Stakeholder Engagement Framework 2014 – 2018
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1. Introduction

The Inspector-General Emergency Management (IGEM) acknowledges that effective and meaningful stakeholder engagement is pivotal to building and maintaining trusted networks and legitimate relationships.

Such networks and relationships are required as the foundational step along the long-term, evolving journey to enacting and influencing sustained behavioural change and enduring partnerships.

Sustained behavioural change and enduring partnerships within the Queensland Government and between government, business and non-government sectors are required to achieve our vision of being catalysts for excellence in emergency management.

Our stakeholders need to know that their input is, and will be, valued and, importantly, that the IGEM functions and processes can deliver outcomes that reflect and incorporate stakeholders’ identified needs and issues.

2. About the IGEM

The role of the Inspector-General Emergency Management arose out of an independent review into policing and community safety in 2013.

The IGEM is responsible for supporting the State Government’s vision of making Queenslanders better prepared for disasters and emergencies in future through the setting of standards, auditing and monitoring of performance regarding disaster management.

The Inspector-General is also tasked to work continuously with the Police and Fire and Emergency Services portfolio, government departments and other stakeholders to ensure the closest of working relationships are formed and maintained within the sector, to enable the best possible whole-of-government and whole-of-community approach to the management of emergencies and disasters.

3. Purpose of the Stakeholder Engagement Framework

This Stakeholder Engagement Framework (Engagement Framework) provides the context in which we will plan and implement stakeholder engagement for identified projects, strategies and decision making processes.

Aligned with Section 4.9 of The Queensland Plan, it sets out the principles we will adhere to when we plan and carry out our engagement activities, so that the views and interests of our stakeholders are consistently and meaningfully considered and that our stakeholders know this to be the case.

It seeks to guide the use of engagement within the Office of the IGEM as a mechanism for input into shared issues; collaboration to find solutions; and the marshalling and incorporation of collective expertise.

The Engagement Framework sets out the:

- scope of our engagement activities - who we will engage with and the kinds of operational issues within the scope of the IGEM;
- foundation principles that will underpin our engagement activities; and
- different levels of engagement and the mechanisms we will use to engage with our stakeholders, recognising that tools and strategies must be tailored to suit the decisions, activities and processes we are seeking to engage on.

4. Scope of this Engagement Framework

While the Engagement Framework relates closely to our engagement with the Queensland emergency management sector, we also need to engage constructively with a range of other stakeholders to widen the circle of responsibility and participation in disaster prevention, preparedness, response and recovery.

As advocated in the National Strategy for Disaster Resilience, the actions required in socialising/embedding shared responsibility include:

- leading change and coordinating efforts;
- understanding risks;
- communicating and educating people about risks;
- partnering with those who effect change;
- empowering individuals and communities to exercise choice and take responsibility;
- reducing risks to the built environment; and
- supporting capabilities for disaster resilience.

4.1 Who are our stakeholders?

- Government and government agencies — including the Premier, the Minister of Police, Fire and Emergency Services and other relevant ministers, public safety portfolio agencies, directors-general of all state agencies, local councils, other relevant state, territory and national government departments and national forums.
- Disaster management groups and committees — including the Queensland Cabinet, state, district and local disaster management groups and committees (as prescribed under the Disaster Management Act 2003, established by Cabinet or as outlined in the State Disaster Management Plan).
• Government-owned corporations - including power, telecommunication, transport and other organisations.

• Non-government organisations – including community service sector agencies and community media.

• Business, private sector and peak bodies/agencies – including news media, insurance, business and tourism councils, the Local Government Association of Queensland and tertiary institutions (and other research partners such as Cooperative Research Centres etc.).

• General Public – all sections of the community.

4.2 What activities does this Engagement Framework cover?

This Engagement Framework covers a wide range of our stakeholder engagement activities, including:

• Disaster and emergency management issues, such as:
  – development and implementation of the Emergency Management Assurance Framework (EMAF);
  – development of EMAF components, such as, emergency management standard/s and assessment methodologies; and
  – undertaking reviews and system analysis.

• Strategic issues, such as:
  – our strategic purpose and objectives (as part of strategic plan review processes);
  – our assurance and reporting priorities;
  – changes to our processes and emergency management policies that have an impact on stakeholders;
  – emergency management sector capacity building and our sector education and outreach activities;
  – other specific (IGEM or emergency management) projects that have the potential to impact our stakeholders; and
  – strategic partnership arrangements.

5. Engagement principles

We have taken a principles-based approach to our stakeholder engagement activities. Each principle seeks to clarify the purpose of our engagement with stakeholders and guide how that engagement occurs.

5.1 Clear, accurate and timely communication

We will provide information that is clear, accurate, relevant and timely, recognising the different communication needs and preferences of different stakeholders and that effective communication involves listening and talking.

How will we do this?

We will provide information in a form that is understandable by the target audience and in a way that assists people to understand and make informed choices and contributions to our processes. This includes:

• using language that is appropriate for the target audience;
• providing plain English summaries of key issues and impacts of decisions;
• using a range of methods and mediums to communicate with stakeholders, being flexible in our approach, and taking steps to identify stakeholders’ communication preferences;
• providing opportunities for stakeholders to ask questions, seek clarification of information provided and to contribute their own experiences and information;
• enabling stakeholders to access relevant information;
• seeking stakeholder views as early in the process as possible;
• establishing clear and realistic timeframes for stakeholder input; and
• maintaining engagement throughout the life of the process, activity or program (that is, from the planning phase to review and closure).

5.2 Accessible and inclusive

We will seek out stakeholders potentially affected by, or interested in, our activity, process or decision and provide them with the information they need to participate in a meaningful way.

How will we do this?

We will:

• as part of the planning for each project, identify the relevant stakeholders that may be interested in, or affected by, the issue and the most effective way to engage with these stakeholders. This will include considering which particular communication channels and engagement tools may be the most effective;
• identify and, to the extent possible, understand the interests and concerns of the relevant stakeholders, and where appropriate acknowledge that across our range of stakeholders there is likely to be a diverse range of perceptions, understandings, interests and concerns;
• recognise that adequate time and resources are needed by all stakeholders to effectively engage. This includes:
  – taking steps to understand resourcing issues that may impede stakeholders’ ability to participate, and considering this as part of our flexible approach;
  – where possible, holding meetings at times and locations that are mutually convenient, and using innovative solutions and platforms to engage;
  – coordinating IGEM stakeholder engagement activities, wherever possible, to make the most efficient use of stakeholders’ time;
  – where possible, allowing at least four weeks for stakeholders to provide submissions and comment. In most cases, we will aim for six week consultation periods and where we cannot allow at least four weeks to respond we will explain clearly why this is the case; and
  – accepting submissions and feedback other than ‘formal’ written submissions and feedback—for example, verbal or emailed.

• where necessary and appropriate, assist stakeholders to engage with us—for example, by holding forums early in the engagement to increase stakeholders’ knowledge and ability to participate; and
• take meaningful steps to give all stakeholders opportunities to be heard.

5.3 Transparent

We will clearly identify and explain the engagement process, the role of stakeholders in the engagement process, and communicate how their input was considered and how it informed the decision, project or report.

How will we do this?

We will:
• clearly communicate to stakeholders the purpose of the engagement, our objectives, and what level of engagement we are undertaking (under the Stakeholder Engagement Spectrum, see further detail below);
• clearly articulate the processes for engagement in the decision, activity or assessment;
• clearly communicate the decision-making processes;
• provide feedback to stakeholders about their input, including how the input was considered and informed or influenced the outcome of the decision or process. Depending on the nature of the engagement, feedback could range from verbal feedback to written ‘reasons for decisions’ documents;
• update stakeholders as required or requested on the progress of specific issues or questions raised through engagement using a range of communication methods;
• report openly the input from stakeholders; and
• provide information on any changes to the decision-making process, engagement process or our objectives.

5.4 Measurable

Evaluating our engagement activities is a critical element of good engagement as it allows us to understand what is effective, and improve the quality of our stakeholder engagement over time.

How will we do this?

We will:
• as part of the planning for each engagement process, establish measurable criteria to assess our engagement activities and how we will apply each principle;
• use a range of methods to evaluate the effectiveness of each engagement activity, using this information to refine and improve future engagement activities. These may include:
  – measuring quantitative data such as number of participants; number of formal and informal submissions received; the number of meetings, forums and workshops held; and
  – proactively seeking feedback from those who participated in our engagement activities. This can be done in a variety of ways, such as surveys and interviews, and will allow us to determine stakeholder satisfaction with the engagement, including satisfaction with the:
    ○ clarity and timeliness of communication;
    ○ clarity of the purpose and desired outcome of the engagement;
    ○ transparency of process and timelines;
    ○ transparency of how input was considered;
    ○ level of support provided; and
    ○ opportunities to participate.

6. Stakeholder Engagement Spectrum

We recognise that different levels of stakeholder engagement are appropriate depending on the objective, outcomes, timeframes, resources and levels of concern or interest in the project.

We have adopted a Stakeholder Engagement Spectrum (Spectrum) (see Table 1 attached to this document) to illustrate the increasing levels of engagement we may use depending on the particular
project or activity, and the different engagement methods that can accompany each level.

The Spectrum provides a methodology for us to determine what level of influence stakeholders can have over an activity and therefore what level of engagement is appropriate.

At lower levels, we may determine that engagement simply means ensuring stakeholders are well informed about our projects, processes and outcomes. At higher levels, the Spectrum illustrates that for some issues we may seek more direct stakeholder input. The level of engagement we use will be determined by our role and responsibilities, the issue being considered, and what we are trying to achieve.

Given the nature of our role, we expect that our engagement activities will occur across the spectrum, with most of our work concentrating at the levels of ‘involve’ and ‘collaborate’ where engaging at these levels will help us achieve our objectives.

A key element of the Spectrum is the recognition that each level of engagement involves a promise made to our stakeholders. At all levels, the promise should be clearly defined and understood by all participants and the decision makers.

In the table below, we have also included examples of engagement tools that could be used at each level of the Engagement Spectrum. These engagement tools are not included as an exhaustive list, but as an indication of the kinds of techniques we may use, depending on the issue and our objective.

The IGEM project management and planning approach will use this Engagement Framework to incorporate the appropriate range of steps required for stakeholder engagement including:

- stakeholder identification and analysis for phases of each project; and
- development of project stakeholder engagement methodologies and tactics required.

### 7. Reviewing this Engagement Framework

We are committed to improving the effectiveness of our engagement with stakeholders over time.

A key element of this improvement will be evaluating our performance under this Engagement Framework and, if necessary, amending and adding to this document.

Informal monitoring of the effectiveness of the Engagement Framework will be on-going. In particular, the evaluation phase at the end of each engagement process will provide opportunities for the IGEM Executive and staff to consider how the Engagement Framework is working in practice, and suggest changes. Feedback from stakeholders gained through the project evaluation processes will inform this assessment.

Additionally, in the longer term it will be important to determine whether the Engagement Framework is operating effectively and meeting our expectations and those of our stakeholders.

In this context, we will review this Engagement Framework after 12 months of operation, and thereafter every three years. This review will be undertaken in part by seeking the views of stakeholders about the scope and principles of the Engagement Framework and, importantly, about how effectively we have demonstrated these in our engagement activities.

### 8. Other relevant IGEM documents

A number of key documents are relevant to our interaction with our stakeholders.

- IGEM Strategic Plan 2014 – 2018

### 9. Abbreviations

- IGEM Inspector General Emergency Management
- Spectrum (IGEM) Stakeholder Engagement Spectrum
- Engagement Framework IGEM Stakeholder Engagement Framework
- EMAF (IGEM) Emergency Management Assurance Framework
### Table 1  Stakeholder Engagement Spectrum

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<tr>
<th>Stakeholder engagement spectrum</th>
<th>Inform</th>
<th>Consult</th>
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<tbody>
<tr>
<td><strong>Characteristics</strong></td>
<td>One-way engagement</td>
<td>Limited two-way engagement: we ask questions, stakeholders respond</td>
</tr>
<tr>
<td><strong>Stakeholder participation goal</strong></td>
<td>To provide stakeholders with balanced and objective information to help them understand the process, problems, proposed solutions and outcomes.</td>
<td>To obtain stakeholder input on analysis, proposed solutions and outcomes.</td>
</tr>
<tr>
<td><strong>Our promise to stakeholders</strong></td>
<td>We will keep you informed.</td>
<td>We will keep you informed, listen to and acknowledge concerns and provide feedback on how stakeholder input influenced the decision.</td>
</tr>
<tr>
<td><strong>Example of engagement tools</strong></td>
<td>Factsheets, Email bulletins, Media releases, Dedicated project web pages on the IGEM website, Written reports, Corporate documents (annual report, strategic plan and priorities)</td>
<td>Sector analysis and advice, Focus groups, Surveys, Sector meetings, Meetings with selected stakeholders, Webinars and other online forums</td>
</tr>
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1 The IGEM’s Stakeholder Engagement Spectrum is based on the International Association for Public Participation’s (IAP2) public participation spectrum ([www.iap2.org.au](http://www.iap2.org.au)). It also incorporates concepts from the AA1000 Stakeholder Engagement Standard, Accountability, 2008.
### Table 1  Stakeholder Engagement Spectrum

<table>
<thead>
<tr>
<th>Involve</th>
<th>Collaborate</th>
<th>Empower</th>
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<tr>
<td><strong>Two-way or multi-way engagement: learning on all sides, stakeholders and IGEM act independently, IGEM is decision maker</strong></td>
<td><strong>Two-way or multi-way engagement: joint decision making and actions</strong></td>
<td><strong>Decisions delegated to stakeholders; stakeholders play a role in governance</strong></td>
</tr>
<tr>
<td>To work directly with stakeholders throughout the process to ensure that sector issues and concerns are consistently understood and considered.</td>
<td>To partner with stakeholders in the process, including the development of alternatives and the identification of the preferred solution.</td>
<td>To place final decision-making in the hands of the stakeholders / public.</td>
</tr>
<tr>
<td>We will work with you so that your concerns and issues can be directly reflected in the alternatives developed and provide feedback on how stakeholder input influenced the decision.</td>
<td>We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.</td>
<td>We will learn what you decide.</td>
</tr>
<tr>
<td>Workshops (e.g. IGEM Strategic Plan Stakeholder Workshop) Consultative/ advisory committees (e.g. EMAF Advisory Panel)</td>
<td>Consensus building Participatory decision making Partnerships Advisory committees or groups. Key Sector Reference Groups (such as the SDMG Governance and Processes Review Advisory Group)</td>
<td>Delegated decisions Based on your best practice, we will share what you implement – supporting a community of best practice and excellence in Emergency Management.</td>
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