



Communications & Stakeholder Engagement Capability

About us



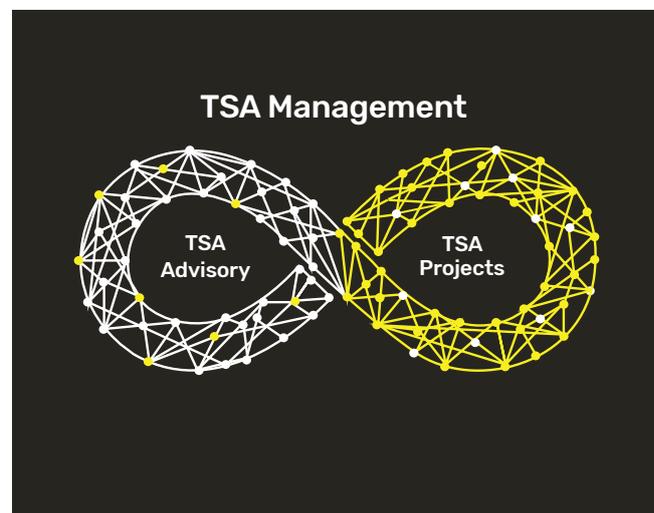
Who is TSA Advisory?

TSA Advisory is the advisory business line of TSA Management. TSA Management was formed in 2002 as a specialist project management firm.

We expanded into the advisory space with the acquisition of Calcutta in 2019 and Advisian Capital Projects Advisory (formerly Evans & Peck) in 2021.

Operating under the TSA Management banner, we offer two distinct, but interlinked business lines: TSA Advisory and TSA Projects. TSA Advisory is a 150+ strong team of infrastructure advisors leveraging the deep expertise of our heritage brands: **Advisian, Evans&Peck** and **Calcutta Group**.

As part of TSA Advisory our Communications & Stakeholder Engagement team offers specialists, with local knowledge, across the Asia Pacific.



Reconciliation

Our Commitment to Reconciliation

Our vision for reconciliation is a future where Aboriginal and Torres Strait Islander cultures, knowledge and connection to land and waters is respected and upheld.

TSA will leave a positive legacy for those who live in the communities we help create. This will be achieved by acknowledging, engaging, and partnering with Traditional Custodians.

For information about TSA's reconciliation journey, please visit:

www.tsamgt.com/reconciliation/



Engage



Services

We are a team of innovative leaders and specialists who are committed to working collaboratively with stakeholders and establishing genuine relationships with the communities in which we work. We engage and partner with industry professionals, government bodies and the private sector to bring both ambitious and impactful projects to life.

Strategic Communications Advice

We take time to understand the organisational and situational context to ensure our advice is tailored and strategic, drawing on our expertise and experience on all sides of the table.

Community and Stakeholder Engagement

We ensure those invested in and affected by our work are given a voice and heard, so their feedback can help to shape projects that provide positive legacies for the whole community.

Digital Engagement

From social media campaigns to webinars, online information sessions, surveys, and content platforms, we know engagement needs to be accessible to all, on any device, at any time.

Land Access and Acquisition Negotiations

Respect, transparency, and empathy underpin our approach to landholder negotiations, whether that's acquiring property for a project, or simply accessing a neighbour's land temporarily.

Indigenous Engagement

Our Indigenous engagement is built on a partnering approach with traditional owners and custodians to ensure local history, nuance and experience drives the discussions and outcomes.

Complex Stakeholder Problem Solving

Starting with "what's best for the project?", we collaborate with those engaged on the issue to resolve disputes and identify challenges, solutions, and opportunities early.

Facilitation

Our facilitators work with your team and stakeholders to define the ambiguous, disarm the volatile, resolve the contentious and explore the uncertain in a controlled, collaborative fashion.

Media and Issues Management

We know how to promote the positive and mitigate the negative in ways that ensure the best possible treatment of your project or issue online, in print and on TV and radio.

Our Approach

We tailor our approach in partnership with our clients, to design 'fit for purpose' communications and engagement programs, that influence and achieve measurable outcomes.

- Partner with the client project team to cut through the noise, bringing a fresh perspective and rapid outcomes.
- Define and articulate strategy and objectives to support a well prepared, highly focused, planned and proactive approach.
- Develop and implement successful engagement programs, locally and regionally.
- Listen to the clients' needs.
- Use the right traditional and digital engagement tools to reach all stakeholders.
- Focus on community-based stakeholders.
- Personalise the approach to issues management and communication.
- Define clear roles, responsibilities and accountabilities.
- Provide the right people with the right expertise for your project.
- Identify risk and develop management strategies for mitigation, which are reviewed as part of daily operations.
- Implement regular client reviews and proactive feedback sharing.
- We are responsive to dynamic project environments – we understand things change quickly!



Collaboration

Leadership



Peter Whelan
APAC Lead

Peter is a communications and stakeholder engagement leader with highly developed strategic thinking and problem-solving skills.

He has over 20 years of experience in community, stakeholder, customer, and government relations. Peter has undertaken senior engagement roles across government and the private sector.



Scott Warren
New South Wales Lead

Scott's experience spans the full suite of communication services. This includes public affairs, issues and crisis management to front-end project strategy and strategic engagement. He also provides statutory consultation during project approvals, and community relations in project delivery.

Private and public-sector clients across the transport, property, health and education sectors benefit from Scott's 20 years of experience across corporate reputation, infrastructure delivery and policy development.



Leslie Wapler
Queensland Lead

Leslie's work across Government and the private sector sees her involved in strategic advisory and delivery for complex, high risk projects to protect client reputations and licence to operate.

In particular, her work involves the risks and issues associated with contaminated land and remediation, development, regulatory and policy change, crisis and economic, social and environmental impacts.



Projects



“We develop strategies and solutions that make a real difference in the communities in which we work, through collaboration and engagement.”

Moorebank Logistics Park, NSW

Client Qube Holdings

Role Stakeholder and
Community Engagement

Since 2016, Peter Whelan and Scott Warren have overseen delivery of all project communication and engagement for Qube's \$2bn Moorebank Logistics Park, which includes management and coordination of contractors delivering an interfacing program of work that includes:

- An initial 243-hectare demolition and contamination remediation project,
- Significant earthworks and capping across the site,
- A fully automated intermodal freight rail terminal,
- Interstate rail terminal,
- Three kilometres of new dual track railway line connecting the rail terminals to the Southern Sydney Freight Line,
- The staged delivery of more than 800,000 square metres of built-for-purpose warehousing,
- An in-situ rebuild of two kilometres of Moorebank Avenue, and
- A network of internal roads, parking and other infrastructure.

The project has followed a staged State Significant Development Application process of each of its two properties, meaning we have contributed to the development, consultation and engagement at SSDA standards of six separate applications as well as approval modifications. In addition, we convene the project's Community Consultative Committee and develop and distribute all project communications materials.



Projects



Client	NSW Government
Role	Indigenous Engagement Advisory, Community and Stakeholder Engagement

Rouse Hill Hospital, NSW

The Rouse Hill Hospital will establish a contemporary, innovative, and digital hospital facility. As a hospital of the future, it will provide a range of services networked to and operationally integrated with Blacktown and Westmead hospitals.

The hospital will improve local service access by providing residents more services closer to home and reduce service demand on other hospitals in western Sydney.

TSA is providing community and stakeholder support to NSW Health Infrastructure on the master planning and State Significant Development process.

Tweed Valley Hospital, NSW

Client NSW Health
Infrastructure

Role Issues Management,
Digital and Traditional
Media Content, and
Community Engagement

Scott Warren produced and delivered a whole-of-communications strategy to reframe the delivery of the brand new \$530 million Tweed Valley Hospital for the Tweed-Byron region of northern NSW after the site selection became politically contentious and threatened to impact community acceptance of the project.

The campaign included proactive media opportunities highlighting the benefits of an enhanced health offering for the community, online content featuring clinicians and patients telling their stories and grassroots community engagement to mythbust concerns fuelled by groups campaigning against the choice of site for the hospital and to better understand the concerns, hopes and other feelings members of the community had about the upcoming change. As a result, the project was able to reposition itself and improve its local sentiment, which helped it proceed smoothly through the State Significant Development Application process and move into construction without impacts to schedule or budget.

Team members either relocated or travelled extensively to Tweed-Byron for the delivery of the project, to ensure they were attuned to local sentiment, familiar with all local health facilities within the community and could become a trusted face to the community members most engaged in discussions about the project.



Projects

Randwick Hospital Campus Redevelopment, NSW

Client NSW Health Infrastructure

Role Communication and
Stakeholder Engagement

Peter Whelan led the Stakeholder and Communications Team on the hospital redevelopment, which required the forced acquisition by the government of more than 90 private homes and businesses.

The communications and one-on-one stakeholder approach the team implemented was often drawn on by other government departments as the preferred approach for undertaking acquisitions.

The team supported the project right through the planning, acquisition, and delivery phases, working with key stakeholders.



Projects

Wynyard Precinct, NSW

Client Brookfield Properties

Role Strategic Communications,
Government Relations

Scott Warren provided long-term strategic and stakeholder relations advice to Brookfield in relation to development of Brookfield Place Sydney between George and Carrington streets in the Sydney CBD's Wynyard precinct and the ongoing interface between Brookfield's developments and major transport infrastructure projects such as Sydney Metro.

Key to that work has been advice around engagement with Transport for NSW, Sydney Trains, Sydney Buses, Sydney Metro, the Department of Planning, Industry and Environment and relevant state ministers, as well as City of Sydney Council and the Lord Mayor of Sydney.

The process has improved relationships and understanding between Brookfield and key government decision-makers related to the Wynyard western precinct, delivering safety improvements for pedestrians and road users and creating a shared understanding of the desired future of the precinct's laneways and Wynyard Park.

Our involvement has assisted Brookfield with developing effective engagement strategies and placemaking initiatives to work towards its long-term vision of an accessible, connected, safe and pleasant Wynyard western precinct.



Projects

Sydney Light Rail, NSW

Client ALTRAC

Role Stakeholder Engagement and Strategic Communication

Peter Whelan was a Strategic Communications and Public Affairs Adviser to the international consortium responsible for delivering light rail in Sydney.

This included developing a communication, government and media strategy and supporting participation in parliamentary inquiries, media, and public affairs activities through the project.

During the construction of the project, he managed the team responsible for stakeholder engagement and media along the route.



Community Engagement Leadership, NSW

Client School Infrastructure NSW

Role Stakeholder Engagement

TSA's community engagement function at SI NSW initially centred on supporting the delivery of school projects but this focus was expanded to include the provision of communications and stakeholder engagement support to SINSW maintenance projects across the state's 2,200 schools.

TSA also worked on the development of an engagement framework and approach for the early phases of SINSW projects.



Projects

The King's School Senior Campus Redevelopment, NSW

Client The King's School

Role Community and
Stakeholder Engagement,
Media and Issues
Management

To support a significant campus upgrade using the NSW Government's State Significant Development Pathway, the TSA team developed and delivered a comprehensive stakeholder, community, customer, government, and media engagement strategy.

The campus redevelopment was initiated at a time that the school was the subject of regular negative media coverage, unrelated to the upgrade. A significant pillar of a successful public exhibition process was ensuring community and stakeholder feedback was focused on the relevant project, not on other aspects of the school's operation. This helped minimise negative submissions that would have threatened the project program and budget.

Key interfaces were with neighbouring schools (both private and public), neighbouring residents, the school council, staff and students' parents.



Projects



Client	NSW Government
Role	Community and Stakeholder Engagement

Newcastle Light Rail, NSW

The Newcastle Light Rail was part of the \$650 million program to revitalise Newcastle's city centre.

The Newcastle Urban Transformation and Transport Program focused on the city and the waterfront and delivering better transport connections. Newcastle Light Rail is a high capacity, frequent and reliable service through the city centre, connecting key activity precincts and opening great urban renewal opportunities via 6 stops.

Our team members led the community and stakeholder engagement on behalf of Transport for NSW during the planning, delivery, and commissioning phases of the project.

Sydney Football Stadium Opening , NSW

Client John Holland Group

Role Communications and Media Management

TSA created a campaign to launch the new Sydney Football Stadium. We worked in conjunction with the client media and internal communication team, and utilised traditional, digital, social and new media. We also used the client's own internal and external channels. The campaign focused on celebrating the achievement of the project team and positioning John Holland – as the builder of the stadium – for future stadia opportunities, by bringing the client's brand pillars alive through human stories.

The campaign was designed to be delivered in conjunction with a broader NSW Government campaign focused on the stadium's successful completion and opening. The campaign design also ensured the stadium builder received the appropriate share of media coverage about the achievement.



Projects

Sofitel Darling Harbour Helipad, NSW

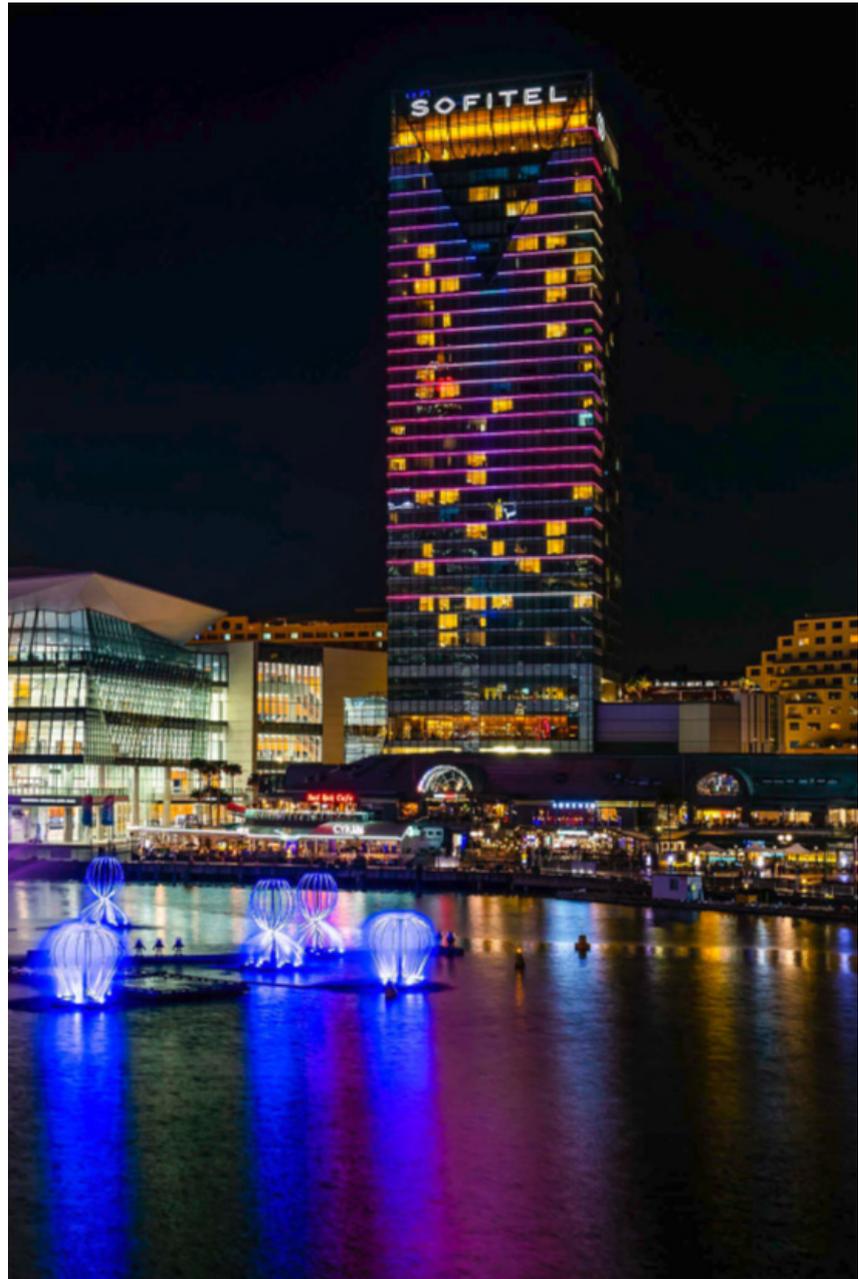
Client ADW Johnson Pty Ltd

Role Advisory Services and
Communications

TSA led the community consultation and stakeholder engagement to enable investigations into the construction of a helipad in an iconic area of Sydney.

The work will enable and support an Environmental Impact Statement (EIS) to be submitted to the local Council for approval.

The team supported and enabled the project to progress, while also managing the reputation of the client with all key stakeholders, including their direct industry, direct internal stakeholders, government, and political parties, surrounding community and residents as well as the aviation industry.



Projects



Client	Department of Defence
Role	Stakeholder Engagement and Communications

RAAF Base Amberley, Per and Polyfluoroalkyl Substances (PFAS) Investigation and Management Program, QLD

TSA led the communications and engagement to support delivery of the PFAS environmental investigation at RAAF Base Amberley. Amberley is Australia's largest Air Force base, employing more than 5000 people. A key focus was local reputation management and ensuring the unimpeded, ongoing operation of the Base.

Our role involved providing overarching strategic advisory in relation to the conduct and sequencing of communications and engagement. Our work aligned to the environmental investigation, as well as looking after all on the ground implementation and communications tools, property access negotiations, delivery of environmental sampling results and the communication of potential risks and management recommendations.

We delivered an inclusive, tailored engagement process to manage and respond to community and stakeholder queries, feedback and concerns from local and state government, community organisations and interest groups, schools, First Nations, businesses, and local residents. Despite a lengthy and complex environmental investigation, we successfully built and maintained trusted relationships with stakeholders and community.

Projects

RACQ awareness campaign “Rethink CTP”, QLD

Client RACQ

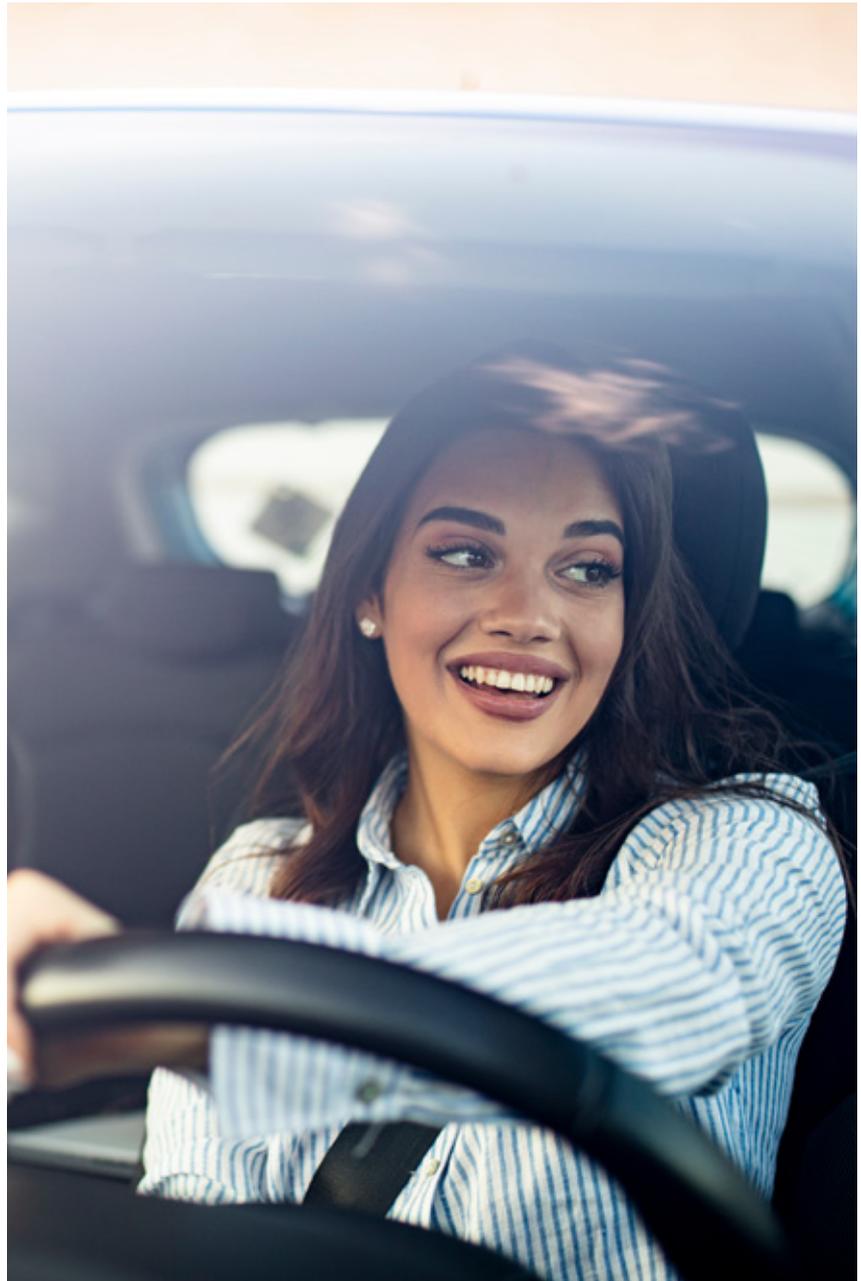
Role Stakeholder Engagement and Communications

TSA developed and delivered a campaign to raise state-wide awareness around Compulsory Third Party (CTP) insurance. The aim was to generate discussion around the adequacy of the system and potential considerations for reform.

Campaign elements were broad, with a strong emphasis on digital and social media communications.

The project included the development of a dedicated website and associated SEM and SEO, social media content development, marketing, and digital community surveys.

Other tools, outside the digital scope, included a comprehensive CTP Information Guide, FAQs, internal communications campaign, print advertising, case studies, industry submissions, infographics and an industry working group.



Projects



Client	Queensland Parks and Wildlife Services
Role	Stakeholder and Community Engagement, Indigenous Engagement

Visitor Infrastructure, Ecotourism Facilities, and Adventure and Nature Based Tourism initiatives

Ecotourism operations in Queensland were historically heavily reliant on facilities developed and maintained by the Queensland Government. There was little opportunity for private sector investment in national parks.

With regulatory change and the opening of opportunities, TSA was involved in the delivery of a range of projects to support private sector investment in tourism infrastructure in National Parks.

This work has included business case development, lease negotiations, master planning, management of a state-wide EOI process, and supporting transaction, contractual arrangements and implementation services. An overriding driver behind the project initiatives was the realisation of not only economic benefits, but social benefits. We utilised our deep experience in Social Impact Evaluation processes to identify qualitative as well and quantitative benefits.

Projects

Brunswick Terminal Station Redevelopment, VIC

Client SP AusNet
(now AUSNet Services)

Role Stakeholder Engagement

The \$330m Brunswick Terminal Station redevelopment was a project of state significance, required to secure the supply of electricity to 33% of the Melbourne CBD and surrounding suburbs. The project was five years behind schedule due mainly to significant community and local business opposition.

The engagement and communications program was designed to get the project back on track and limit future disruptions. The new engagement approach was underpinned by the notion of treating the community with respect. This involved active listening, the formation of a project reference group, regular formal engagement between the stakeholders, regular project information dissemination, feedback loops, and surveys to capture broad community and business sentiment.

The genuine approach opened honest dialogue. This helped strip back resentment that had built up due to the closed and "one way" nature of the previous engagement. This led to progress, which allowed the project to proceed.



Projects



Client Fishermans Bend
Taskforce

Role Community Engagement

Fishermans Bend Recast Vision, VIC

The engagement involved a series of activities. They included:

- Face-to-face pop-up stalls at popular locations throughout the local government area.
- Online activities.
- Focus groups (involving residents and local businesses).
- Targeted door-to-door canvassing of community and businesses in key locations to seek answers to questionnaires.
- The activities were accompanied by a communications and marketing campaign that included social media, media releases and media advertising.

Once complete, the results of the survey and engagement activities were collated and analysed, and a formal report was produced and presented. The project team then used the report and collected data to help finalise the recast vision. The results of the engagement were also published to ensure transparency of the process.

Projects

Queenscliff Harbour Redevelopment, VIC

Client Queenscliff Harbour P/L

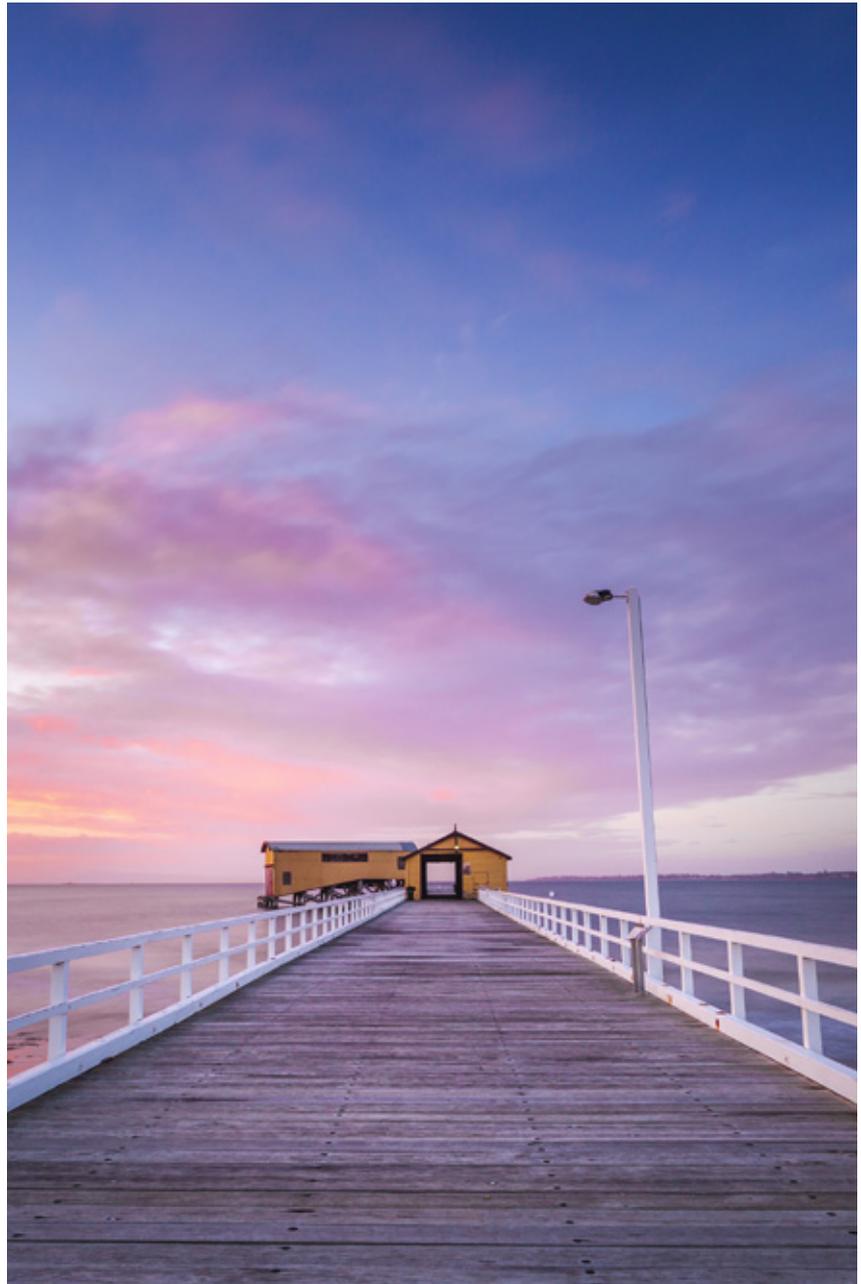
Role Stakeholder Negotiations
and Facilitation

The project faced significant opposition to the design and commercial nature of one of the redevelopment features. It was at risk of having its state government funding revoked unless a solution could be found.

Lyall Johnson worked with the harbour owners to rethink the commercial aspirations for the site and allow the residents and business community to co-design part of the wharf redevelopment.

Agreed negotiables and non-negotiables were developed, and the community and business sector were brought together in a series of workshops to ideate and design a new community foreshore component to the project.

The success of the endeavour was built on the relationships developed between Lyall and all parties concerned. He was able to ensure an open and honest program that maintained integrity and the needs of the client, while allowing the community and business groups to control an essential component of the design.



Projects

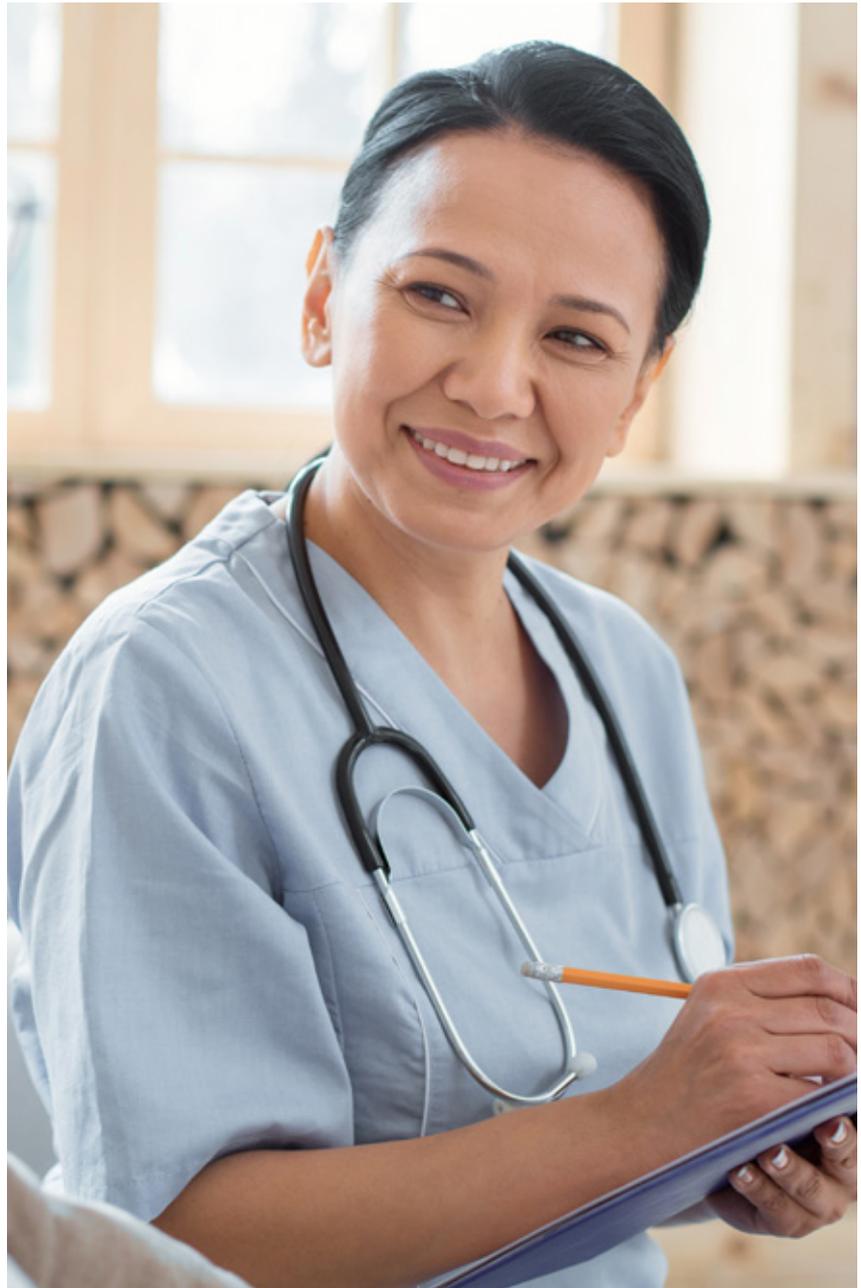
Community Hospitals Program, VIC

Client Victorian Health Building Authority

Role Strategic Advice, Communications and Stakeholder Engagement

Lyall Johnson led communications and stakeholder engagement for the VHBA's Community Hospitals program for 10 community hospitals with a value of almost \$700 million. This involved developing an overarching communications and engagement strategy for the program. Under this sat project specific communications and engagement plans, which delivered tailored outputs appropriate for each site.

Lyall's role included forming and chairing project advisory committees for each site. These involved the local member of parliament, and key stakeholders and community members who assisted with the design and development of aspects of each facility. He worked closely with local councils to ensure project transparency and dealt directly with the community and stakeholders as the main point of contact for the projects.



Projects

Digital and Social Media Management, VIC

Client DEWLP

Role Digital Engagement

Lyall Johnson managed the Digital and Social Media team at DELWP.

This involved the introduction of a number of 'digital first' customer experience initiatives, including the use of sentiment polling on internet pages and the commencement of a customer journey mapping initiative.

Lyall developed and implemented a new social media strategy and implemented the use of the social listening tool Talkwalker, which was used to gauge sentiment towards issues and the department.

He also led a comprehensive audit of the department's intranet and subsequent redesign of the intranet's governance process. This work saw the archiving, editing and/or updating of more than 1700 intranet pages, and the implementation of a governance process that required page owners and subject matter experts to monitor and update pages on a regular basis.



Projects



Client	GPT Property Management Pty Ltd
Role	Stakeholder Engagement

Melbourne Central Refresh Projects, VIC

TSA has provided comprehensive project and stakeholder management services across a range of different refurbishment and repositioning projects at Melbourne Central including external streetscape works, mall refurbishments, food and beverage retailing, artwork installations, media installations, landscaping, building services infrastructure upgrades, and alterations to heritage-listed buildings.

The Melbourne Central Refresh projects include arcades, Lonsdale St Bridge Link and Rooftop, Level 3 Entertainment Precinct, The Great Room (including L3 slab extension, Coops Lane, QE Walk and Knox Lane), Level 2 Dining Hall, Menzies Alley, Lower Ground Eatery, The Corner, Latrobe St Façade and the L2 Mid Mall.

Projects

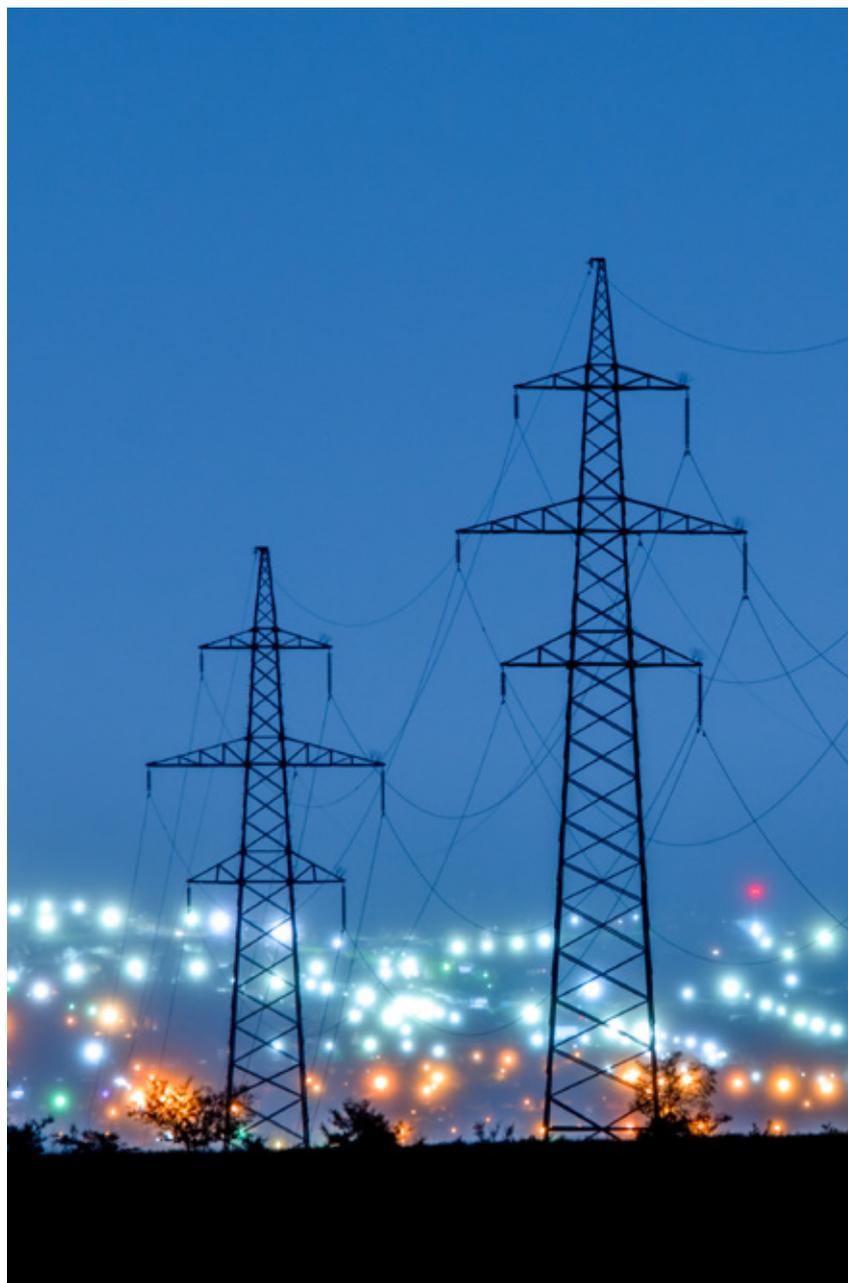
Gas Statement of Opportunities (GS00), VIC

Client Australian Energy Market Operator's (AEMO)

Role Communications

Lyall Johnson developed and implemented the comprehensive communications and engagement plan for the Australian Energy Market Operator's (AEMO) 2017 Gas Statement of Opportunities (GS00). During the gas crisis of 2017, the GS00 was forecasting a gas shortfall that would hit the eastern seaboard of Australia.

The plan reviewed previous campaigns and outlined an approach that included a project logic framework, success indicators, risk and issues analysis, an extensive media, government and industry briefings schedule, proactive media interview schedule, media training for internal staff, multi-channel utilisation across websites and social media, production of campaign collateral, interest group briefings to secure third-party support and evaluations framework and reporting. More than 1400 media mentions across Australia in the first 48 hours - AEMO's largest ever media campaign. Resulted in the Prime Minister intervening to secure agreement from producers to guarantee domestic gas supply.



Projects



Client	National Parks and Wildlife Service South Australia, and Department for Environment and Water
Role	Stakeholder Engagement

Reimagine Kangaroo Island, SA

The project objective was to reimagine visitor experience in bushfire-impacted parks and wilderness areas of Kangaroo Island. This was in the aftermath of the 2020 bushfires, which destroyed 50 per cent of the national parks, including significant tourism infrastructure.

The engagement approach sought genuine and diverse inputs from the varied communities, business sectors and interest groups on the Island and beyond.

The engagement took place both on and off the Island, via face-to-face meetings, workshops, drop-in sessions, small group meetings and a survey.

In total, detailed feedback was received from more than 600 stakeholders / members of the community. They included commercial tourism operators, retail outlets, government organisations, Kangaroo Island Food Wine and Tourism, emergency services, landholders and primary producers, education sector, arts community, environmental interest groups and Friends of Parks, universities and research institutes and event organisers.

Project outcomes included the development of a vision, guiding principles, design direction, parameters for private sector investment and identification of development opportunities / locations. All were unanimously endorsed by the community, business, interest groups, the Department, and the Minister.

Recommendations are now being implemented.

Projects

North South Interconnection System Project, SA

Client SA Water

Role Stakeholder Engagement and Communications

The \$403 million North South Interconnection System Project (NSISP) is the most significant augmentation and enhancement of Adelaide's water supply system ever undertaken. It will deliver an unprecedented level of flexibility and reliability of water supply to meet demand until 2050 and beyond.

The project has won accolades for being managed to the highest standards, and its strong community and stakeholder focus, which was embedded within the project delivery team.

The project impacted all but one metropolitan council area, and thousands of businesses and residents.

The community engagement process was innovative, extensive and specifically tailored to turning negative public sentiment into strong community support for project outcomes, without compromising technical requirements or initial project objectives.



Projects



Client Department for Planning,
Transport and Infrastructure

Role Stakeholder Engagement
and Communications

Paradise Park 'n' Ride, SA

The project objective was to ensure the popular O-Bahn bus interchange could continue to function throughout construction of a new multi-deck car park.

Construction involved changing all pre-existing car parking, pedestrian, and bus access, along with reversing the bus entry and exit locations. To ensure safety of pedestrians, motorists, workers and bus drivers, visual accessible wayfinding signage and messaging was deployed.

Key stakeholders were engaged to inform the development of wayfinding signage. They included the Royal Society for the Blind, and Department for Transport Accessibility and Inclusion Unit, to ensure it was appropriate for people with vision impairments and mobility issues.

Stakeholders were kept informed via Community networks, cultural leadership groups (for CALD stakeholders), with interpretation services provided for key languages. Education institutions were included in communications, as the interchange is a key stop for Uni SA bus and multiple private schools.

Pavement/ground signage was also heavily utilised as site observations revealed many people were not looking ahead, but rather down (at their phones). Our engagement and communications were so effective, no pedestrian/bus incidents occurred during construction.

Projects



Client	Alinta Energy
Role	Stakeholder Engagement

Reeves Plains Power Station, SA

The Reeves Plains Power Station Development Application required stakeholder engagement to inform and refine the design for a gas-fired power station. The power station was planned to be located approximately 50 km north of Adelaide, and designed to operate as a 'peaker', providing electricity during periods of high demand.

Noise and visual impact were the two main stakeholder issues identified as significant risks. Vocal, vested residents were initially outraged by the proposed power station planned for construction near them.

A virtual reality model of the gas plant and associated infrastructure was developed so stakeholders could see what the proposed development would look like within the landscape.

Stakeholders were able to see the structures from their front door, when driving past the site, or any other perspective. Vegetation was also included, to show how the project would look at completion, in 5 and 10-years' time.

The virtual reality was experienced by most stakeholders at a local information session with specialist team members in attendance. It delivered a clear change in community perceptions.

The Reeves Plains Power Station was approved by the State Commission Assessment Panel without any significant conditions.

Projects

Inland Rail, AU Eastern States

Client Australian Department of
Transport and Infrastructure

Role Stakeholder Engagement,
Strategic Communication

Peter Whelan led the team responsible for engaging and informing communities along the 1700km Inland Rail route across three states.

In particular, the role focused on delivering communication around the benefits of the project at both a macro and local level.



Best for Project

AUSTRALIA

SYDNEY | ADELAIDE | BRISBANE | CANBERRA | DARWIN
MELBOURNE | NEWCASTLE | PERTH

NEW ZEALAND

AUCKLAND | CHRISTCHURCH | TAURANGA | WELLINGTON

MALAYSIA

KUALA LUMPUR

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TSA
Advisory