

11 Chapter 11 – LXR P and community engagement

Co-authors Derek Walker, Kirsi Aaltonen, Peter Love, Mark Betts

11.1 Chapter Abstract

We investigate *how* the Level Crossing Removal Program (LXR P) conceptualises/delivers its engagement strategy with project internal and external (nonmarket) stakeholders, focussing on community benefit delivery through its safer rail/road interfaces, improved rail station facilities, upgrading signalling and communications as well as providing a positive community legacy.

Community engagement went beyond the immediately affected commercial stakeholders to embrace local community and the wider travelling community. This chapter compares best practice and theories of stakeholder engagement with the LXR P, providing insights from the program that may be helpful to readers beyond an integrated project delivery (IPD)/Alliancing context. LXR A had created a sophisticated communication web site and had integrated key result areas (KRAs) key performance indicators (KPIs) for community engagement and *legacy* into the governance system. The legacy concept demonstrates a highly social benefit value-centred focus. This is important when considering nuances in benefits management between a value-for-money (VfM) and best value (BV) mindset.

11.2 Chapter Introduction

Our chapter objective is to provide an appreciation of appropriate strategic community engagement practices and the rationale for their adopted. We discuss how internal project stakeholders (the alliance project team (APT) and subcontractor and supplier engagement relationships were undertaken in were integrated (in Chapter 5) and how they collaborated (in Chapter 6). This chapter focuses on the LXR P as an alliancing non-market stakeholder engagement case study example. Our research question is: *How does the LXR P manage its community engagement and legacy transformation strategy?* This leads the chapter to be structured as illustrated in Figure 11-1:

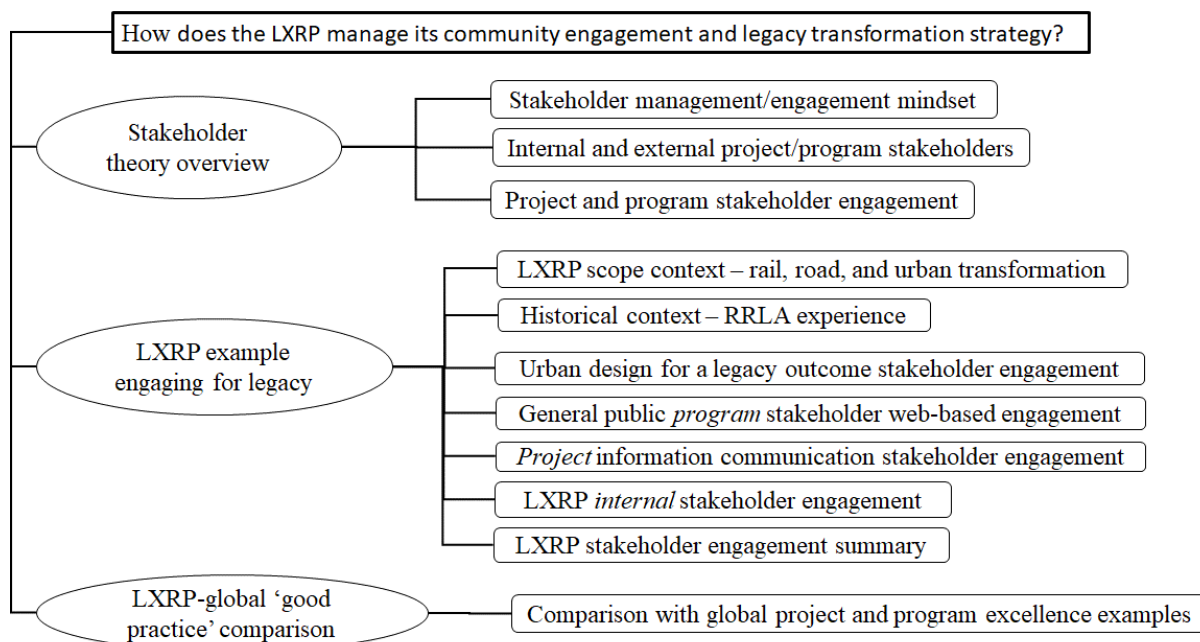


Figure 11-1 - Chapter structure

We begin with a short theoretical introduction to stakeholder engagement, followed by discussion of the LXR P case study example. To fully appreciate the LXR P legacy stakeholder engagement strategy, we interviewed three LXR P staff that had intimate and overview knowledge about how the strategy

was developed and operated. We then widen the discussion with global stakeholder engagement project examples to compare and contrast the LXR example.

11.3 Stakeholder engagement theory

Interest in stakeholder engagement has recently grown in the project management (PM) literature. There are many literature sources that discuss stakeholder identification and theory from numerous perspectives. Early project stakeholder theory stretches back from the 1980s (Littau, Jujagiri and Adlbrecht, 2010) with an early focus on defining the stakeholder, and how they may impact project initiation and delivery success. Littau *et al.* reviewed the project management stakeholder literature over 25 years and segregated trends into stakeholders having *an interest or stake in* a project (passive), about them being able to *influence and impact* (potentially active), and about having an interest and influence and impact (active) needing to be addressed. The general *stakeholder management* concept proposed that stakeholder characteristics included: power (to or over); legitimacy (a judgement about whether stakeholders should be managed or considered); urgency (how their impact or influence may impact project time performance); and salience (the extent to which they ‘count’ or not, and how they perceive their identity and the identity of the project delivery organisation and the project owner) (Mitchell, Agle and Wood, 1997).

More recent research has expanded our understanding of project stakeholders from a *legitimacy* (Derakhshan, Mancini and Turner, 2019) and *identity* (Cornelissen, Haslam and Balmer, 2007) perspective. Legitimacy is important to *internal stakeholders* who are project delivery participants and government departments associated/liasing with project delivery teams. Project delivery stakeholders need to be recognised as relevant, valuable, and valued—i.e., being legitimate recipients of the level of confidence required to effectively deliver a project. It is also important for *external stakeholders* (e.g. affected communities, local businesses, facility users, affected general public etc.) to accept the entity delivering a project as legitimately doing so and that the project has a legitimate purpose. This is because legitimacy facilitates support for relevance of a project’s strategic aims and validity, and confidence in decisions made by the delivery entity during project delivery.

Infrastructure project identity may be and crafted at three levels of shared meaning (Cornelissen, Haslam and Balmer, 2007). A *corporate* level identity may be reflected by how the project owner creates, maintains, and communicates its *raison d’être* and encourages shared meaning of its true purpose that often extends beyond delivery of a ‘thing’ to creating social value that may vary in its being obvious (Gil, 2021, p.15). Its mission, vision and strategic aims may influence how project delivery employees perceive their project delivery role. Identity is shaped by what the project owner is perceived to stand for, its values and expected performance (Hollensbe *et al.*, 2014) and this can influence inter-team and inter-personal relationships and motivation to collaborate (Hackman and Oldham, 1976).

The *organisational* identity level informs how the project delivery entity perceives its members’ shared meaning about the nature of their project delivery role/task and this may be influenced through effective developmental team coaching (Hackman and Wageman, 2005, p.271) and internal stakeholder engagement. The primary aim for many infrastructure projects, is to deliver social value (Drouin and Turner, 2022, Chapter 1). However, this may be unclearly articulated. Participating team organisations may assume a ‘business-as-usual’ (BAU) expectation based on a shared meaning of iron triangle¹ performance. The above influences the individual’s perceived identity as part of the project organisation.

Individual project delivery participants often align their identity with the espoused and enacted project organisations’ values. At this level, people within the delivery entity, and external stakeholders, may adopt an identity of being either a part of their home-based organisation or the project delivery

¹ Time, cost and quality (fitness for purpose)

organisational entity. This may have profound impact on how they share meaning and are motivated. Hackman and Oldham's (1976) model of task perception explains how three psychological states can trigger high level motivation to be committed to identified behaviours, such as extent of commitment to excellence or mediocrity. Individuals associated the task with their identity, their values and aspirations. Three psychological states govern how tasks may be seen as meaningful, the individual's role as being responsible and their being provided with high quality feedback on their performance contribution. Social alliancing and IPD infrastructure projects call for team integration and collaboration to achieve best-for-project outcomes (Department of Infrastructure and Transport, 2011). Corporate and project organisational level identity, therefore, needs to be characterised by an identity that encourages individual identification with clear project values that support a best-for-project mindset and high levels of collaboration (see Chapter 6 for more detail). If infrastructure projects' aims rely upon IPD/Alliancing team integration and collaboration, then a concerted effort is required to ensure alignment of corporate, organisational, and individual *internal stakeholder* identity with values and goals consistent with social infrastructure outcomes.

Similarly, the Hackman and Oldham (1976) motivation model may be applied to *external stakeholder* identity. These stakeholders may be persuaded to adopt positions and take action that is consistent with their perceived identity. Individually, or in groups, their task of supporting or opposing a project may be influenced by the above described three psychological to form their identification with the project's aims and values. Therefore, concerted effort is also needed to ensure alignment of corporate, organisational, and individual *external stakeholder* identity with values and goals consistent with social infrastructure outcomes. Therefore, stakeholder engagement elicits different responses to stakeholder management. Ali (2023, p.70) makes the cogent point about stakeholder engagement's purpose.

“ [alliance participants] organizations define the project concept (master plan) and shared project goals. This would help project alliance to understand the context of the hospital construction project, related challenges, complexities, dynamics, and requirements that the project should meet. This would also help project alliance to develop a fully informed master plan that meets the needs of entire network of healthcare stakeholders. When a project alliance understands the business side of the healthcare process then they are in the better position to plan, design, and construct a state-of-the-art healthcare facility – hospital – that meets the care needs. This would develop cooperation among project stakeholders which is a prerequisite for developing collaborative relationships and can be viewed as a starting point for project stakeholders to align their interests to the shared project goals.”

The quote relates to a hospital alliance project but applies equally to other project types. The central concept is that through stakeholder engagement, participants gain a fuller and deeper understanding of the project's purpose, and this enables them to better plan and act, and also often to be more highly motivated for a best-for-project outcome because they see the relevance of their efforts clearly.

11.3.1 Stakeholder management/engagement mindset

Stakeholder engagement theory perspectives include: the business perspective of managing business stakeholders (Freeman, 1984; Donaldson and Preston, 1995); a project management perspective in which stakeholders relationship are managed (Winch, 2004; Bourne, 2005; Aaltonen, 2010); and more recently, including from an integrated project delivery (IPD) and alliancing literature perspective, where stakeholders are *engaged* with rather than *managed* (Aaltonen *et al.*, 2020).

Two different conceptual project-owner stakeholder relationship mindsets exist. For decades, stakeholder *management* has been associated with risk management, minimising adverse project opponent impact, or taking an opportunity to encourage support for a project (Eskerod and Huemann,

2013; Huemann, Eskerod and Ringhofer, 2016). Instead of stakeholders being a negative or manipulative influence, emphasis has been shifting towards their value co-generation potential (Porter and Kramer, 2011; Tjahja and Yee, 2022). Therefore, empathic design of products/services and their delivery with a strong user input, often involves prototyping and modelling (Leonard and Rayport, 1997) resulting in co-value production often delivering superior outcomes. Also, the ‘new stakeholder theory (NST)’ co-value perspective, extends co-value generation opportunities. NST holds that co-value generation may occur after a project’s stage-gate process approval, to accommodate engagement opportunities with external stakeholders to jointly produce additional value (value creep)—often relying upon additional resource expenditure (Gil, 2023). Therefore, as Gil argues, project owners and project delivery teams should be prepared for this situation.

Gil and Fu (2022) taking a value co-generation and value distribution perspective of stakeholder relations, and argue that external stakeholders may attempt to *manage* the interaction process opportunistically to extract maximum value in return for minimum interference through hold-up blocking strategies or they may choose to *engage* with the project team in a positive collaborative manner. The engagement process involves negotiation between actors to decide how actors should behave to achieve *reasonable* win-win outcomes that achieve the project purpose, while creating and distributing project-specific value—value that is valued by the participating stakeholders. The project owner may assume that both direct project delivery participant stakeholders and non-market (project product users and other external impacted stakeholders) are beneficiaries of project value, but the degree of effort-resource contribution benefit distribution may be contested or poorly understood.

Stakeholder perceptions about a project delivery entity’s legitimacy, their relationship with the entity, and the extent that they can trust that entity (to be honest, ethical and professional) impacts stakeholder’s engagement willingness. It is important for the project delivery organisation to nurture that sense of legitimacy so that it can engage in meaningful interaction and communication with stakeholders. This affects how trust is formed and maintained. Trust, as discussed in Davis and Walker (2020) building upon seminal work by Mayer *et al.* (1995), is based on perceived ability, benevolence and integrity of the entity and the trustee’s willingness to risk trusting that entity. Legitimacy shapes that impression of ability, benevolence, and integrity—positively or negatively. For example, if the project delivery organisation promises X, Y or Z and it does, then its legitimacy is credible, and its identity tends towards being able, benevolent and/or having sound integrity. If it fails to deliver a promise, then the identity suffers from illegitimacy. Each organisational public announcement or internal staff communication, triggers a test of trust to build, maintain or degrade that organisation’s stakeholder trust. Therefore, having capable and professional stakeholder relationship staff is vital in managing stakeholder mindset and perceptions stakeholder may hold about the delivery organisation.

11.3.2 Internal and external project/program stakeholders

Alliance stakeholders include numerous direct internal members such as alliance participant organisations and the project supply chain, together with their families, and the individuals and organisations that the alliance project team (APT) are accountable to. Much of this book deals with how APT participants, as vital *internal* stakeholders, conduct themselves and engage in an integrated and collaborative manner. Internal stakeholders are discussed in Chapter 6 from a collaboration, and in Chapter 5 from an integration perspective. However, there remains a gap in IPD/Alliancing research into *how* the APT engages with impacted the non-market stakeholder community, prior to design or post design, during project delivery, and into the infrastructure’s operational phase. Few studies focus on how an APT engages with communities impacted by a project. We are aware of only one alliance project study being published (Smith, Anglin and Harrison, 2010; AAA, 2012) or analysed specifically, from a community engagement perspective (Lloyd-Walker and Walker, 2017). Drouin and Turner (2022) discuss in their book on megaprojects, consideration and engagement of

both internal stakeholders (project participants) in their Chapter 3, external stakeholders in Chapter 5 and how megaprojects are ‘sold’ to stakeholders in Chapter 5 on project marketing.

Gil and Pinto (2018) argue that programs of projects and large megaprojects (such as Crossrail, Heathrow Terminal 2, the 2012 London Olympics, and High Speed 2 (HS2)), require a strategic organisational design issue to be solved that allows a polycentric focus on stakeholder engagement. Each project with a program, or component of a megaproject, will have different stakeholder groups, so their sense of value will vary. While an overall protocol may be applied, individual project nuances should be recognised and addressed. Gil and Pinto’s case studies (2018) illustrate how project scope and value may be increased with sponsors of ancillary projects that become subsumed into the program of projects contributing resources and support.

11.3.3 Project and program stakeholder engagement

Programs of work may be undertaken as a sequence of projects or, more likely, a set of sequential but also projects being undertaken in parallel that deliver a coherent strategic objective. As explained in Chapter 5, these may be well integrated but taking of polycentric stakeholder engagement view highlights challenges presented by a widening program or project scope and how benefits should be explained to impacted stakeholders and the public. This view presents stakeholder communication challenges for system and project-to-program interface management. Program versus single project stakeholder engagement strategies offer both synergy and conflicting characteristics.

Project stakeholder management performance has been operationalised by visualising stakeholder characteristics as a framework tool for evaluating and managing stakeholders (Bourne, 2005). However, the restricted focus of managing stakeholders, with its manipulative inference, was soon overtaken by developing a theory to better engage with stakeholders (Bourne, 2011; Eskerod, Huemann and Ringhofer, 2015). Understanding stakeholders, particularly those with strong opinions and possible influence, has been an emerging field of stakeholder theory. Aaltonen and Kujala (2016) undertook a systematic review of the stakeholder literature to explore the concept of stakeholder landscapes, developing a four key project stakeholder landscape dimension framework and their various sub-factors: “complexity (element and relationship complexity), uncertainty, dynamism and the institutional context” (p.1537). These help us better understand and identify ways to better engage with them. However, few examples explain how stakeholder engagement operates within a program IPD/Alliancing context. Aaltonen *et al.* (2020), focus on project alliancing stakeholder engagement, but only briefly, as an integrated program-wide stakeholder engagement strategy.

Research on understanding how to be aware of project-team external stakeholders has taken several forms. One study for example, analysed 250,253 *twitter* tweets to gather qualitative data to develop network models from insights about stakeholder opinions and intentions on the United Kingdom (UK) High Speed 2 project (HS2) (Williams, Ferdinand and Pasian, 2015). This research found that: stakeholders could be clustered into temporally stable groups and that larger group clusters could directly contact the project team to influence them. Clusters undergo coordination and identity development processes with supporter highlighting project advantages from their perspective and opponents using political, environmental, and other wider issues in their arguments (p.101). Williams *et al.* (2015, p.102) also state that:

“the stability of groups ... over a year indicates that users engaged in these conversations have strengthened their intra-cluster relationships, suggesting the development of a coherent identity. As a result, they can now engage in sustained action and be resistant to information that does not match their pre-existing beliefs. ... this indicates that the project team will need to consider alternative approaches to explaining benefits of HS2 before construction or face opposition. However, ... a targeted strategy for communicating may be able to create an open dialogue between participants”.

These findings provide valuable lessons for stakeholder engagement.

Salient literature places an authoritative focus on a more inclusive concept of stakeholder engagement (Eskerod, Huemann and Ringhofer, 2015). Aaltonen and Sivonen (2009, p.139) concluded from analysis of *how* to engage with stakeholders on four global case study in emerging markets that five basic strategies, offer an appropriate response using:

1. An adaptation strategy—obeying the demands presented by stakeholders to cope with the demands and achieve the project objectives by adjusting to external stakeholder pressures.
2. A compromising strategy—negotiating with the stakeholders, listening to their project claims, and offering dialogue possibilities or making reconciliations and offering compensation. Generally engaging openly with project stakeholders.
3. Avoidance strategy—loosening stakeholder claim attachments and protecting against claims through responsibility transfer to another actor in the project network.
4. Dismissal strategy—ignoring presented stakeholder demands and dismissing related pressures and their requirements during project execution; and
5. Influence strategy— proactively shaping the values and demands of stakeholders through information sharing and stakeholder relationship-building”.

Strategy 2, appears somewhat similar with a value co-generation mindset because it explicitly mentions dialogue which could be seen as a strong strategy to find win-win best for project solutions rather than being subserviant.

Aaltonen *et al.* (2015) concluded from a comparative hermeneutical study of two nuclear waste management projects, one in Finland and another in the United States of America (USA), that it is important to realise that project-external stakeholder behaviours and actions are dynamic with the extent of salience (relevance) waxing and waning in response to their degree of support or opposition. It is, therefore, important not just develop a stakeholder engagement strategy but to also monitor and adjust that strategy over time to fit with changing stakeholder salience perceptions.

According to AccountAbility (2015, p.11), core stakeholder engagement principles include: inclusivity - people should have a say in the decisions that impact on them; materiality - decision makers should identify and be clear about the issues that matter; and responsiveness - organisations should act transparently on material issues.

Clearly, stakeholder considerations are key to project delivery and definitions of how success ‘looks’ is perceived by project-program stakeholders. Similarly, for a program of integrated infrastructure projects, stakeholder engagement needs to not only addresses the project perspective, but also how that project links to the program in delivering integrated value. The corporate identity is broadened to a program set of deliverables and legitimacy extends to the project component of the program logic.

We now focus our analysis on external stakeholders in the following sections.

11.4 LGRP case study example

11.4.1 LGRP scope context

The LGRP context is comprehensively discussed in Chapter 2. The program of works is a megaproject of \$19.8 billion over a 15-year period removing 110 level crossings with associated rail station rebuilds, signalling works and urban transformation along the train lines to improve rail precincts and multimodal transport access.

For a program of megaproject scope and scale, several opportunities arise that are particular to the LGRP. First, as a long (15-year extended from an original three, then 10-year span) program of works, there are huge opportunities for learning how to develop a best-practice strategy to deliver meaningful and valuable stakeholder engagement. Second, a few programs of work (globally) we

have observed and researched have had the chance to engage with all stakeholders in a coherent way that motivates internal stakeholders by illuminating their contribution and role in achieving a noble purpose and both managing and achieving co-value generation with external stakeholders. As one of our interviewees (IV09) commented, often project contractors arrive on site and start working, only to deal with often angry residents and business owners faced with a *fait accompli*. The LXR program had the opportunity to avoid this and be proactive, ensure that they maximise co-value generation with residents and businesses, leave a legacy, fulfil its stated purpose, and motivate all participants to gain a sense of achievement from the program.

The program was long overdue, with successive governments of all political persuasions have avoided the issue of dangerous level crossings, increasing traffic delay time at crossings with the expansion of Melbourne’s population from 2 million in the 1970s to over 5 million currently and projected to almost 8 million by 2050. Train services are adversely impacted as trains need to slow at intersections with road crossings and are stopped when ‘accidents’ occur on the crossings. The price tag of many billions of dollars had scared off most governments until Labor, in the 2014 state government election, committed to 50 rail crossing removals by 2018. There was a palpable sense of purpose to rectify an intolerable situation. The 2014 election helped to legitimise the program’s aims.

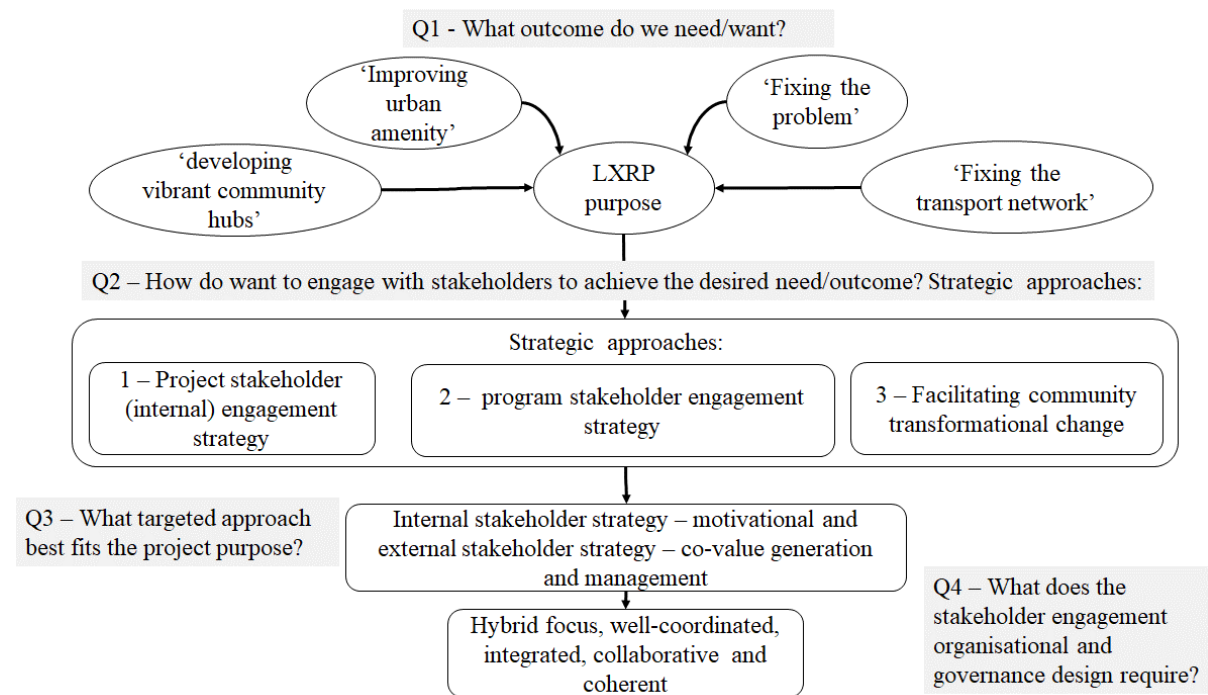


Figure 11- 2 – Stakeholder engagement strategy

Figure 11- 2 illustrates the overall strategic considerations. The outcome needed, program’s purpose had four main strands: fixing the problem of dangerous crossings; fixing the transport network both to free up road congestion at boom-gates but also to free up the train downtime in slowing at crossings; developing a vibrant community to regenerate areas ‘liberated’ by road-rail grade separations and; improve rail station precinct to develop vibrant community hubs; and remove barriers separating communities being from one side or the other of rail tracks, create horizontal parklands and provide a legacy of an aesthetically pleasing environment that better serves community needs.

The choice to achieve four broad strategic aims was to deliver the program via alliance projects. Project alliancing was selected to overcome the high levels of risk, uncertainty, and complexity of working in a brownfield environment with live electric lines and operating trains and road traffic

interfaces and the reputational need for the project owner to take a ‘hands-on’ role to ensure that social benefits, environmental impact, and rail/road traffic disruption were minimised.

The LXRП organisational structure was set at the project to start as a high-level program support mechanism for stakeholder engagement and across projects to integrate internal stakeholders to reinforce the program purpose and enable them to engage cross-project within the program. It has embedded team members that report and work with their project team and their ‘corporate’ entity within the program, as illustrated and highlighted in yellow in Figure 11- 3.

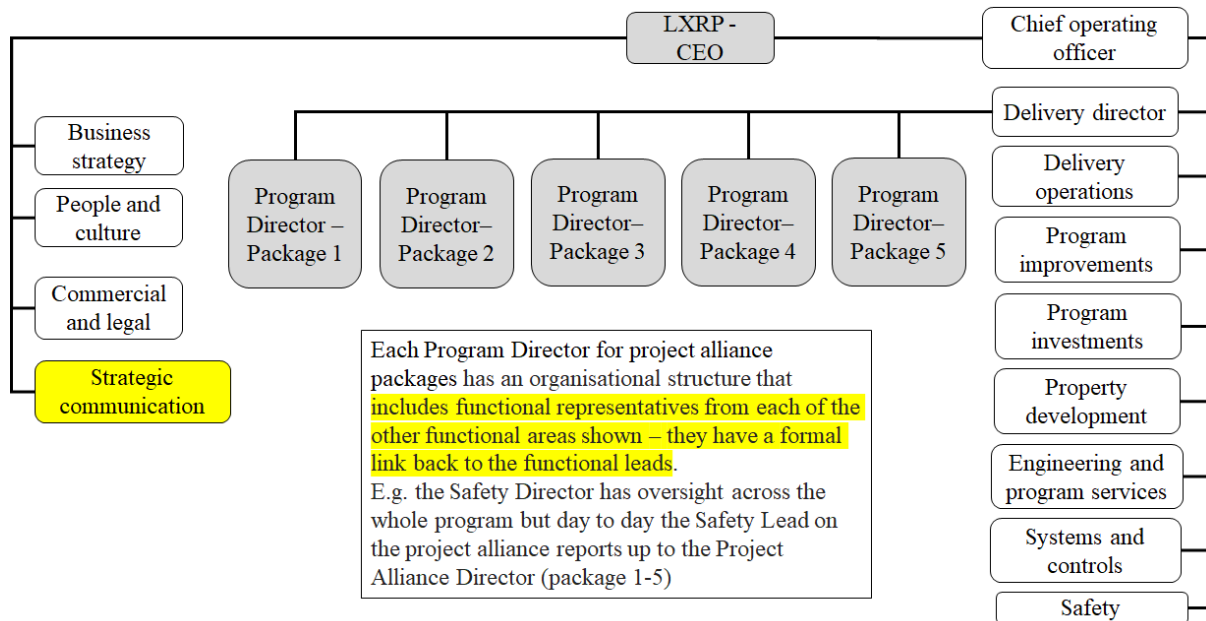


Figure 11- 3 – Strategic communications within the LXRП organisational chart

The stakeholder engagement activity, both internal and external, was carried out by the Strategic Communication function. It also liaised with the MTIA website (<https://bigbuild.vic.gov.au/>) ‘which engages with external stakeholders across all MTIA infrastructure activities.

11.4.2 LXRП historical context

The LXRП had an early strategy for engaging with stakeholders enhanced by learned lessons from the Regional Rail Link Authority (RRLA) program of mixed new rail and rail upgrades to improve Victoria’s regional access to Melbourne undertaken (see Chapter 2). Why would LXRП specifically engage with local community stakeholders? Might that be setting up a situation for being coerced into spending more on projects that could be justified by VfM cost-benefit considerations? Two perspectives can be taken on this strategic direction, seeing this as a risk and/or opportunity.

First, taking a risk management perspective, is a belief that community engagement may encourage unreasonable demands that suit minority-group selfish agendas, rather than the greater community good, and that this may lead to disputation and even holdup through demonstrations. Thus, it may make sense to create (implicit or explicit) community benefits agreements (CBAs) that offer incentives to community stakeholders to support a project by negotiating an acceptable outcome with a project owner. CBAs have been used in North America by miners, and other resource developers, with indigenous peoples who hold land rights that may hinder resource extraction (Dorobantu and Odziemkowska, 2017). The same principle may apply more broadly. This takes a risk management approach and considers collaborative engagement as reducing transaction costs associated with community opposition (Odziemkowska and Dorobantu, 2021).

Second, taking an opportunity perspective, is the belief that harnessing community social and intellectual capital can improve the outcome value and/or reduce negative impacts through disputation. Locals know their proximal context well, what they value most, and may identify value propositions that a LXRPAPT may not have contemplated proposals that could forge genuine win-win outcomes. Here, there is a focus on value contribution and value sharing (Gil and Fu, 2022) where value can be construed to include transaction cost minimisation. As noted earlier Ali (2023, p.70) reminds us that effective stakeholder engagement between an integrated project delivery team and external stakeholders who have valuable local knowledge, helps build a better understanding of all concerned about the essential project purpose.

Thus, considering and addressing community concerns can be argued to be deliver VfM and or best value (BV).

The LXRPA learned from the RRLA program of projects (see Chapter 2) that held an innovative series of stakeholder engagement meetings between RRLA senior executives and senior executives from local councils along the rail corridors, to discuss plans and progress during the project. One of the RRLA participants relayed a story about how, at one meeting, a local council participant mentioned in response to the 6-month look-ahead briefing that an oil/gas pipeline laying permit had been recently granted and that there would be a likely clash of works between the rail works and pipe works. This potential problem was mitigated and re-planned to avoid any delays or additional costs or claims for ‘extras’ that would otherwise happen. This illustrates that the stakeholder engagement approach adopted by RRLA was highly valuable. Thus, RRLA lessons learned were transferred to the LXRPA.

11.4.3 Urban design for a legacy outcome stakeholder engagement

Chapter 3 discusses the LXRPA strategy in depth. Strategic goals set by the Government of Victorian for the LXRPA were illustrated in Table 3-1 in Chapter 3. Strategic Goal 1, separating road and rail networks at crucial junctions using one of the set options (road under, road over or hybrid) was developed with extensive and intensive APT stakeholder team consideration (the rail and road facility operators) to outline feasible options with engagement with the affected local community to ensure that they had every opportunity to influence the finalised design option that suited their preference. Urban design options were developed taking account of ‘developing a vibrant community’ and ‘improving urban amenity’ goals. Thus, an urban design outcome and community communication engagement strategy was developed.

The MTIA’s Big Build initiative has a specific urban design strategy guided by the LXRPA’s Urban Design Framework (UDF)². The framework states “the UDF sets out what is to be achieved in terms of urban design quality and performance” (Victorian State Government, 2020, p.6). It considers existing urban design guides and other relevant documents to maintain coherence with local needs and aims. It is a transformational strategy stating “The design for each place and precinct affected by the project must consider the unique characteristics, issues and opportunities in its location and community. Consideration must also be given to the dynamism of communities and to the needs of those who may live in and use these areas today and in the future” (p.10). The UDF strategy sets out its vision and aspirations, principles, objectives, measures and qualitative benchmarks. Principles clarify the direction of the program being both transformative and focused on value generation rather than just fixing a rail/road interface problem. Principles include: a sense of identity and place; urban integration; connectivity and wayfinding to multi-modal transport; accessibility and inclusivity, prioritising walking and cycling with easy access to multi-modal transport; a safe environment;

² https://bigbuild.vic.gov.au/_data/assets/pdf_file/0011/635771/LXRPA-Urban-Design-Framework-v5-October-2020.pdf

amenity to deliver an experience of a great public place that contributes to a successful, equitable and prosperous community; vibrancy; and resilience and environmental sustainability (p. 14-17).



Figure 11- 4 Photograph of space below the Carnegie Station Skyrail area (Source: Walker, 2022)

To ensure that the framework is not considered as purely aspirational, Key Result Area (KRAs) and associated Key Performance Indicators (KPIs) were developed as part of alliance project governance and the incentivisation gain/pain sharing Project Alliance Agreement (PAA) provisions/requirements. These have evolved into a ‘legacy’ KRA that requires an improved project facilities outcome for local community. Interestingly, these relate to three levels, the immediate site area, the precinct, and the affected rail corridor. The guide provides numerous illustrations to articulate its expectations. Figure 11- 4 is a photograph of the space beneath the Skyrail section at Carnegie Station taken by one of this chapter’s authors. It illustrates the level of amenity, integration, and other espoused principles above. It presents a view towards the station, bike path (left) paved walkway, and amenities that includes painted concrete table tennis facilities and a basketball court and exercise stands located where the rail line previously cut off areas of public access. It is now a longitudinal park precinct.

Composition of the Urban Design Advisory Panel (UDAP) ‘includes members working within government who have expertise in architecture, urban design, strategic planning, transport planning and landscape architecture. A representative from the OVGA [Office of the Victorian Government Architect] is the Chair of UDAP and drives high quality outcomes and integrated design for the projects’ (Victorian State Government, 2020, p.39). UDAP’s role is both advisory and providing feedback on design as it progresses through the project Target Outturn Cost (TOC) process. The TOC process is a 15-20 week integrated team design and planning process involving the APT (as internal stakeholders) that results in the TOC fixed price/time target development that forms the basis of the

project alliance gain/pain sharing incentive arrangements. For more details on how the TOC process works, see (Walker and McCann, 2020; Walker, Vaz Serra and Love, 2022). The UDAP provides an example of how external stakeholders can gain a voice and help influence a project's outcome through participating in co-generating value.

A specific example of engagement with local experts on a Revitalisation Reference Group for the Carrum station \$50 million revitalisation precinct design development and refinement comprised. This entailed three community engagement rounds to craft designs for the of the precinct comprising community representatives and industry experts who met monthly to discuss salient design aspects, important to the community, as feedback information for the design team consideration. This is one of many such engagement activities.

11.4.4 Public communication strategy

From the program's commencement there has been a purposeful general information strategy to ensure that people are kept informed about proposed projects, initial community response to proposed project design and implementation approaches, and day-to-day information about traffic disruptions and alternative bussing arrangements where track sections are closed for project works. Initially, this was a LXRП only web site but when the Melbourne Transport Infrastructure Authority (MTIA) was formed in 2019 (see Chapter 2 for context details), the Victorian Government badged the MTIA works as part of its 'Big Build'³. The LXRП shares the larger web site⁴.

The use of this platform for communication effectively and dynamically conveys a range of information. At the most stakeholder-passive level of engagement it provides corporate information updates on progress, what has been achieved and what the aims and objectives of the LXRП are. It also provides dynamic information on disruptions and through its calendar link⁵ activities, dates and time information is downloaded to a user's phone/computer etc. device. The LXRП home page also has an 'explore the level crossing removal projects' map showing all, removed and in-progress projects so that stakeholders can click on their desired project and if removed, it gives the month and year removed and has a link to click on about that removal project. News items and details are presented giving the LXRП an opportunity to both educate readers about what was done but also to highlight innovations (such as the *straddle carrier*⁶) or other positive features that forms a sophisticated public relations tool while performing a public education role. This investment in the web platform is not insignificant in terms of cost, skill resources and leadership and management energy. Politically, it is highly effective in reinforcing a policy message about the value of public transport and the government that has not only developed a strategy for the LXRП but also has overseen its actions and outcomes. The website also reinforces positive messages about the community transformation (legacy) policy delivering social value rather than restricting the message about the program in cost/time terms only as a quick and cheap fix.

11.4.5 Project information communication strategy

The LXRП has a strategy for community engagement to discuss options with affected stakeholders when initiating a design for a crossing removal (See Chapter 2):

- Road over rail - The rail line remains at its existing level, and a new road bridge is constructed over the rail line.

³ <https://bigbuild.vic.gov.au/>

⁴ <https://bigbuild.vic.gov.au/projects/level-crossing-removal-project>

⁵ <https://bigbuild.vic.gov.au/disruptions/calendar>

⁶ <https://bigbuild.vic.gov.au/news/level-crossing-removal-project/springing-into-action>

- Road under rail - The rail line remains at its existing level, and the road is lowered to pass underneath the rail.
- Hybrid options - Hybrid options - Hybrid options are variants of road over/under rail and rail over/under road options where both the road and rail are raised/lowered. More recently, this option includes an elevated rail over the road—the Skyrail option with a stretch of elevated track with a horizontal parkland occupying the existing ground-level rail track.

Each option raises community concerns about visual impact, access, and other urban planning aspects. The LXRPP makes the overall design option decision based on technical data and information of a specialised nature. However, fine-tuning the project strategy involves community engagement. This engagement strategy provides for a comprehensive range of online and face-to-face ‘town hall’ meetings with presentations and Q&A sessions, social media platform engagement, and other smaller group and more focused mechanisms, particularly to engage with value co-generation opportunities and practical issues such as temporary access during disruptions when the LXRPP is ‘occupying’ space for direct works and logistics access to the site. It is interesting to note that as the program progressed, local residents’ attitudes changed with a better understanding of the options. One of the authors recalls the at-home debates about the three options for the Carnegie station line solution, which has a long Skyrail section that released considerable rail-line land to be converted to a long parkland asset (see Figure 11- 4).

The LXRPP has, according to IV09, IV10, and IV11, a remit to ensure minimum disruption to traffic (road and pedestrian) and commercial activities and to engage with the community and trade owners to find out what they value most when the LXRPP develop the disruption strategy to enable works to proceed. Engagement at this level is about how to best compensate and minimise disruption. For example, avoiding cutting off shop(s) from passing traffic, and as IV09 and IV11 noted, distributing vouchers to potential pedestrian passing trade for affected businesses. In this way, trader owners are not compensated *per se*, but this community engagement mechanism provides some recompense.

The LXRPP regularly arranges community events and advertises these through the Big Build web platform⁷ where community members can drop into see progress on projects and be briefed by LXRPP engagement people. The web page also shows pictures and text to allow virtual drop ins. Another initiative was the ‘Super-sized Machines on Show at Scienceworks’ at the Scienceworks museum in Melbourne held between 31st March and 15th April 2018. It showcased the big blue ‘monster machines’ that were used to remove level crossings on a narrow part of the Cranbourne/Pakenham rail line in Melbourne’s southeast. A replica of specialist equipment comprising two gantry cranes, a straddle carrier and 90-metre support beams made up of 5,000 Lego bricks showed how they combine to lift, shift and install the ‘building blocks’ for a 2.4-kilometre section of elevated rail. Project engineers gave short talks for children on the 10th, 11th and 12th April, 2018. Such events illustrate the nature of community engagement.

The engagement process follows three broad phases—an engagement phase, design engagement, and development of engagement objectives and activities. Each alliance project package has its own idiosyncrasies so, while activities follow the general LXRPP protocol each project’s context is individually considered. The general protocol includes stakeholder mapping; market research to understand community sentiment and key specific issues; developing engagement strategies and communication materials; and informing and engaging with the community to explain, adapt and inform how the construction will impact them, and through dialogue with community, to refine the delivery plan. For example, in 2022 across the LXRPP had: embedded International Association for

⁷ See <https://bigbuild.vic.gov.au/projects/level-crossing-removal-project/community/events#UnionStation>

Public Participation (IAP2) trained communication and engagement in each project team, undertaken 40 engagement activities, had received 440,000 website visitors and almost 2 million page views, issued more than 500,000 newsletters, provided almost 250 e-updates to 33,104 subscribers and received more than 4300 contributions from the community; and had almost 75,000 followers across their social media channels.

11.4.6 Internal engagement strategy

The LXRPP has reinforced its internal stakeholder strategic communication approach by not only embedding communications specialists within each alliance project (see Figure 11- 3) to gather useful *external* stakeholder information and insights to be communicated but also to gather and distribute stories and information that can be shared across projects to enhance a sense of identity, purpose and legitimisation of their role within a project, and program, delivering social benefit. Hackman and Oldham (1976), as noted earlier, identify job relevance, effective feedback and sense of responsibility as being task motivators, and so the project-embedded strategic communication staff and the corporate level staff that help distribute and formulate *external* stakeholder engagement content play an important role in project team integration, willingness to collaborate and their personal motivation. One of the authors who has undertaken research with the LXRPP over several years in which not only project alliance participant staff but subcontractors and suppliers that were interviewed and studied had overwhelmingly stated that the LXRPP project alliances were psychologically and motivationally rewarding projects to work on.

Another vital internal stakeholder communication strategy that was developed by the LXRPP, based on RRLA experience, was the Joint Coordination Committee (JCC). The JCC operates at several levels. At one level, it integrates projects across the program to reflect on and exchange ideas, insights and information on the effectiveness of stakeholder engagement to develop a lessons-learned database that informs continuous improvement in (both internal and external) stakeholder engagement. It also fosters collaboration across projects, and this is reinforced by governance measures and key project performance measures (KPIs) relating to and rewarding innovation diffusion and legacy (satisfying external stakeholder aspirations by leaving the project with a vibrant community hub and urban amenity). Several KPIs are entrenched into each project alliance agreement (PAA) that measures and incentivises the vibrant community hub and urban amenity key result areas. Each APT also can benefit from other projects in the program adopting and/or adapting innovations that are registered by APTs with the JCC. The JCC also operates as a set of forums for alliance managers, program directors, and specialists in design and delivery. Each forum acts as a community of practice (Lave and Wenger, 1991) to exchange ideas, promote continuous improvement and enhance their sense of identity with their project and the program. For example, in 2022 there were 70 lessons learned case studies in the JCC portal.

11.4.7 LXRPP engagement strategy summary

Interviewees IV9, IV10 and IV11 were particularly vocal about three important mindset aspects. First, they stressed the importance of *purpose* and ensuring that it is front-and-centre of all engagement action. Second was the realisation that the LXRPP is a social benefit program and not just a quick fix to remove dangerous and congested road-rail crossings. It has vital urban transformational and renewal aspects as well as the need to improve road and rail transport network effectiveness. Third was the issue of gaining and maintaining trust with both internal and external stakeholders. They stressed the importance that trust is fragile and dynamic, that what was promised needs to be delivered and that when disruption is inevitable, as it surely is, honest and informative communication about the disruptions and suggestions about how to cope are clear and seen as reasonable.

Stakeholder engagement was understood to be paramount in ensuring that internal stakeholders realised the nature of the impact of their actions and influence on project performance and how they interact with other project participants within an integrated program of projects, particularly on

complex brownfield projects. Maintaining a sense of purpose was seen as vital, and the purpose accorded with the program’s intended benefits and outcomes. Potential problems with external stakeholder opposition impacts were also fully understood, with the LXRPP being determined to ensure that external stakeholders were fully engaged with to not only be ‘controlled or managed’ but to be positive co-generators of value, being part of a collaborative dialogue to enhance benefits and value.

An important observation we make is that the LXRPP was a highly strategised megaproject with a few clear and well-articulated strategic goals (see Figure 11- 2) and that this strategy’s operationalisation and development of its design and delivery (see Figure 11- 3) designed-in mechanisms for the Strategic Communications entity to enhance program integration and collaboration as well as serve as a stakeholder engagement conduit to external stakeholders. Table 11- 1 illustrates our overall insights.

Table 11- 1 Engagement strategy observations

Strategy insights	Comments
Response to overall engagement strategy	The Strategic Communications entity was highly effective and won an international award, the International Association for Public Participation (IAP2) 2021 Australasia Organisation of the Year Award, for its industry-leading approach to stakeholder engagement. This is an innovation that may prove globally ground-breaking for megaprojects.
Response to urban design engagement strategy	This, from our observations, has clearly been successful for many of the station precincts. Carnegie provides one example.
Response to website engagement strategy	This appears highly successful, and the above 2021 award recognises that performance.
Response to project information engagement and JCC strategy	This provides another innovation, and we note that it seems particularly effective in integrating projects within the program and helping create a sense of LXRPP identity.

When we consider the Aaltonen and Sivonen (2009) Engagement strategy categories, we can make specific observations. The LXRPP stakeholder strategy is centred on adaption and co-design. LXRPP, through its integrated design, delivery, project owner representatives and road and rail operator teams devise the overall technical design solution but cross-referenced to consider specific local community sentiment. This adheres to the collaboration core value in Alliancing. There is also an element of compromise through the collaborative dialogue process but dialogue aims for finding optimum win-win solutions rather than a win-lose attitude (Senge, 1990). There is little, probably no evidence of a dismissal or avoidance strategy being adopted. Critics may highlight the overall strategy of Skyrail, rail-under-road etc. decisions being made by the LXRPP team but they ultimately have the greatest combined technical expertise and their decision is influenced by the UDAP. The only avoidance strategy that may be perceived is to leave detailed design and delivery decisions to the last most responsible moment to ensure minimising rework based on community push-back. Much of the web-based communications were intended to inform and influence many stakeholder groups, and social media platforms and the *town hall* meetings were perceived by some stakeholder groups to be influence and advocacy attempts, however any influencing strategy was more based on gaining informed support or reasoned opposition to plans.

11.5 LXP global best-practice comparison discussion

Global best practice of engaging stakeholders to create value has rapidly replaced the traditional “management of stakeholders” approach in both project and program management theory and practice, as showcased by the LXP example. In advanced project-based organisations, involving both internal and external stakeholders in a positive manner have become the primary approach to organising activities, as opposed to the outdated “us and them” mindset that previously dominated strategic stakeholder management approaches. This engagement ideology aligns closely with the core values and identity of project and program alliancing, which emphasises the development of inclusive and collaborative ways of working across a broad range of stakeholders as a central pillar.

As demonstrated, the LXP stakeholder engagement approach is characterised by a systematic, authentic and continuous process, employing multiple channels and organising solutions. These practices exhibit strong alignment with stakeholder engagement approaches observed in two global leader examples, which also involved highly complex stakeholder landscapes: The Future Hospital Programme and Tampere Tunnel project in Finland, both executed as part of a larger national alliance development program. Both cases showcased extensive internal and external stakeholder engagement through applying innovative digital practices and a diverse array of communication channels. Notably, the Tampere Tunnel project received national and international acclaim for its exceptional community stakeholder engagement, earning the first prize in the 2018 International Project Management Association (IPMA) Mega-Sized Projects category. Several shared stakeholder engagement themes in these exemplary cases and the LXP are discussed: 1) Collaborative values, transparency and facilitation of trust 2) Digitalisation as a driver of stakeholder engagement 3) Novel coordination roles and governance practices facilitating stakeholder engagement and 4) Multi-channel engagement: community engagement in social media and in co-locational space.

11.5.1 Collaborative values, transparency, and facilitation of trust

The development of collaborative stakeholder relationships, characterised by high levels of relational capital, including mutual trust and commitment, has been demonstrated to yield improved project performance outcomes. The Future Hospital Programme and Tampere Tunnel project share a common feature, having established stakeholder collaboration and co-operation as fundamental values upon which the projects are built. Promoting community spirit was essential in fostering stakeholders’ co-operation, extending the mindset of working together towards a shared goal with external stakeholders. As with the LXP, the strong collaborative project culture among internal stakeholders influenced their approach to external, external stakeholders. Moreover, these collaborations provided project actors with significant intrinsic non-monetary benefits, such as social reputation and identification.

Rather than perceiving stakeholders and their claims as potential risks to the project, a diverse range of stakeholders were regarded as potential co-creators of value and engaging with them was seen as a means of reducing resistance to change. The Tampere Tunnel project focus was placed on working collaboratively with external stakeholders instead of engaging in conflicts, with the aim of swiftly and efficiently addressing challenging issues through problem-solving. As one manager explained, “stakeholder collaboration is crucial as it enables the development of ideas that can be incorporated into the project”. Similarly, within the Future Hospital Programme, respect, and a dialogical approach towards stakeholders provided drivers for generating novel ideas: “You can have constructive arguments and have a debate in a nice way. And when we involve these people such as users early in the design process, it becomes our collective design, together”.

However, the establishment of a shared value basis did not occur spontaneously; rather, it required regular workshops and training sessions throughout the program's lifecycle. Additionally, it was considered highly important for managers to lead by example, actively embodying stakeholder-oriented collaborative values.

11.5.2 Novel coordination roles and governance practices facilitating stakeholder engagement

The Future Hospital Programme, in particular, has demonstrated innovative approach toward its organisational arrangements and interface roles, specifically designed to facilitate stakeholder engagement across the boundaries of temporary projects and the permanent organisation. A good example is the introduction of service designers who are tasked with advancing the end users perspective. They act as boundary spanners, interpreters and facilitators, ensuring a comprehensive understanding of the diverse stakeholder and user needs, effectively translating them for the actual hospital project organisation. These interface roles and coordination bodies are crucial for successful stakeholder engagement, as also observed in the LXP, as they foster dialogue between stakeholders and program personnel. Furthermore, emphasising identification of the appropriate stakeholders to be engaged in the dialogical process is extremely important. Having individuals in coordinator roles who represent their respective groups, such as specialised medical areas, was also considered a critical factor.

In addition to coordination roles, establishing appropriate governance arrangements that support stakeholder engagement played a significant role in both cases, similar to the LXP example. The project plans of both cases highlight user and community engagement as key project objectives. To incentivise and reward stakeholder engagement, schemes, engagement indicators, and incentive structures were developed, including those related to positive publicity. Consequently, the importance of stakeholder engagement should be reflected in the governance structures and KRAs. Furthermore, stakeholder engagement practices were aligned with industry-level objectives aiming for a more transparent and trustworthy modus operandi within the construction sector. Communication systems and structures were established to collect feedback from external stakeholders, and lessons learned from stakeholder experiences were systematically gathered. It was also considered crucial to provide stakeholders with regular reports and communication about decisions made, based on their input.

11.5.3 Digitalisation as a driver of stakeholder engagement

The external stakeholder engagement landscape has recently undergone rapid transformations, primarily due to the advent of digitalisation and the emergence of novel tools and engagement platforms. The Future Hospital Programme employed an array of digital objects and channels to engage with and involve diverse stakeholders and representatives in the decision-making process; notably, utilising virtual space tools and architect facilitated workshops, known as the VALO™ method. These workshops aimed to gather insights and opinions on design choices from various stakeholders such as future end users, doctors, nurses, and professional staff.

This approach implemented interactive 3D virtual modelling techniques, including the use of Computer Aided Virtual Environment (CAVE), to present alternative space solutions to the users. These sessions allowed users to experience the proposed spaces firsthand and provide feedback on the proposed solutions. Facilitators also posed diverse questions to the participants during these workshops. Such innovative digital experiences and visualisations offer advanced means of engaging community stakeholders in the decision-making process. By moving beyond two-dimensional drawings, virtual representations provide more tangible avenues for community stakeholders to envision how the project will transform their environment in the future, as well as to contribute their

development ideas. Furthermore, these workshops serve as valuable tools for fostering future-oriented dialogue with stakeholders, ensuring their comprehensive understanding of forthcoming changes.

Similarly, digital tools also played a pivotal role in facilitating stakeholder engagement within the LXR. These tools offered concrete means of advancing stakeholder engagement practices, enhancing communication, and enabling effective collaboration.

11.5.4 Multi-channel engagement: community engagement in social media and in co-locational space

Both cases underscore the significance of employing multiple channels for effective stakeholder engagement. Social media platforms have gained increasing prominence in facilitating stakeholder engagement processes. In the Tampere Tunnel case, for instance, Facebook served as the primary channel for informing local community members about the project, amassing over 2000 followers. A dedicated Facebook community was established, enabling collaboration, shared decision-making, and stakeholder empowerment. The project organisation maintained a specialised team responsible for managing stakeholder engagement, ensuring daily communication and interaction with stakeholders on the Facebook platform. The key objectives related to stakeholder engagement included providing essential and timely information about the project's progress and impacts to key community stakeholders, enhancing the project's public image, facilitating project progress through effective communication, preparing for communication regarding potential disruptions, and collecting and disseminating information about environmental changes and their effects on people and the landscape. Particularly, Facebook was also utilised to foster dialogue with stakeholders, enabling their participation in polls and decision-making processes. These digital channels were complemented by more traditional stakeholder engagement methods, e.g. public events, town hall meetings, presentations, conventional media communication, and joint workshops in the project's co-locational space. The integration of analogue and digital engagement channels was also emphasised in the Future Hospital Programme, where workshops involving users, including patient group representatives, incorporated both digital virtual environments and physical simulations of hospital spaces.

Similar to the LXR, the adoption of multi-channel strategies proves vital, as it provides diverse stakeholder groups with meaningful and timely engagement opportunities tailored to their specific needs. However, it is important to note that while social media has been heralded as a promising tool for local community engagement, it is often constrained by limited resources and may not necessarily be the most effective avenue for fostering genuine and authentic dialogue. For this purpose, a range of different media and setups is necessary.

11.6 Chapter conclusions

We interviewed staff with relevant LXR engagement strategy experience to seek their insights. Our frame of reference is based on a series of initiatives, stakeholder engagement processes, and how each fits with the Aaltonen and Sivonen (2009, p.139) five strategy designations and interview data relating to how interviewees perceived that stakeholder salience and support/opposition level experienced over the project planning and delivery phases. We also comment on identity and legitimacy reflections on the LXR. The LXR approach was also compared to two leading alliance project examples from Finland demonstrating global stakeholder engagement best practice and highlighted similarities in the techniques deployed.

The chapter illustrates *how* stakeholder engagement on these complex megaprojects is necessary and we provided explicit examples of these practices, their impact and how they were strategised as part of legitimate VfM/BV benefits. These practices are deployed to greater or lesser extent by many

global leading infrastructure project delivery teams. What becomes clear in this chapter is that stakeholder engagement is not merely a box-ticking exercise to appease potential project critics but an integral and vital component of VfM/BV project delivery.

In summary, best global practice suggests projects should adopt:

1. A proactive internal *and* external stakeholder engagement strategy based on value co-generation with stakeholders.
2. Ensuring collaborative values, transparency, and facilitation of trust as the strategy foundation.
3. Adopting novel coordination roles and governance practices to facilitate stakeholder engagement such as the RP's JCC and development of the Urban Design Advisory Panel.
4. Developing effective digital technology tools and stakeholder engagement platforms as a driver of stakeholder engagement combined with traditional personalised human-to-human approaches.
5. Focussing on multi-channel engagement: continuous and authentic community engagement in social media and in co-locational spaces.

References

- AAA (2012). Lessons learnt on Sugarloaf. *The Australian Pipeliner*. Melbourne, The Great Southern Press. **April**.
- Aaltonen, K. (2010). Stakeholder Management in International Projects. PhD Thesis, *Department of Industrial Engineering and Management*. Espoo, Helsinki University of Technology.
- Aaltonen, K., Huemann, M., Kier, C., Eskerod, P. and Walker, D. H. T. (2020). IPD from a stakeholder perspective. *The Routledge Handbook of Integrated Project Delivery*. Walker D. H. T. and S. Rowlinson. Abingdon, Oxon, Routledge 288-314.
- Aaltonen, K. and Kujala, J. (2016). "Towards an improved understanding of project stakeholder landscapes." *International Journal of Project Management*. **34** (8): 1537-1552.
- Aaltonen, K., Kujala, J., Havela, L. and Savage, G. (2015). "Stakeholder Dynamics During the Project Front-End: The Case of Nuclear Waste Repository Projects." *Project Management Journal*. **46** (6): 15-41.
- Aaltonen, K. and Sivonen, R. (2009). "Response strategies to stakeholder pressures in global projects." *International Journal of Project Management*. **27** (2): 131-141.
- AccountAbility. (2015). *AA1000 Stakeholder Engagement Standard* London. 40
- Ali, F. (2023). Framework for analyzing, developing, and managing stakeholder network relationships in collaborative hospital construction projects. Thesis by publication, *Faculty of Technology, Industrial Engineering and Management Research Unit, University of Oulu Graduate School*. Oulu, Finland, University of Oulu.
- Bourne, L. (2005). Project Relationship Management and the Stakeholder Circle. Doctor of Project Management, *Graduate School of Business*, Melbourne, RMIT University.
- Bourne, L. M., Ed. (2011). *Advising Upwards - A Framework for Understanding and Engaging Senior Management Stakeholders*. Series *Advising Upwards - A Framework for Understanding and Engaging Senior Management Stakeholders*. Farnham, Surrey, UK, Gower.
- Cornelissen, J. P., Haslam, S. A. and Balmer, J. M. T. (2007). "Social Identity, Organizational Identity and Corporate Identity: Towards an Integrated Understanding of Processes, Patternings and Products." *British Journal of Management*. **18** (s1): S1-S16.
- Davis, P. R. and Walker, D. H. T. (2020). IPD from a participant trust and commitment perspective. *The Routledge Handbook of Integrated Project Delivery*. Walker D. H. T. and S. Rowlinson. Abingdon, Oxon, Routledge 264-287.

- Department of Infrastructure and Transport (2011). National Alliance Contracting Guidelines Guide to Alliance Contracting. Department of Infrastructure and Transport A. C. G. Canberra, Commonwealth of Australia: 168.
- Derakhshan, R., Mancini, M. and Turner, J. R. (2019). "Community's evaluation of organizational legitimacy: Formation and reconsideration." *International Journal of Project Management*. **37** (1): 73-86.
- Donaldson, T. and Preston, L. E. (1995). "The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications." *Academy of Management Review*. **20** (1): 65-91.
- Dorobantu, S. and Odziemkowska, K. (2017). "Valuing Stakeholder Governance: Property Rights, Community Mobilization, and Firm Value." *Strategic Management Journal*. **38** (13): 2682-2703.
- Drouin, N. and Turner, J. R. (2022) *Advanced Introduction to Megaprojects*, Northampton, UK, Edward Edgar Publishing
- Eskerod, P. and Huemann, M. (2013). "Sustainable development and project stakeholder management: what standards say." *International Journal of Managing Projects in Business*. **6** (1): 36-50.
- Eskerod, P., Huemann, M. and Ringhofer, C. (2015). "Stakeholder Inclusiveness: Enriching Project Management with General Stakeholder Theory." *Project Management Journal*. **46** (6): 42-53.
- Freeman, R. E. (1984) *Strategic management: A stakeholder approach* Boston, Pitman.
- Gil, N. (2021). "Megaprojects: a meandering journey towards a theory of purpose, value creation and value distribution." *Construction Management and Economics*. 1-23.
- Gil, N. and Fu, Y. (2022). "Megaproject Performance, Value Creation, and Value Distribution: An Organizational Governance Perspective." *Academy of Management Discoveries*. **8** (2): 1-27.
- Gil, N. and Pinto, J. K. (2018). "Polycentric organizing and performance: A contingency model and evidence from megaproject planning in the UK." *Research Policy*. **47** (4): 717-734.
- Gil, N. A. (2023). "Cracking the megaproject puzzle: A stakeholder perspective?" *International Journal of Project Management*. **41** (3): 102455.
- Hackman, J. R. and Oldham, G. R. (1976). "Motivation through the design of work: test of a theory." *Organizational Behavior and Human Performance*. **16** (2): 250-279.
- Hackman, J. R. and Wageman, R. (2005). "A Theory of Team Coaching." *Academy of Management Review*. **30** (2): 269-287.
- Hollensbe, E., Wookey, C., Hickey, L. and George, G. (2014). "From the Editors: Organizations with Purpose." *The Academy of Management Journal*. **57** (5): 1227-1234.
- Huemann, M., Eskerod, P. and Ringhofer, C. (2016) *Rethink! Project Stakeholder Management*, Newtown Square, PA, Project Management Institute.
- Lave, J. and Wenger, E. C. (1991) *Situated Learning - Legitimate Peripheral Participation*, Cambridge, Cambridge University Press.
- Leonard, D. and Rayport, J. F. (1997). "Spark Innovation Through Empathic Design." *Harvard Business Review*. **75** (6): 102-113.
- Littau, P., Jujagiri, N. J. and Adlbrecht, G. (2010). "25 years of stakeholder theory in project management literature (1984-2009)." *Project Management Journal*. **41** (4): 17-29.
- Lloyd-Walker, B. M. and Walker, D. H. T. (2017). The Sugar Loaf Water alliance - An Ethical Governance Perspective. *Governance & governmentality for projects - Enablers, Practices and Consequences*. Muller R. Abingdon, Oxon, Routledge 197-220.
- Mayer, R. C., Davis, J. H. and Schoorman, F. D. (1995). "An Integrated Model of Organizational Trust." *Academy of Management Review*. **20** (3): 709-735.
- Mitchell, R. K., Agle, B. R. and Wood, D. J. (1997). "Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts." *Academy of Management Review*. **22** (4): 853-886.
- Odziemkowska, K. and Dorobantu, S. (2021). "Contracting Beyond the Market." *Organization Science*. **32** (3): 776-803.
- Porter, M. E. and Kramer, M. R. (2011). "Creating Shared Value." *Harvard Business Review*. **89** (1/2): 62-77.

- Senge, P. M. (1990) *The Fifth Discipline - The Art & Practice of the Learning Organization*, Sydney, Australia, Random House.
- Smith, S., Anglin, T. and Harrison, K. (2010) *Sugarloaf Pipeline A Pipe in Time*, Melbourne, Sugarloaf Pipeline Alliance, Melbourne Water.
- Tjahja, C. and Yee, J. (2022). “Being a sociable designer: reimagining the role of designers in social innovation.” *CoDesign*. **18** (1): 135-150.
- Victorian State Government. (2020). *URBAN DESIGN FRAMEWORK: Version 5 - PRINCIPLES & OBJECTIVES, MEASURES & QUALITATIVE BENCHMARKS* Government V. Melbourne. 46pp
- Walker, D. H. T. (2022). Photo of Carnegie Station precinct photo 1. Melbourne.
- Walker, D. H. T. and McCann, A. (2020). IPD and TOC Development. *The Routledge Handbook of Integrated Project Delivery*. Walker D. H. T. and S. Rowlinson. Abingdon, Oxon, Routledge 581-604.
- Walker, D. H. T., Vaz Serra, P. and Love, P. E. D. (2022). “Improved reliability in planning large-scale infrastructure project delivery through Alliancing.” *International Journal of Managing Projects in Business*. **15** (8): 721-741.
- Williams, N. L., Ferdinand, N. and Pasian, B. (2015). “Online Stakeholder Interactions in the Early Stage of a Megaproject.” *Project Management Journal*. **46** (6): 92-110.
- Winch, G. M. (2004). Managing Project Stakeholders. *The Wiley Guide to Managing Projects*. Morris P. W. G. and J. K. Pinto. New York, Wiley: 321-339.