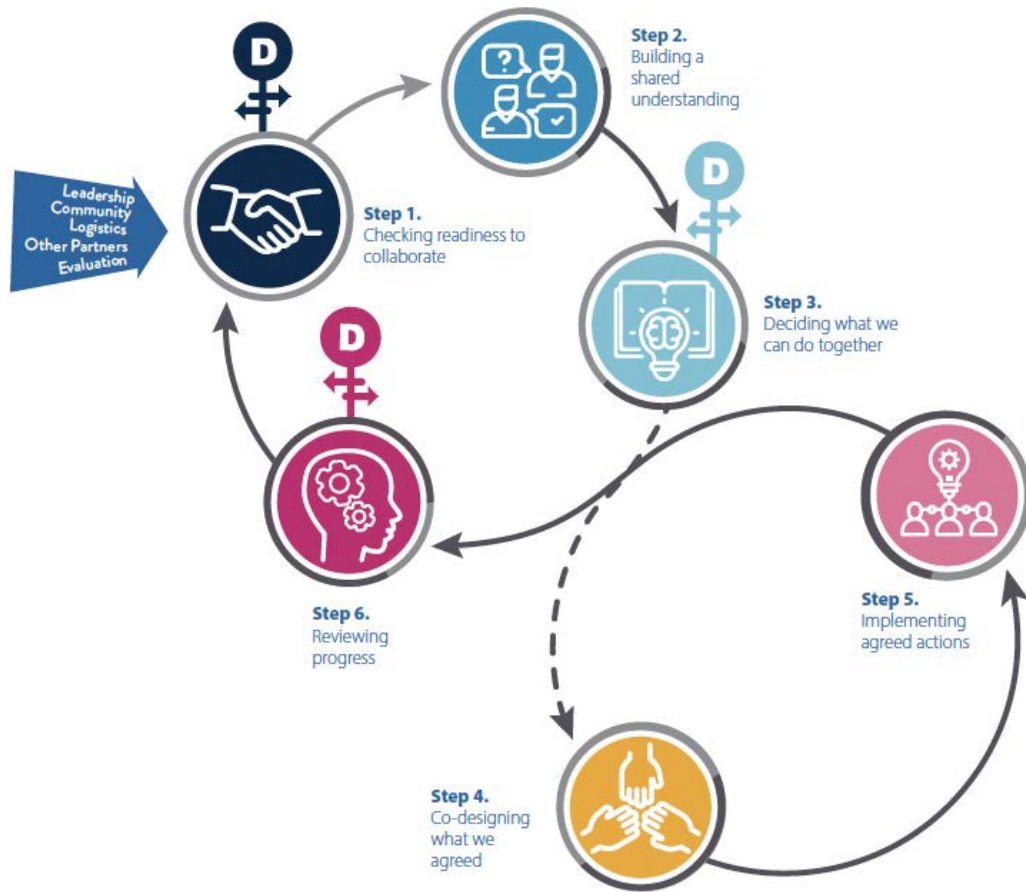
Overall the purpose of this process is to:

- Co-design with the community to help inform the transition from traditional to renewable energy sources and move towards a narrative of Swanbank as a sustainable business park and community asset (and what that might look like).
- To build strong relationships with neighbours, key stakeholders and First Nations communities.
- For this to become a landmark project to establish CleanCo as a trusted innovator and an organisation that knows how to work with communities of interest.
- To ensure the CleanCo investment in community benefit is appropriate for the community it impacts

Engagement Principles

Max Hardy Consulting have completed the engagement for this project based on the principles of co-design developed as part of their work with Authentic Co-Design.

1. **Be substantial** - the decision offered by an organisation is significant enough for all stakeholders to want to make the effort.
2. **Be collaborative, inclusive and safe** - You agree that you will collaborate with all participants in a co-design process and will include a diverse range of stakeholders. The process ensures it is easy for people with different perspectives and knowledge to participate and contribute.
3. **Foster mutual understanding** - Co-design processes invite participants to listen, learn, explore and think together. There are different kinds of expertise, and different perspectives to appreciate.
4. **Be open and transparent** - Transparency means operating in a way that ensures it is easy for others to see what actions are performed, what decisions are being made, and how these actions and decisions have been informed.
5. **Be jurisdictionally aware** - You agree that any co-design projects will be done within the context of your organisation and jurisdiction of the various government (and other) organisations involved.



Engagement Process

This section outlines the overall approach and key considerations for delivery. This project included one briefing session and three full day sessions:

- Briefing Session: 19 April from 6:00pm - 8:00pm
- Session 1: Saturday 28 May from 9:30am - 3:30pm
- Session 2: Saturday 10 June from 9:30am - 3:30pm
- Session 3: Saturday 24 June from 9:30am - 3:30pm

These activities were completed at the 'Collaborate' level on the IAP2 spectrum.

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

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.	To obtain public feedback on analysis, alternatives and/or decisions.	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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The panel days were structured to help participants respond to the remit provided. We will provide a brief summary of each session on the following page.

Briefing Session

- Acknowledgement of Country
- Welcome
- CleanCo presentation on project and context
- Max Hardy presentation on Co-design
- Q&A
- Next Steps and Thank You

Session 1

- Welcome to Country
- Welcome and Introductions/Conflicts of Interest
- Presentation - Project context, broad community sentiment and Q&A
- Break
- Presentation - Regulatory Setting
- Presentation - Population Demographics and Challenges
- Activity 1 - Hot Air Balloon (solo reflection) and identifying key themes (group)
- Site Visit/Lunch
- Activity 2 - Drafting Visions and Presenting to group
- Activity 3 - Identifying key questions
- Next Steps and Close

Session 2

- Acknowledgement of Country
- Panel and Q&A - Master Planning opportunities and Constraints
- Presentation from Ripley Secondary College - Year 8 Ignite student group
- Activity 1 - Shopping list of possible uses
- Lunch
- Activity 2 - Defining Community Benefit
- Activity 3 - Drafting a Masterplan
- Polling
- Next Steps and Close

Session 3

- Acknowledgement of Country
- Presentation on Clean Energy Scenarios
- Activity 1 - Pros and Cons/Important Elements when choosing clean energy approach
- Presentation of Draft Masterplan
- Voting
- Lunch
- Activity 2 - Drafting our Report
- Live edits to report
- Activity 3 - How do we continue to involve the community
- Handover and Celebration

These panel days were facilitated by Max Hardy Consulting and Amanda Newberry from Articulous (Day 2), with significant support from the CleanCo Team. The panel was provided with access to printed information and information via a [private online portal](#) for participants only. All polling was conducted within Mentimeter, which is an anonymous polling platform.

The Co-design Panel

The recruitment process and panel composition are outlined in the report by the independent recruitment company 'Deliberately Engaging' which is provided as **Appendix A** to this report.

Engagement Outputs

This section provides a summary of the engagement outputs at each stage of the co-design process. For the final outputs, please refer to the **Swanbank Clean Energy Precinct Co-Design Panel Report**. Note that not all activities have been recorded here as some activities are used as part of an iterative process and are regarded as a work in progress rather than an output of the day.

Session 1

This session focused on developing a vision for the Swanbank site. At the end of the session, there were 6 groups that had written a vision. These visions included:

Group 1: In 2043 the Swanbank Clean Energy Precinct is a vibrant informative and welcoming hub! It is a reflection of our past, present which encompasses our community spirit. And people feel a sense of belonging and pride in our city.

Group 2: In 2043 the Swanbank Clean energy precinct is a clean and green open recreational space with an industrial and first nations heritage, a place for sustainable industry and immersive tourism. It has large scale art viewable from an aerial perspective, a living museum of energy.

Group 3: In 2043, the Swanbank Clean Energy Precinct is a global destination known for its excellence in technical, sustainable and resilient living. Visitors will be welcomed to an immersive sensory experience which pays homage to the site's history, whilst looking at a world of opportunity.

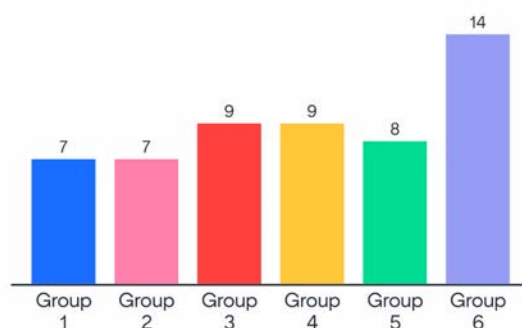
Group 4: In 2043 the Swanbank Clean energy precinct is the state of the art energy generation and storage facility that is technologically advanced and accessible. It has world leading green community spaces with historical and cultural significance. SCEP makes the community feel connected to the history of the local area and hopeful for a greener future.

Group 5: The Swanbank Clean energy precinct honours our past, maximises current technologies and pushes our thinking to develop leading edge technologies for energy creation. This is done through operational, educational and research facilities while allowing the local community to engage in the land through conservation and recreational activities.

Group 6: In 2043 the Swanbank Clean energy precinct is a community hub / heart with sporting facilities, energy storage, energy generation and space for people to gather. It will be space for reflection and consideration of new possibilities in technology and community connection. In 2043 it will largely be for recreation with plans in place for ongoing remediation and environmental recovery that will extend well into the 22nd century.

The panel members were polled on their two favourite visions from those submitted, to allow them to select their own vision as well as that of one other group. 27 votes were submitted which identified a clear preference for the Group 6 vision, with all other visions receiving a relatively close level of support.

Which two groups had your favourite Vision for the Clean Energy Precinct?



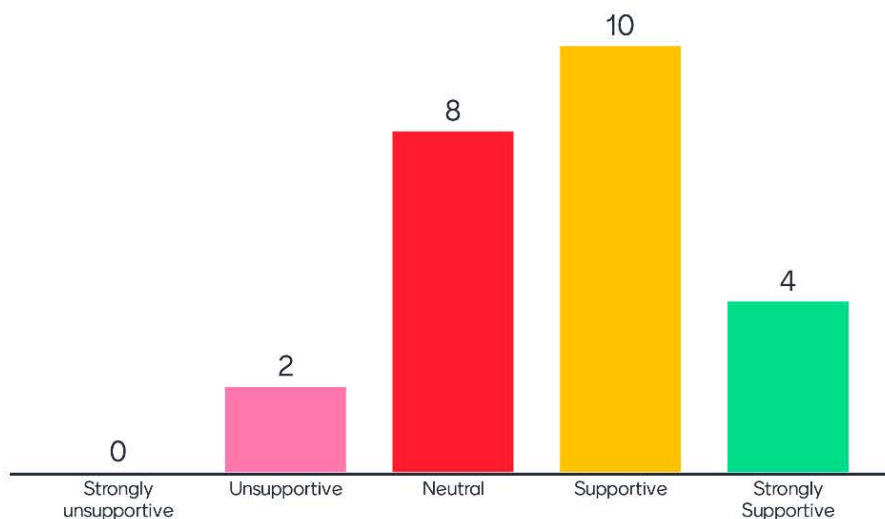
During Session 1 the panel members also identified what they were most interested in learning throughout the process, where there was a focus on learning about CleanCo's

ambition/vision for the site, how recreational uses can be included, how to maximise land use and what clean energy solutions are being considered (particularly community batteries and green hydrogen).

Questions were also asked at the end of the day and focused on timing, what elements can be accessed and reused, technical information and the vulnerability of the site. These questions were answered between sessions on the closed group page.

Session 2

This session was focused on achieving a few different outputs. The group voted on the preferred Vision for the site (Group 6's) and there was a high percentage of the panel that could live with it (neutral) or better from the 24 who voted.

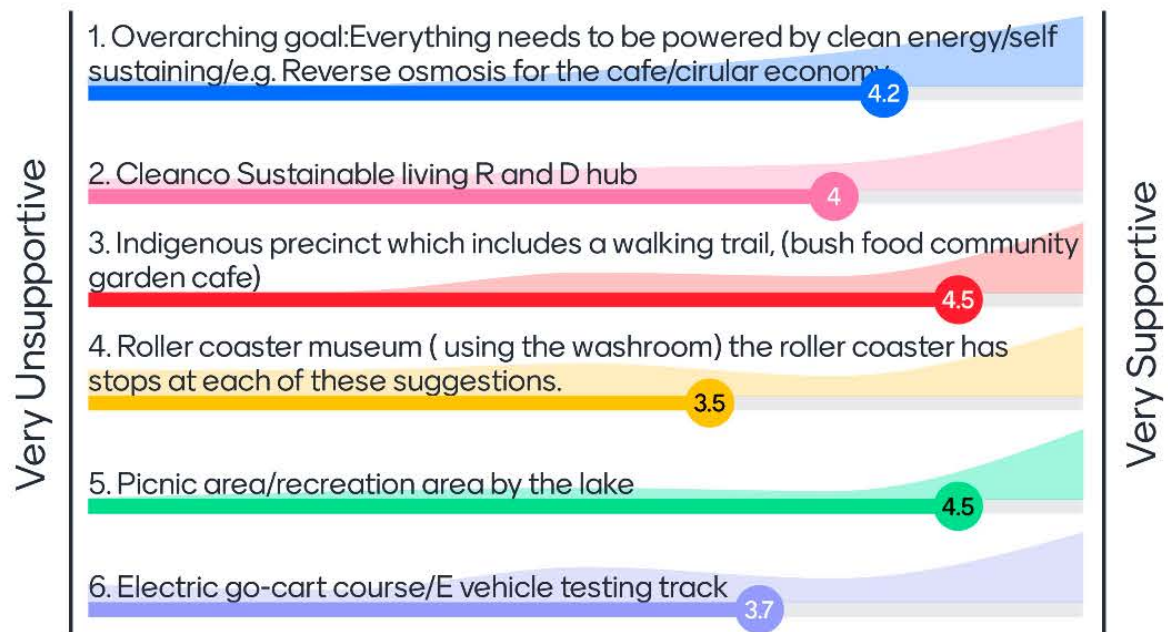


An editorial group was selected to refine this vision between sessions 2 and 3.

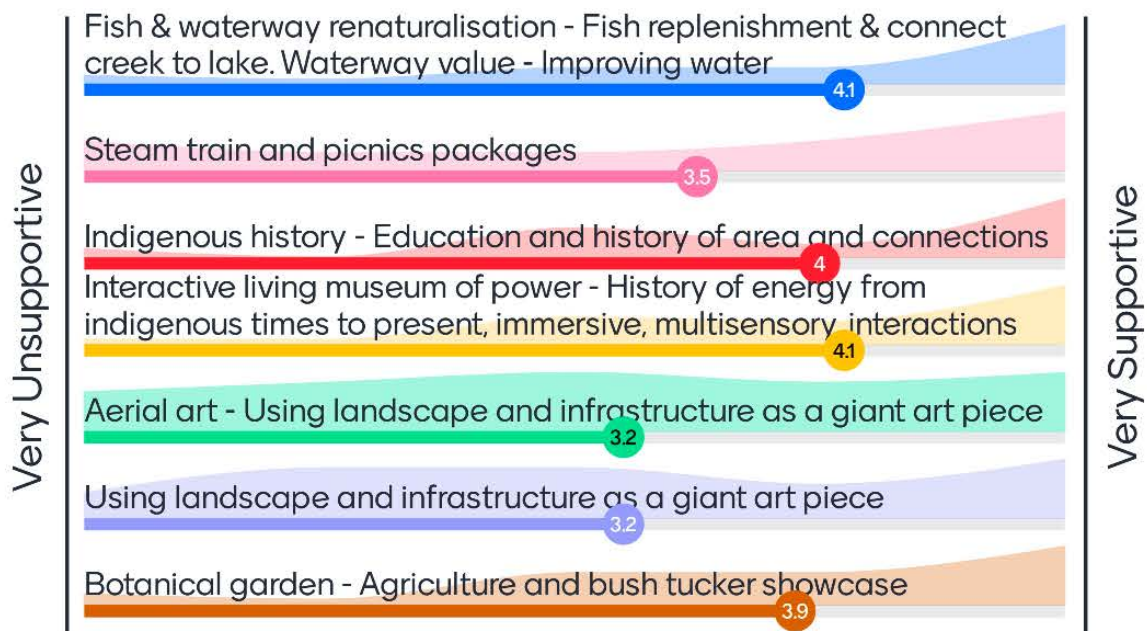
Preferred Uses

The panel members then identified their preferred uses that they would like to see included within the Swanbank Site. These uses were voted on by the groups as follows:

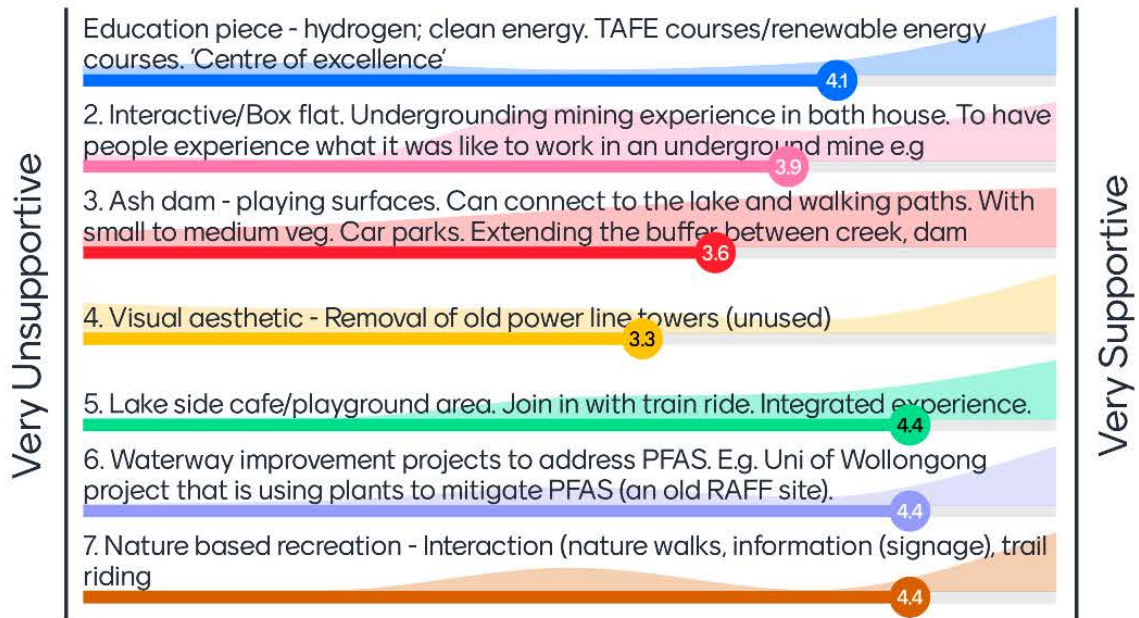
Group 1 -



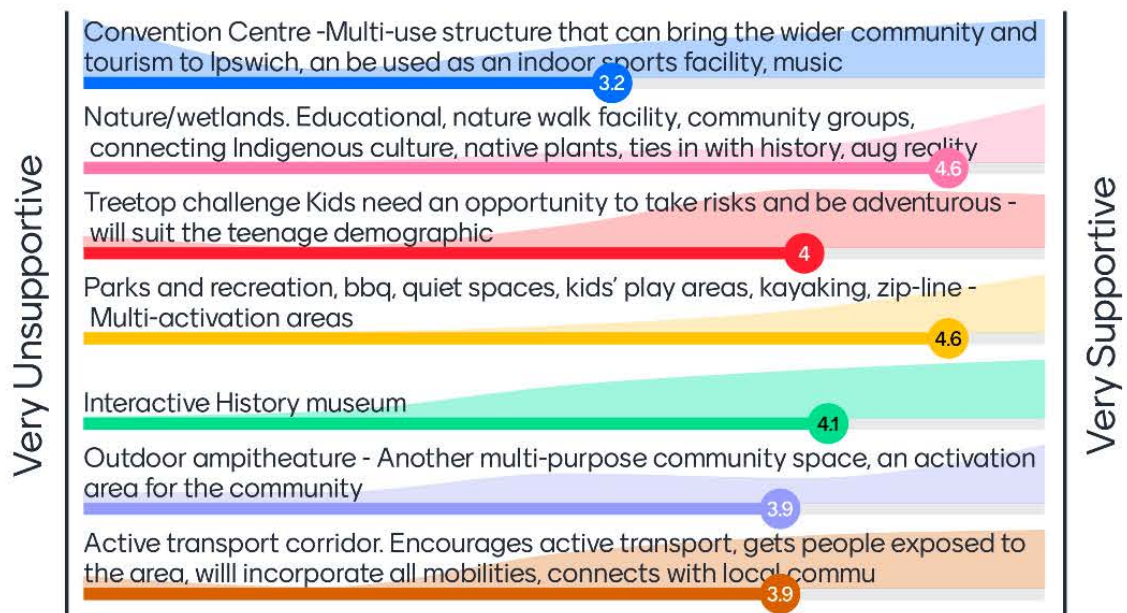
Group 2 -



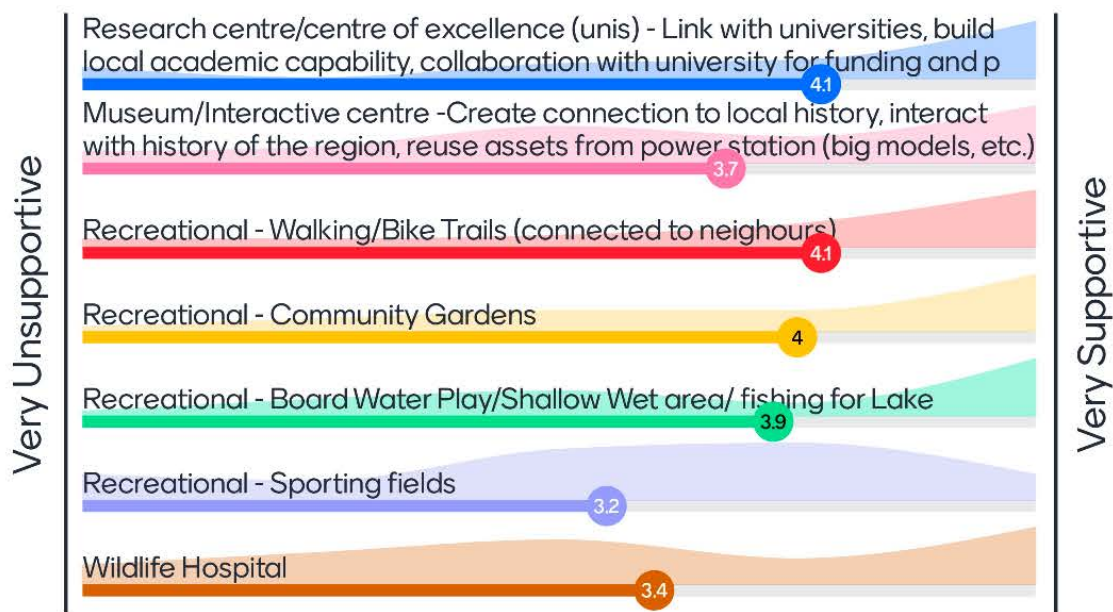
Group 3 -



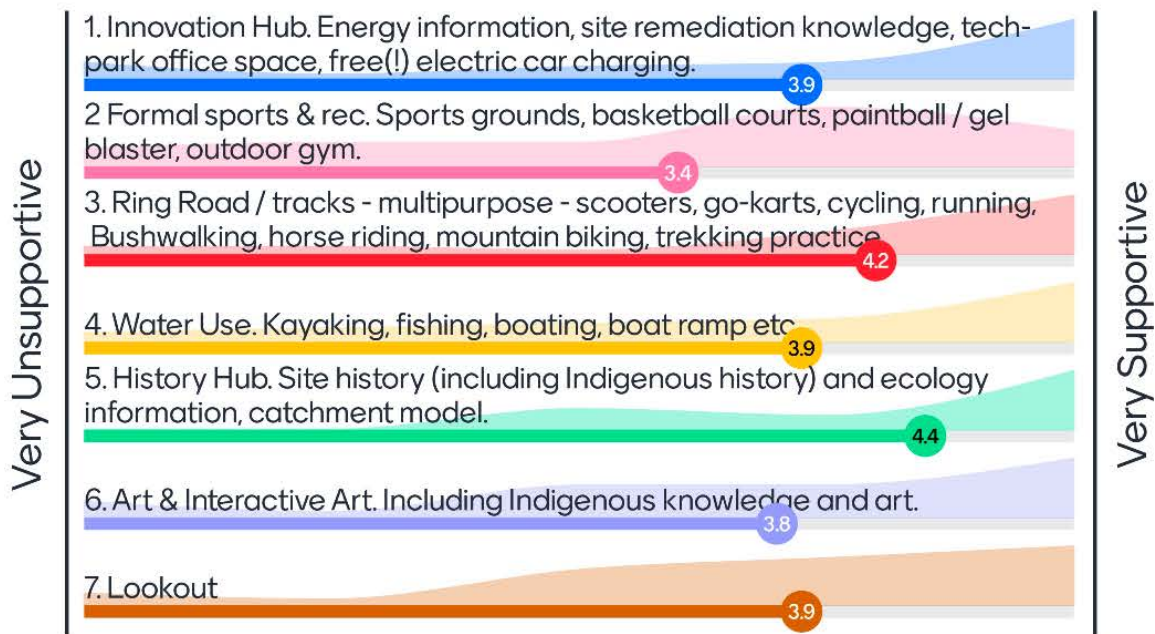
Group 4 -



Group 5 -



Group 6 -



Though the groups identified a wide variety of uses, there were clear leaders in terms of support including access to and around the site, including recreational uses, history and

art (including celebrating Indigenous Australians) and improving environmental outcomes for the site.

Defining Community Benefit

The groups were also asked to define what 'community benefit' means for the site. Six groups prepared the following definitions:

Group 1:

- Energy
 - Used within the precinct.
 - Used by the greater community.
 - Provides the means to transition from fossil to renewable.
- Attraction for Ipswich to draw visitors
- Provides information regarding site significant activities, past and future.
- Recreation venue.

Group 2:

- Tangible community benefit
 - Development = Jobs
 - Cleaning up former environmental harm. I.e remediation of Ash dam.
 - Healthier environment.
 - Industries located at the park and surrounds will be able to be powered by green energy.
- Intangible community benefit
 - Improved recreation options in the local area.
 - Connection of past history to current
 - Drawcard to the area

Group 3: Community benefit for the Swanbank Clean Energy Precinct means something that has a positive impact on surrounding communities, employment opportunities along with health and wellbeing by attracting new energy or new businesses that provide multiple opportunities. Somewhere that is a nice place to take your family where you can enjoy the unique experiences on offer.

Group 4:

- Growth in economy;
- Improved health and wellbeing;
- Sustainable living practices;
- As well as a sense of pride and belonging in our city.

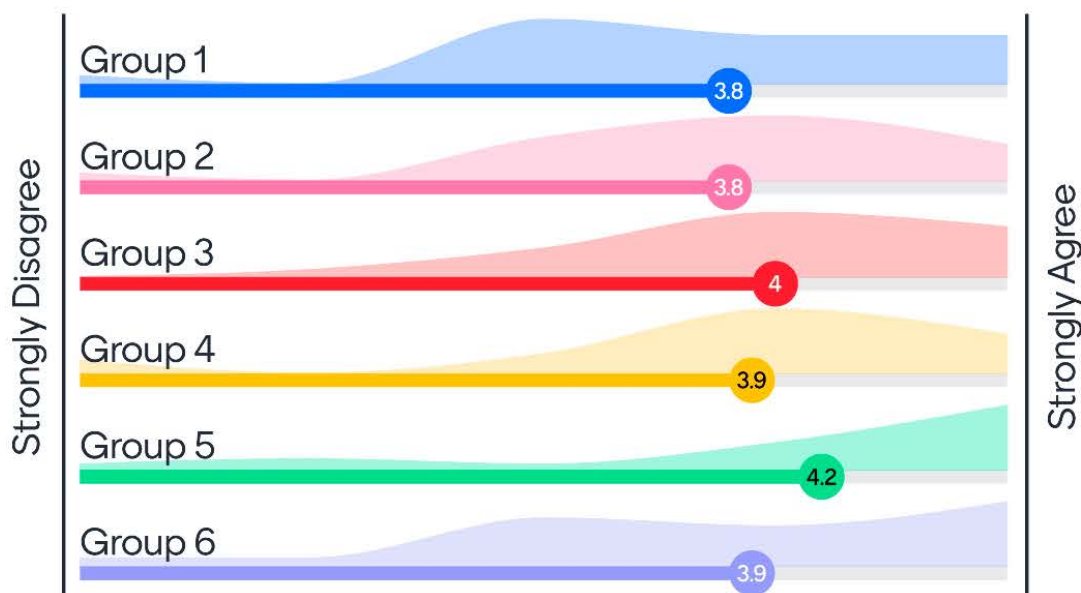
Group 5: Community benefit would see an increase of jobs in the region through an internationally recognised R&D centre focused on emerging technology and environmental remediation that elevates Ipswich's regional reputation as a leader in industry best practice. Further community benefit comes from a diverse range of recreational activities connected by interconnected bike trails to local suburbs engaging the community & youth through recreation, education, cultural and historical connection to the local area enhancing local pride.

- Jobs in the region/local area
- Safe and pleasant space for recreation
- Clean water, healthy habitat, enhanced environment
- Cultural connection to place/country, sense of belonging
- Community pride in the area, improved regional reputation by being seen as the example of what to do in the region (demonstrating best practice)
- Internationally recognised centre for technological excellence
- Improved quality of life, decreased air pollution and water contaminants
- Interconnectivity through bikeways, enhancing accessibility between population centres
- Diversity of recreational opportunities, youth engagement and diversion activities

Group 6:

- Remediation and improvement of the site which will lead to more visits to the region and increased investment / expenditure in the area, providing a small boost in jobs in the area.
- Site redevelopment will provide a significantly improved environment and overarching health outcomes for local residents by removing problematic chemicals like PFAS and improving the quality of the catchment overall.
- Increased visitor numbers will also increase wider knowledge of the Swanbank / Ipswich region and increase the attractiveness of the region to future potential residents.

The panel members voted on the level to which they agreed (strongly disagree to strongly agree) with each of these definitions as follows:



This voting indicated a high level of alignment between all groups across the definitions given, with a slight preference for the definition given by group 5. This preference is anticipated as this definition was the most developed of all groups.

First Draft Masterplan

Finally, during this session the groups were asked to reflect on their preferred uses, vision and definition of community benefit for the site and use this information to attempt a first draft of a masterplan.

These draft masterplans are provided in the following table. It is noted that there was a lot of consistency in the approach to the masterplan from all 6 groups.

Table 1 - First Draft of Master Plan



Table 1

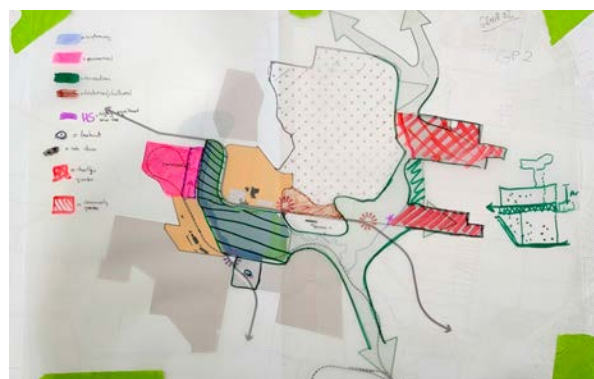


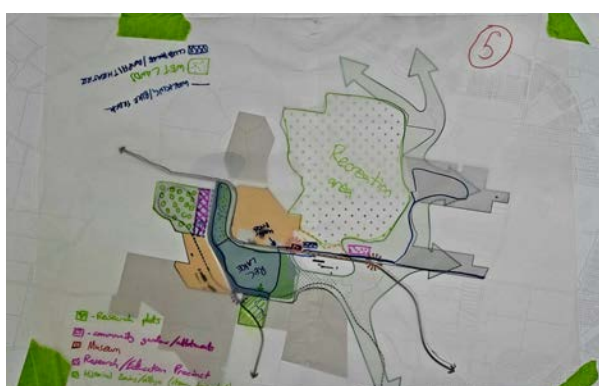
Table 2 (note opposite orientation)



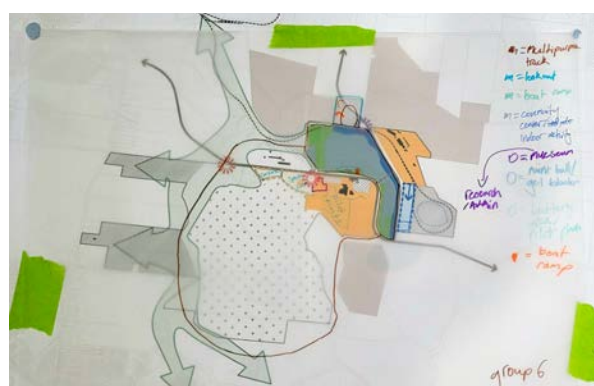
Table 3



Table 4 (note opposite orientation)



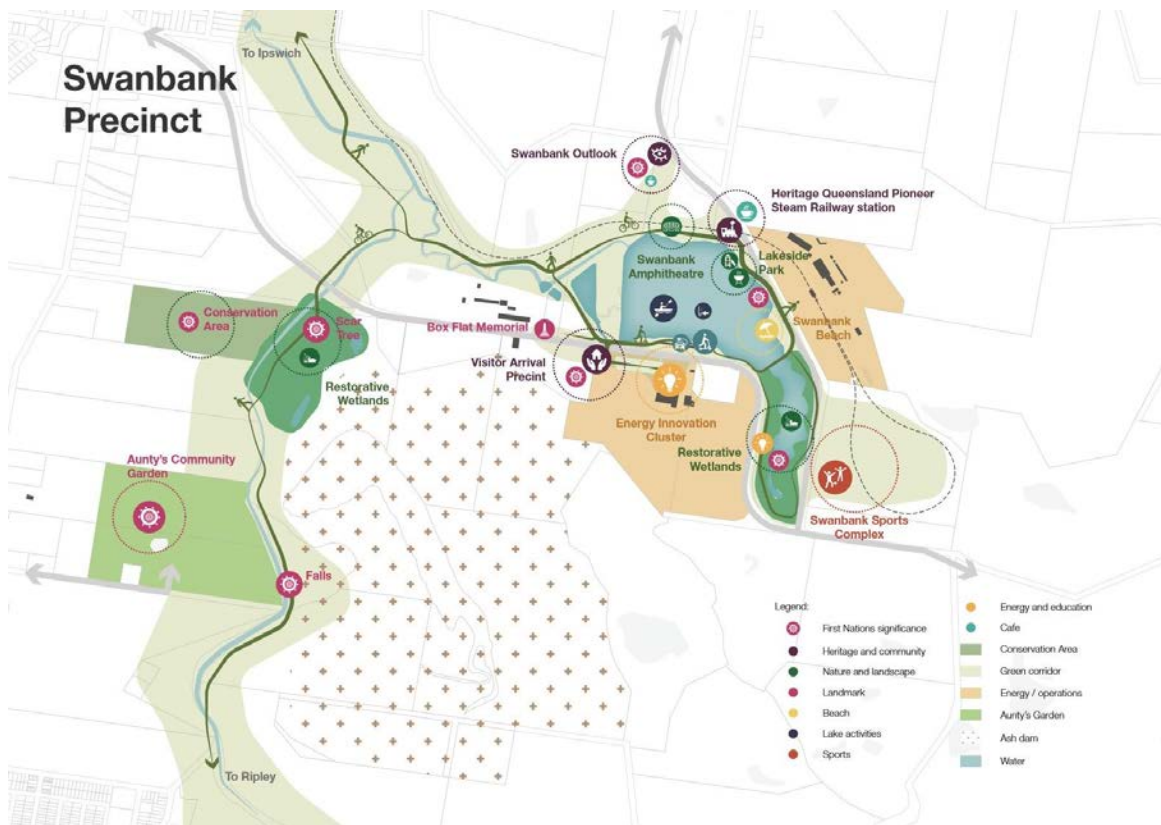
Group 5 (note oriented differently)



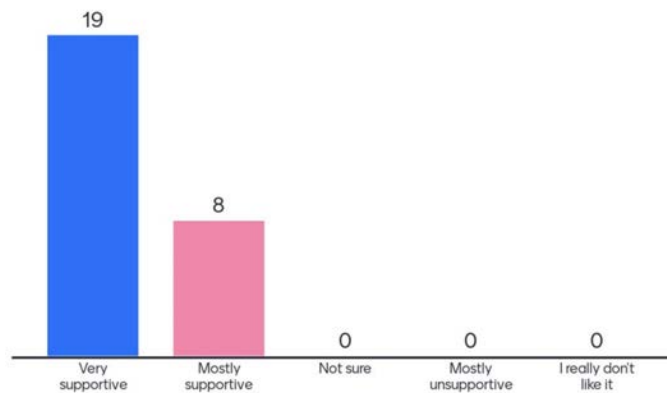
Group 6

Session 3

The final session was focused on bringing all the elements together into a report of recommendations from the panel. The panel was presented with a combined masterplan, based on their suggestions from Session 2, as prepared by Jaime Traspaderne from the Arup masterplanning team.



The panel members were asked to vote on their level of support for this masterplan, and the results were a unanimous supportive vote (very or moderately supportive).



The panel members were also asked to provide comment on what they liked most about the draft masterplan, which included:

- **General**

- Good job in incorporating all our ideas. Most of what was suggested has been included
- The string of pearls concept, the visitor access point being central, safe and a good launch pad into the site.
- It reflects the conversations that have occurred over the last couple of workshops
- All pearls
- Incorporates most of what has been discussed by the community engagement process.
- The logos are easy to recognise, and use of space has really been thought out.
- It gives us a great visual of our collective ideas

- **Recreational Activities**

- Use of lake (4 comments). Fishing platforms/Fishing and kayaking
But the whole plan is fantastic
- Walking tracks
- Swanbank Amphitheatre (two specific comments)
- The lookout (3 comments) and family friendly areas.
- I like the open theatre and sports complexes
- Amphitheatre and green spaces around the lake.
- Improvements to the lookout and railway station area
- The walkway around the whole site connecting the different hubs!
- Walking and cycle paths and networks and options to hire bikes etc
- Green spaces and parks

- The sporting fields, Soccer, NRL and more multipurpose sports fields/courts.
- Community gardens (2 comments), conservation estate, education centre and constructed wetlands.
- Light touch amenities
- **Education and Cultural Heritage**
 - Identifying the indigenous perspectives.
 - Wetland interpretation centre - educational aspects available.
 - Innovation hub
 - Very excited for the Wetland interpretation Centre. This could be heavily used by our scouting group for education and special interest projects.
 - Innovation cluster
 - Community facilities being implemented in industry and development areas
 - Reuse of historical buildings, rail etc
 - Incorporate patterns/art seen from aerial perspective
 - Reuse of historic buildings and rail etc
 - Include educational and development facilities for industry and educator organisations
- **Clean Energy**
 - Producing and storing renewable energy
 - Renewable energy production
 - Solar panels over the covered car parks (like Coles Ripley)

The panel members were also asked to provide any comments on any ideas they would include that could improve the masterplan:

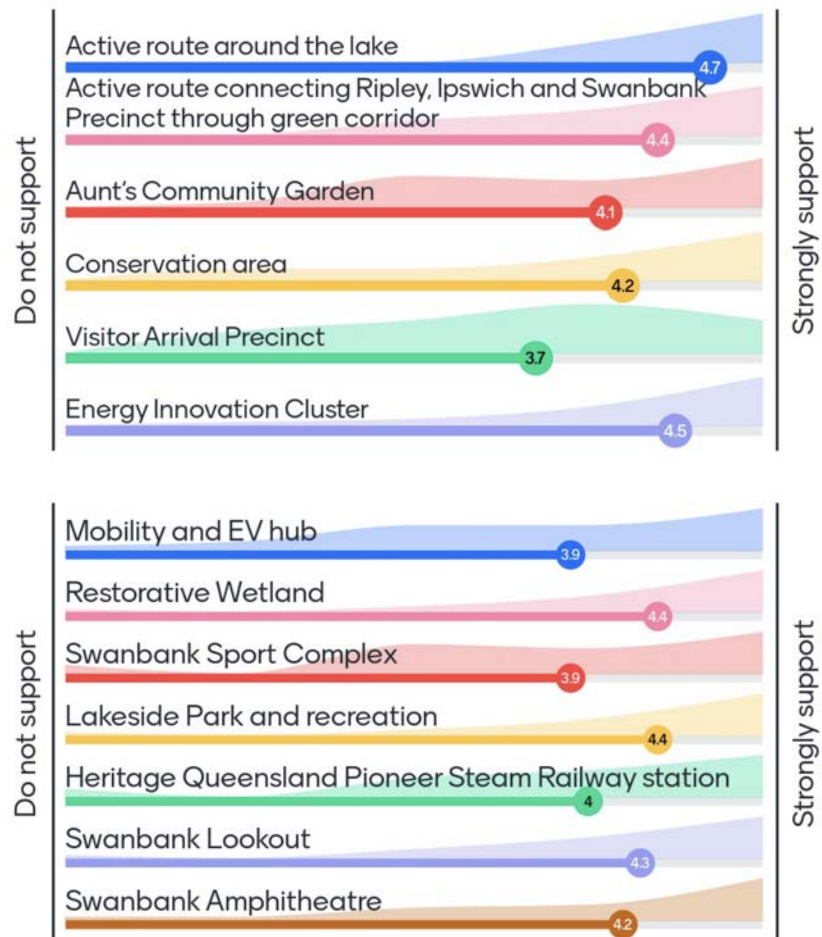
- **Recreation and Amenity**
 - Multiuse sporting field
 - Swanbank Community centre
 - Don't forget the older kids / teens and create spaces and places for them.
 - Function centre at railway station - ticks boxes for community use, functions, food/catering, interpretive centre, history etc.
 - Really need to consider the 12 - 18 year olds. Age-inclusive activities like skateboarding, etc. could somehow be included.
 - Shaping of the community gardens to maximise sunlight for productivity while looking nice and having a dedicated conservation section.
 - Yarning circle
 - Solar-powered smart benches
 - Bigger restaurant/cafe in wetlands area

- Golf course or sporting fields on ash dam. Possible co-investment.
- **Safety and Security**
 - I would like to add more security to stop vandalism
 - Security (2 comments)
- **Access and Parking**
 - Carpark and access from Fishers Rd as well
 - All public transport run by sustainable energy
 - Move the EV concept away from the lakefront. Ensure green connection of lake and innovation centre
 - The roads in and out
 - More car parks accessible around the pearls, not major ones but just enough that a car can access it as a unique feature.
 - Watercraft launching area close to a carpark
 - Better use of rail loop green area
 - Mini e-train loops around lake providing stops at each activity great form of transport over long distance and up hills for small children
 - No cars in area
 - Accessibility with neighbouring land uses, such as a cattle bridge or machinery crossing that crosses over the walking trails.
- **Environment**
 - Be mindful of the PFAS contamination and the time it may take to remediate
 - Fit for purpose fish ladder from lower catchment ponds to the lake, improves breeding rates in the lake reducing need for restocking long term.
 - Find ways to speed up water purification process
 - Quickly clean-up lake
- **Education and Jobs**
 - Creating jobs, increasing popularity across the area. Including small business and clubs.
 - Clean energy training centre
 - More opportunities for educational aspects and jobs/both (traineeships, school pathways/learning)
- **Clean Energy**
 - Hydrogen production
 - Green Hydrogen
 - Showcase more of how the energy infrastructure works in the area. Very innovative and important technologies.
- **Masterplan Formatting**
 - Mark items with name for easy identification

- View from above

Masterplan Components

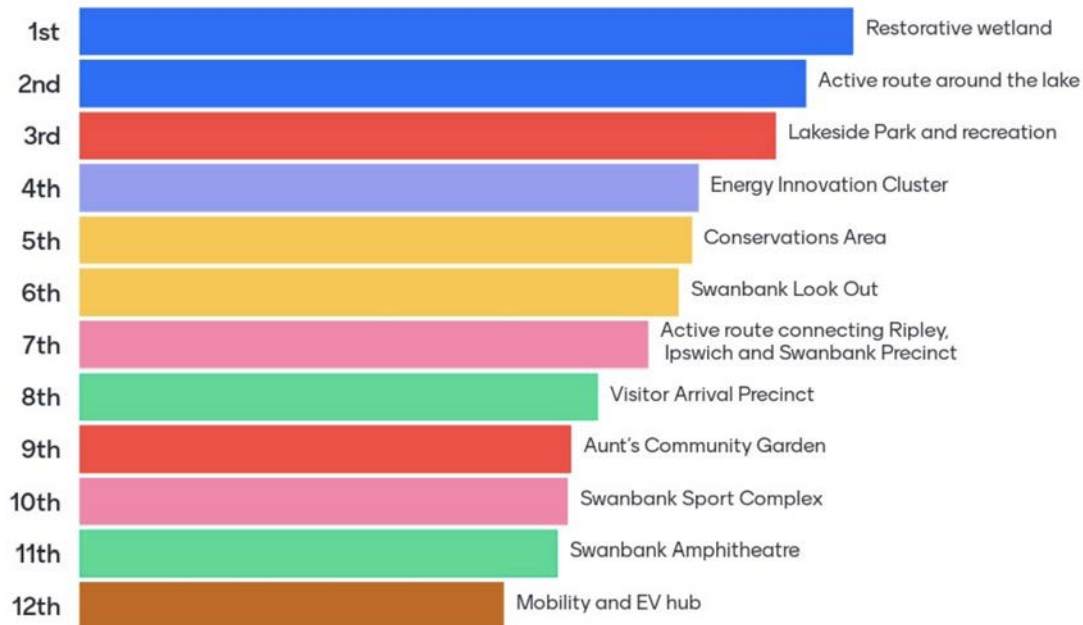
The panel members were also asked to vote on their level of support for the masterplan components included in the draft presented by Arup. These votes were as follows:



This indicated significant support for all elements included in the masterplan.

Phases of Masterplan Development

The panel members were also asked to order the components in terms of their priority for completion - reflecting a possible phasing of development. The below phases are the highlighted priorities for delivery:



Further justification for these results is provided in the panel report.

Determining Energy Options

The panel was presented with a range of different clean energy options that CleanCo is exploring for the site, though technically these are still in the early stages of research. The panel members provided a range of comments on what was important to them including:

- **Comments on Plans/Approach**

- Supportive of the plans shown
- Based on what we have heard I approve of the energy options being explored.
- More different types the better on site to help with research facilities.
- Carbon neutral, net zero, green, Green Hydrogen turbines powered by solar and battery during the day and battery during the night. Government needs to set an example and the private sector will follow.
- Choose green energy option with no emissions
- Whatever is installed needs to be recyclable and low in embodied energy and produce no greenhouse gases. It should be 100 percent Australian-made.

- **Things to Avoid**

- Definitely no odour or external contamination

- **Things to Achieve**

- Up-dating of the battery technology used in the future.
- Need long term employment from operations, not just construction.

- Community safety given catastrophic/emergency events at the site. Such as fire, flood, terrorism, etc.
- I feel low impact to local area is important as well as low emissions from generating plant.
- Important that the energy production is not stigmatising for locals

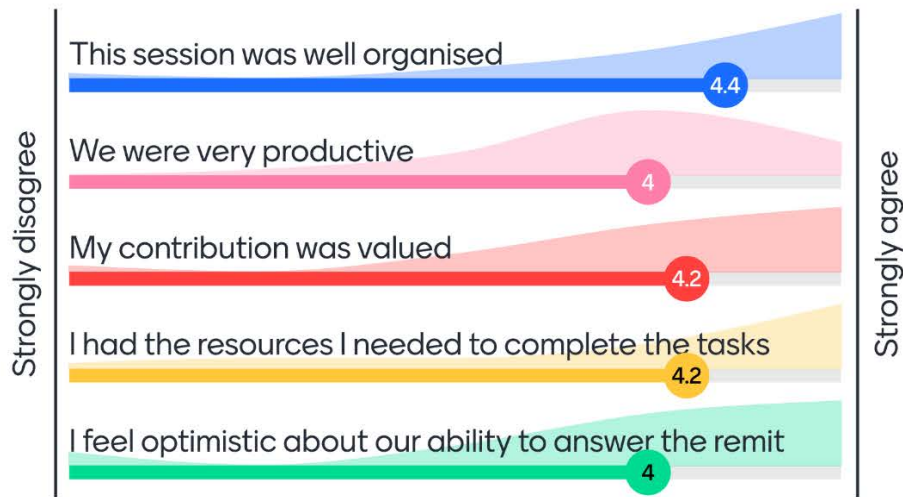
The panel members were then asked to allocate 100 points across the elements they felt were most important for CleanCo to consider when choosing future green energy solutions for the site. The following graph shows the elements presented in order of most points received to the least:



Feedback on the session

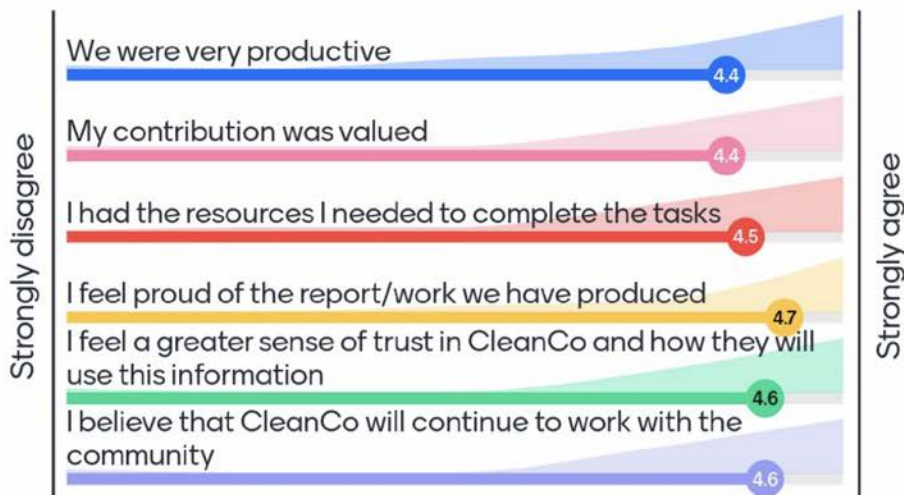
The panel members were asked to provide a quick evaluation of the process via menti.com at the end of the first session and the end of the last session.

Session 1:



The positive results from this session reflect a panel that was open to the process and willing to learn. This may have also been influenced by the recruitment process (EOI) and engaging with the community early on in the life of the project.

Session 3:



There were very positive results at the end of the 3 panel days as well, with a slight increase in the overall level of satisfaction (more answers that agreed or strongly agreed). The positive sentiment of this group towards the process was also reflected in the high retention rate across the panel days (25 participants/30 selected attended all panel days).

The following comments provide a summary of those that were submitted by the panel (these comments have been organised thematically):

Positive Experience

- Thanks for the opportunity!
- This has been great!
- Thanks for having us we have enjoyed this amazing experience!!!!
- Thank you to the CleanCo team on engaging the community for their input and ideas.
- Love the diverse range of community members.
- Unbelievably well planned and executed. A really valuable experience (hopefully for CleanCo also).
- Trust was largely driven by the CleanCo team genuinely listening, respectfully listening to and engaging with the community members on all subjects. Everyone was valued equally.
- Jamie was a massive asset and brought authenticity
- It was done very well. Aunty said tasha was deadly!
- Thanks to all involved for this great opportunity to let us be heard.
- Congrats and well done to Cleanco & All Involved. The process was well arranged and catered for. It was pleasing to be part of the process !!
- Cleanco is the way of the future!
- It has been a learning & enjoyable experience for me & look forward to future developments by Clean Co
- I believe that by the staff members were very good at their jobs and were very approachable
- Its difficult to come to a conclusion with so many people and ideas, but Jaime and the team did a fantastic job in combining all the ideas coherently. Thank you!
- Mostly good experience. Did not trust cleanco at all before this.
- Having the architect adapt the master plan or Daryl test use cases from ideas as we went through the process was a really strong benefit. It felt like we were heard.
- Enjoyed learning from other people.

Delivery of Ideas

- Please deliver 😊
- Interested to see how these plans and actions come to fruition.
- The future looks bright.
- Really appreciate the opportunity and the foresight of CleanCo to provide outstanding community facilities for the future
- Please think long term for site 50+ years

Suggestions for Improvement

- Maybe a little more time, some tasks were a little rushed and maybe weren't completely fleshed out.
- Week 2 vision work was a waste of time as it was redone in week 3
- It would have been nice if all visions were presented at the end
- Second mic so second speaker will be ready. Focus on site being future Green energy carbon neutral site.

Panel Dynamics

- I think that this panel discussion gave the younger minds in the room more knowledge and understanding
- Has been a fantastic experience with a diverse group
- Working with kids slowed down the process in some ways.

Timely and Ongoing Engagement

- Looking forward to being part of the continued community engagement.
- Hopeful that we will still be part of the ongoing processes involved in developing the site.
- It is crucial to take timely steps to keep engagement going.

Lessons Learnt

Overall this was a very positive process that achieved good results for both the panel participants and CleanCo. This has been a solid start to CleanCo's journey with co-design and it was clear that a large portion of the success was due to undertaking significant time to establish and build readiness within the organisation. It was also valuable to work with CleanCo, whose team provided timely and clear information to help inform the panel and provide them with the agency to make meaningful recommendations via this process. There was also some concern at the beginning of the process that participants might have clear agendas for the site but the feeling at the end of the process was that a reasonable outcome had been reached.

.

Some considerations that should be given to future processes, would be:

- Investigating new ways to attract expressions of interest and recruit for the process, particularly to get people from the surrounding area. It was noted that recruitment was slower for this process as it was not an active issue for the community.
- Allowing enough time at the beginning of the session for participants to introduce themselves and begin building connections within the group.

- The panel members got a lot out of both the site tour and being able to actively work with an urban designer to develop their plan. Both of these features are thought to have made the process feel more tangible for participants.
- Careful consideration should be given to the suitability of the venue, as a lack of wi-fi connection slowed progress on the first panel day.
- Maintaining a high level of organisation and planning in advance of the panel days to allow for a seamless transition if required (e.g. Amanda being able to step in while Max was unwell).
- Ensure that any evaluation or measurement for these processes also reflects the intangible benefits of the process - such as the trust built between CleanCo and the panel.

It is important that this process is seen as a learning experience for CleanCo and is not taken as the only approach for solving complex problems in the future. Each problem will require its own solution and co-design is not always the correct tool, however the way that CleanCo delivered this process with openness and integrity should be commended and carried forward.

Next Steps and Conclusion

This was a positive and exciting co-design process to inform the Swanbank Clean Energy Precinct and should be commended.

The panel members were provided with the planning and information they required to be involved in the project at a '**collaborate**' level on the IAP2 spectrum. They were also provided with sufficient time to complete all tasks required to answer the remit and supporting panel questions.

CleanCo should continue to refine the masterplan based on the information from this co-design process and report this information back to the panel and the wider community. This will be important to continue building trust with the community. It is recommended that the panel is regularly updated with timeframes and any notable project decisions or changes so that participants continue to feel that not only was their input valued during the process but that CleanCo is also focused on delivering it.

Future engagement processes should continue to build on the tools used in this process, as well as utilise other engagement techniques (e.g. Deliberative Engagement, Forums or Workshops) to ensure project-led engagement that gets results and continues working with the community.

Appendix 1: Recruitment Report