



BEYOND COMPLIANCE OUTCOMES THROUGH IMPACT ASSESSMENT

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** The views and opinions shared in this presentation are of the authors, based on our collected experience, building on the outcomes of a masters research project completed in 2018*

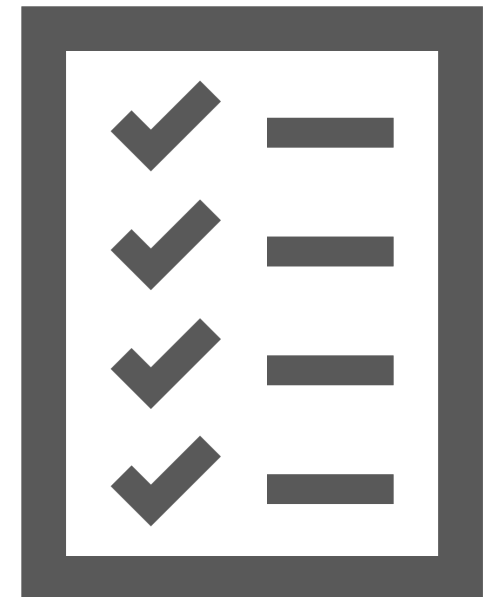


OVERVIEW

- The current scenario in Australia
- Why go beyond compliance?
- Barriers and opportunities
- Proponent / industry led opportunities
- Government/regulator led opportunities

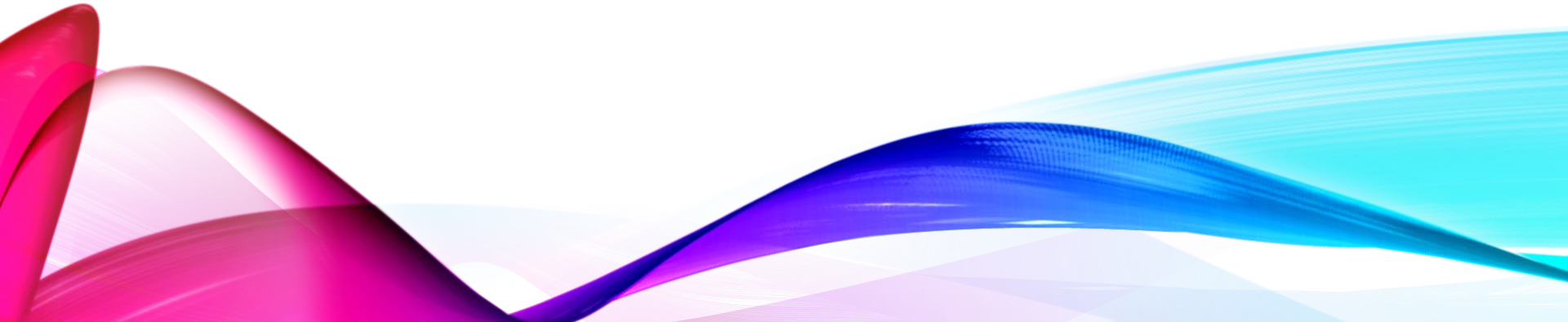
IMPACT ASSESSMENT IN AUSTRALIA

- Compliance based
- Terms of reference for assessments determined by government
- Uses set regulations, policies and guidelines for different types of assessments
- Conditions, self-regulation, compliance reporting, auditing and corporate commitments used to demonstrate compliance
- Focuses on meeting and maintaining an agreed level of compliance

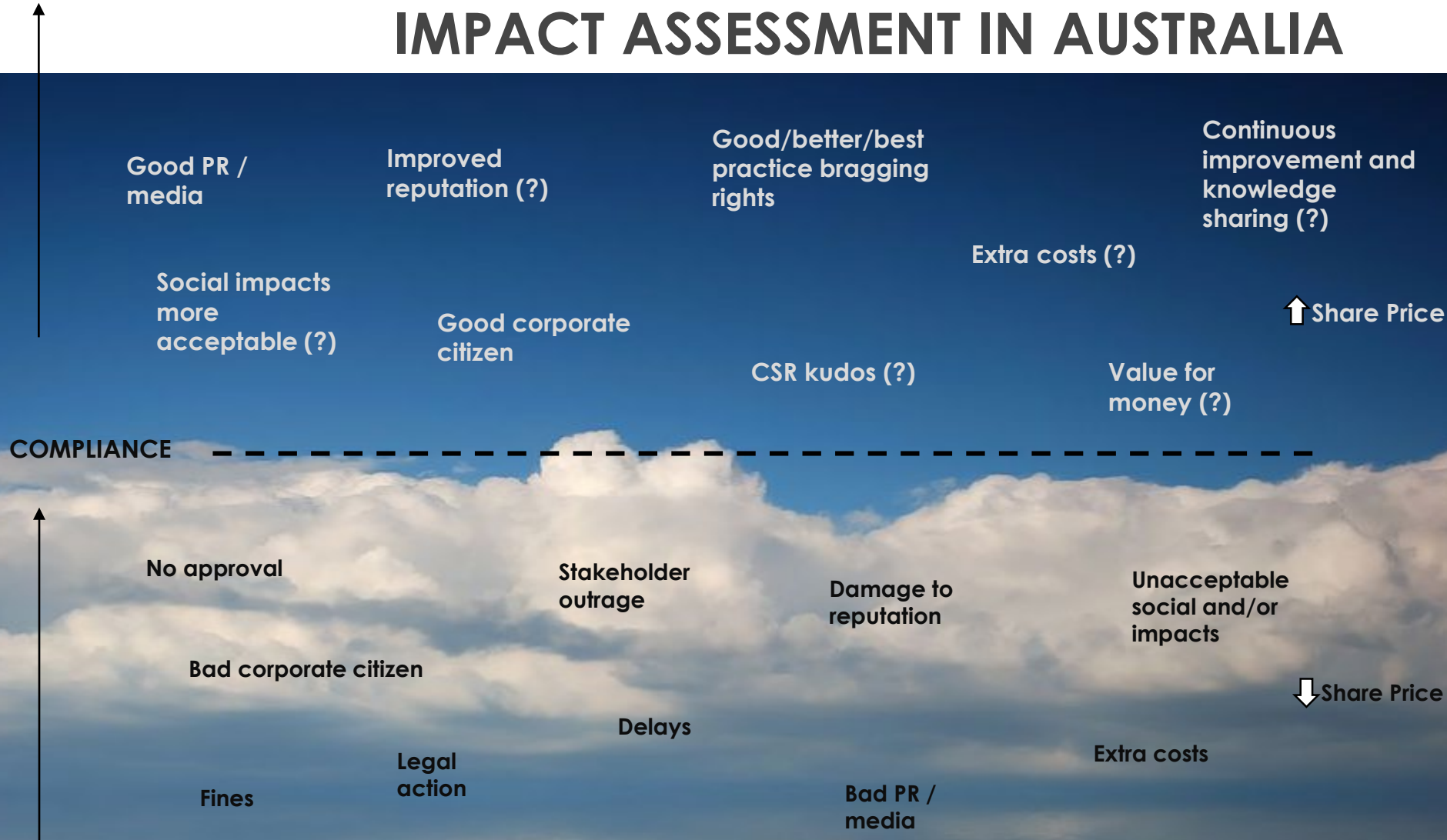


STOP... LIT REVIEW AND ASSUMPTIONS TIME

But seriously...



IMPACT ASSESSMENT IN AUSTRALIA





SO, WHAT WERE THE BARRIERS?

- Cost
- Its not in the contract
- The opportunities weren't identified at the outset

PATHWAYS TO BEYOND COMPLIANCE OUTCOMES

Industry led

- Value to their organisation
- Value not just recognised as \$\$\$
- Champions who drive outcomes
- Required outcomes embedded in tender processes and contracts
- Investment can be justified, i.e. Social Return on Investment
- Corporate stakeholders are on board

Regulator led

- Not just black and white compliance
- Performance targets and outcomes
- Adaptive management
- Reporting on good performance, not just bad outcomes
- Social/environmental bonds
- Benchmarking and embedding best practice for continuous improvement



ROLE OF IMPACT ASSESSMENT

- Re-defining 'value'
- Establishing targets at the outset (either at a project or regional landscape scale)
- Enabling sufficient flexibility in management actions and conditions for adaptive management (but, who trusts who to do this)



INDUSTRY LED

- Need a champion at the top, and buy-in across all levels
- Examine the social, environmental and economic advantages of going beyond compliance as part of the impact assessment process
- Understand the market value of being recognized as a good corporate citizen
- Put it in the contract

REGULATOR LED

- Encourage good, better best- not just black and white compliance
 - Performance outcomes
 - Adaptative management
- Benchmarking of good practice to drive continual improvement
- Encouraging healthy competition within the industry
- Incentivise – e.g. Social Bonds or Green bonds
- Mandate it- e.g. application of the Infrastructure Sustainability rating tool (ISCA)
- Need strong policy position

.... But who pays?



SO...
WHAT'S IN THE TOOLBOX?

PERFORMANCE ASSURANCE FRAMEWORKS



Function	Crossrail Objective
Target Zero	Are we safe?
Commercial	Are we within funding? Are we on time?
Environmental	Are we world class?
Quality	
Community Relations	
Social Sustainability	

Performance Assurance Framework

SOCIAL BONDS



Queensland SBB

The Queensland SBB aims to safely reunify children in out-of-home care with their families, with a focus on Aboriginal and Torres Strait Islander children.



YouthChoices SBB

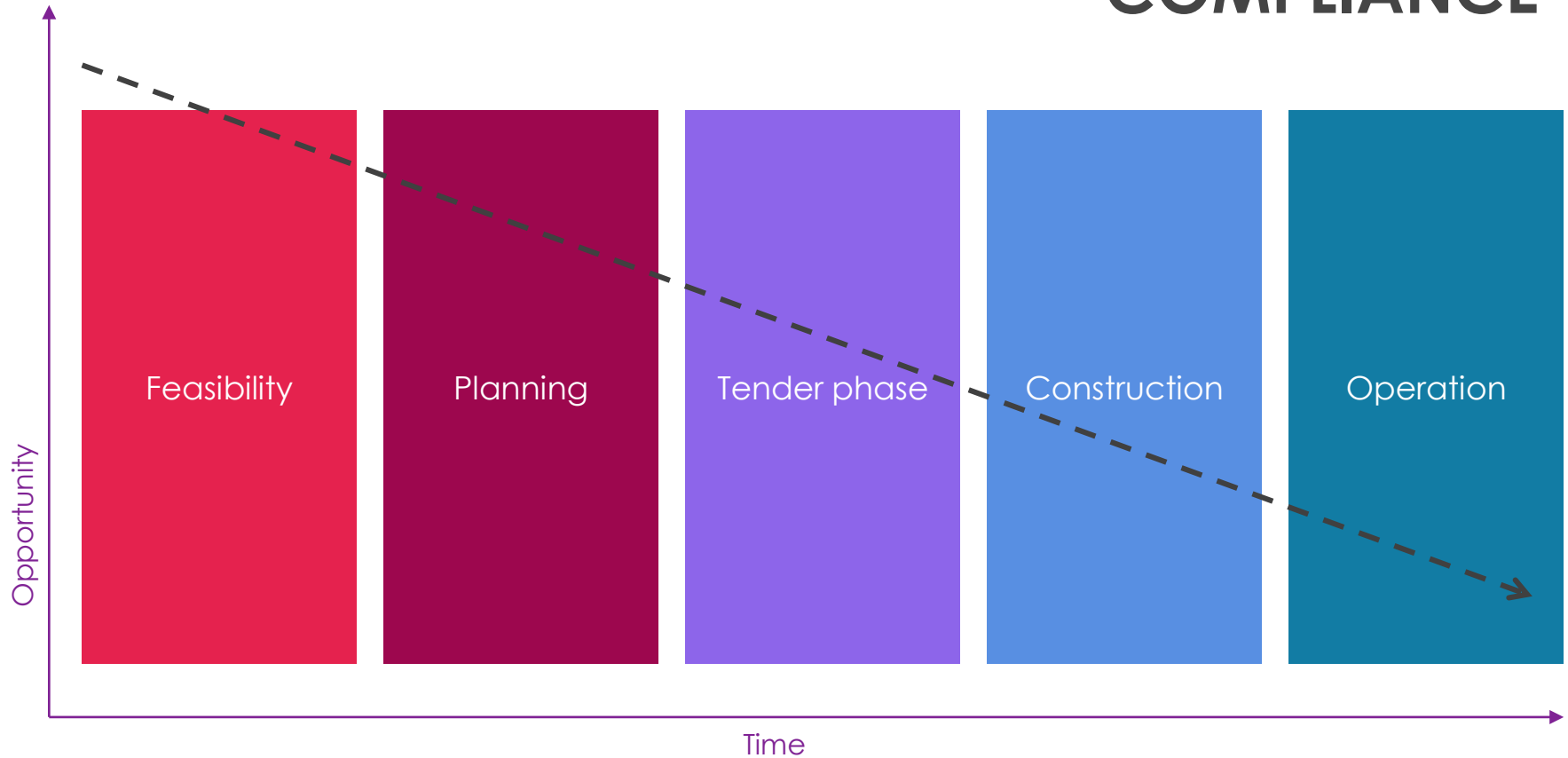
The YouthChoices SBB aims to reduce the frequency and severity of offending behaviour of young people who are at risk of detention or remand.



Youth CONNECT SBB

The Youth CONNECT SBB aims to develop the resilience of young people who are homeless or at risk of homelessness.

OPPORTUNITY FOR BEYOND COMPLIANCE



SUMMARY



- Impact assessment process doesn't currently encourage or celebrate going beyond compliance
- Benefits aren't easy to value economically
- If its not enshrined in the contract, forget it



- Set performance or outcome targets early
- Monetise the 'intangibles'
- seek inspo from other jurisdictions – knowledge sharing and lessons learned
- Shift the focus from a linear, finite process to a life-cycle approach
- Shift the focus from impact assessment to outcomes management

THANK YOU

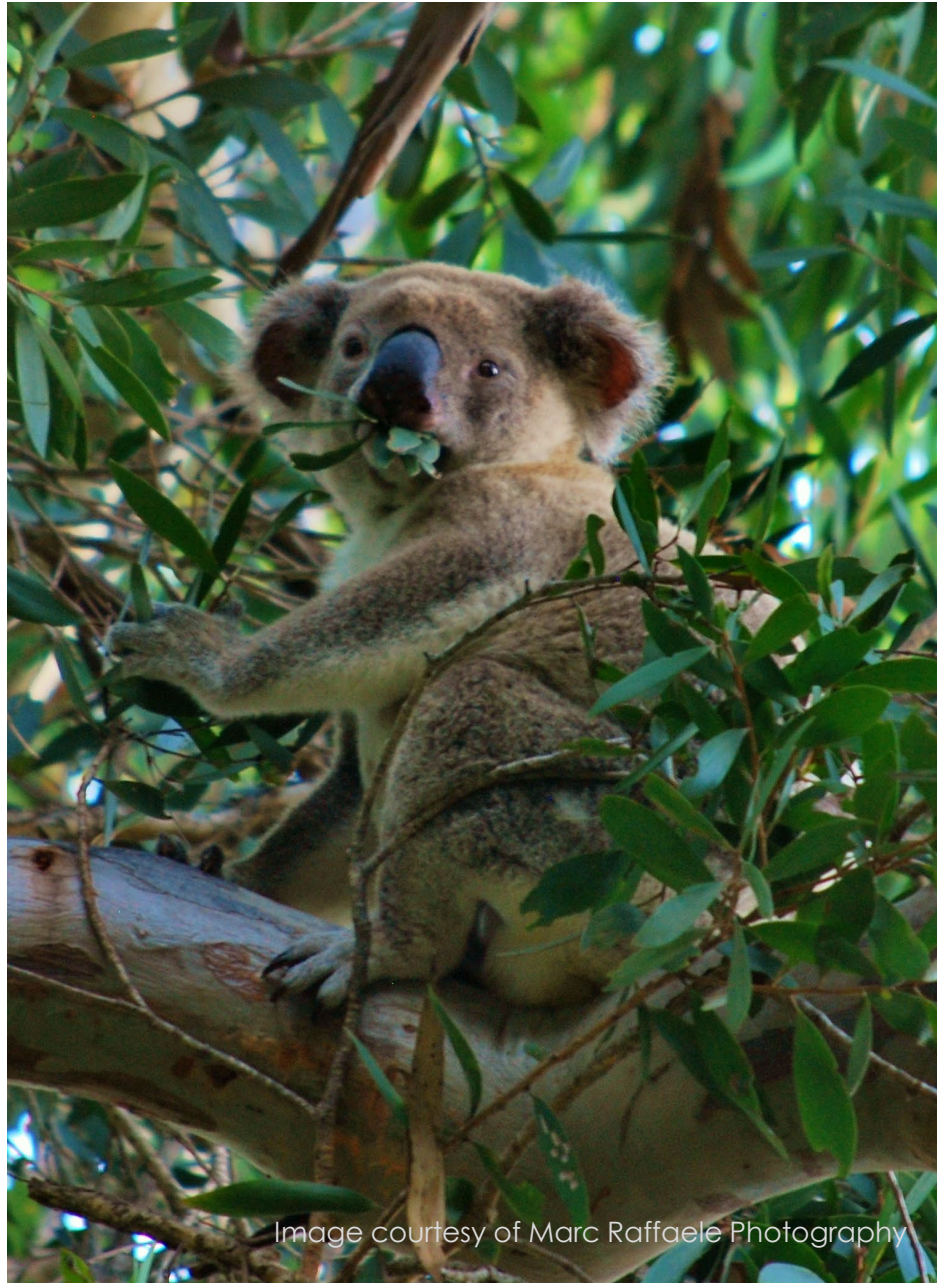


Image courtesy of Marc Raffaele Photography