Stakeholder Engagement Framework

Queensland
Government

Content

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2.0	Stakeholder Engagement Framework	20/05/2020
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Information for users

This document is available for download from the IGEM website.

The information contained within this document is designed for use by communities, businesses and entities working within Queensland's disaster management arrangements, and may not be appropriate in other States and Territories. This document is not designed to preclude the use of other relevant and industry-specific good practice guidance, standards and legislation.

Additional considerations may be required dependant on the user's specific risks, capability and capacity. For assistance interpreting the use of this document, please contact IGEM.

Acknowledgement

Acknowledgement of Country

IGEM acknowledges the Aboriginal peoples and Torres Strait Islander peoples as the Traditional Owners and Custodians of this Country. We recognise their connection to land, sea and community. We pay our respects to them, their cultures, and to their Elders, past, present and emerging.

Foreword

IGEM is committed to building on the strong foundations of Queensland's disaster management arrangements.

As the most disaster-prone state in the country, it is vital we draw upon the lessons learnt, experience and expertise of our stakeholders to ensure our disaster management arrangements remain world-class.

At the heart of Queensland's disaster management sector is a group of passionate, tight-knit and committed stakeholders, working across the local, district and state levels, alongside research, not-for-profit organisations and the community sectors.

This Framework reaffirms our commitment to ensuring that IGEM's engagement activities complement the work of the sector, while also reducing our burden wherever possible.

IGEM acknowledges the increasing complexity, changing nature and compounding effect of disaster events in our sector.

We have renewed our focus on engagement to ensure it is relevant and meaningful to our stakeholders, and that our activities are proactive, accessible and agile.

IGEM will continue to foster a culture of ongoing co-design, collaboration and cooperation between local, state and federal agencies, and the not-for-profit sector, to drive continuous improvement in our sector.

Alistair Dawson APM
Inspector-General of Emergency Management

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Introduction

The Office of the Inspector-General of Emergency Management (IGEM) believes that effective and meaningful stakeholder engagement is pivotal to building and maintaining trusted networks and strong relationships.

Strong stakeholder relationships are the foundation of all engagement activity undertaken by IGEM.

About the Office

The role of Inspector-General of Emergency Management was first established in 2013 following a review of police and community safety. The role was formalised as a statutory position in 2014. The functions of the Inspector-General and IGEM are prescribed in the *Disaster Management Act 2003*.

IGEM is responsible for providing the Queensland Government an assurance of public safety. This is achieved through the establishment and implementation of an assurance framework, to guide and focus the work of all agencies, across all tiers of government, towards achieving best practice outcomes for disaster management in Queensland.

Purpose

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

Aligned with the Queensland Government's objectives for the community[1] to be a responsive government, it sets out the principles that IGEM will adhere to when planning and carrying out engagement activities, so that the views and interests of stakeholders are consistently and meaningfully considered.

It seeks to guide the application of stakeholder engagement by IGEM, as a way to seek stakeholder input into shared concerns, facilitate stakeholder collaboration to find solutions, and marshal and incorporate the collective expertise of stakeholders.

The Engagement Framework sets out the:

- scope of IGEM's engagement activities – who will be engaged and the kinds of operations within IGEM's scope
- foundation principles that will underpin IGEM's engagement activities
- different levels of engagement and the tools that IGEM will use to engage with stakeholders, recognising that tools and strategies must be tailored to suit the decisions, activities and processes IGEM is seeking to engage on.

Scope

While the Engagement Framework relates closely to IGEM's engagement with the Queensland disaster management sector, IGEM also engages regularly with a range of other stakeholders including research partners, utility providers, not-for-profit organisations and many more involved in disaster prevention, preparedness, response and recovery.

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[1] Queensland Government. 2022. "Our priorities". Accessed March 25, 2022. https://www.qld.gov.au/about/how-government-works/objectives-for-the-community

As advocated in the National Strategy for Disaster Resilience[2], 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.

IGEM's stakeholders

IGEM engages with a diverse range of stakeholders to ensure confidence in Queensland's disaster management arrangements and drive continuous improvement in disaster preparedness, planning, response and recovery.

IGEM's stakeholders include:

- local, state and federal government and their agencies
- emergency services and disaster management agencies
- researchers, universities, institutes, research partners, cooperatives and think-tanks
- non-government organisations
- First Nations communities
- culturally and linguistically diverse communities
- water, power, utility, communications providers and networks
- business community and peak bodies
- insurers and insurance companies
- general community; and
- media.

Engagement activities

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

- disaster and emergency management matters, such as:
  - o development, implementation, review and evaluation of the Emergency Management Assurance Framework (EMAF)
  - o development of EMAF components, such as disaster management standards and assessment methodologies; and
  - o undertaking reviews and systems analysis.
- strategic matters, such as:
  - o IGEM's strategic purpose and objectives (as part of strategic plan review processes)
  - o IGEM's assurance and reporting priorities
  - o changes to IGEM's processes and disaster management policies that have an impact on stakeholders

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[2] Commonwealth of Australia. 2011. *National Strategy for Disaster Resilience.*
https://knowledge.aidr.org.au/media/2153/nationalstrategyfordisasterresilience.pdf

- o disaster management sector capacity building and sector education, research and outreach activities; and
- o strategic partnership arrangements.

Engagement principles

IGEM has taken a principles-based approach to stakeholder engagement activities. The principles are: clear, accurate and timely communication; accessibility and inclusiveness; transparency; and measurable. Each principle seeks to clarify the purpose of engagement with stakeholders and guide how that engagement occurs.

Clear, accurate and timely communication

Clear, accurate, relevant and timely communication is vital, as is recognising the different communication needs and preferences of different stakeholders and that effective communication involves listening and talking.

IGEM will:

- use language that is appropriate for the target audience
- provide plain English summaries of key topics and impacts of decisions
- use a range of methods and mediums to communicate with stakeholders, be flexible in approach, and take steps to identify stakeholders' communication preferences.
- utilise new technology and innovative approaches to engage with stakeholders
- provide opportunities for stakeholders to ask questions, seek clarification of information provided and to contribute to their own experiences and information
- enable stakeholders to access relevant and useful information
- seek stakeholder views as early as possible
- establish clear and realistic timeframes for stakeholder input
- maintain engagement throughout the life of the process, activity or program (that is, from the planning phase to review and closure).

Accessibility and inclusiveness

Meaningful engagement means acknowledging and identifying stakeholders who are potentially affected by, or interested in, the activities, processes or decisions of IGEM and providing them with the information and tools they need to participate and provide feedback.

IGEM 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 communication channels and engagement tools may be the most effective
- identify and understand the interests and concerns of the relevant stakeholders, and where appropriate acknowledge that across the 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:
  - o taking steps to understand resourcing matters that may impede stakeholders' ability to participate and considering this as part of a flexible approach.

- o where possible, holding meetings at times and locations that are mutually convenient, and using innovative solutions and platforms to engage.
- o coordinating IGEM's stakeholder engagement activities, wherever possible, to make the most efficient use of stakeholders' time.
- o where possible, allowing as much time as practical for stakeholders to provide submissions and comment. Where longer consultation periods are not possible, an explanation will be provided.
- where necessary and appropriate, assist stakeholders to engage with IGEM – for example, by holding forums early in the engagement process to increase stakeholders' knowledge and ability to participate.
- take meaningful steps to give all stakeholders opportunities to be heard.

Transparency

In the interests of integrity and to inspire trust, IGEM will clearly identify and explain the engagement process, the role of stakeholders in the engagement process, and communicate where possible, how input was considered in the project or report.

IGEM will:

- clearly communicate to stakeholders the purpose of the engagement, including the objectives, and what level of engagement is being undertaken (under the Stakeholder Engagement Spectrum, see further details 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 wherever possible, 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 decision' documents
- update stakeholders as required or requested in the progress of specific questions raised through engagement using a range of communication methods
- report openly the input from stakeholders
- provide information on any changes to the decision-making process, engagement process or objective.

Measurable

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

IGEM will:

- as part of the planning for each engagement process, establish measurable criteria to assess engagement activities and how each principle is applied
- 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:

- o measuring quantitative data such as number of participants; number of formal and informal submissions received; the number of meetings, forums and workshops held.
- o proactively seeking feedback from those who participated in engagement activities. This can be done in a variety of ways, such as surveys and interviews, and will allow IGEM 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.
  - opportunities to participate.

Stakeholder Engagement Spectrum

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

IGEM has adopted a Stakeholder Engagement Spectrum[3] (the Spectrum) (see Table 1, which can be found on page 12 of this document) to illustrate the increasing levels of engagement that may be used depending on the project or activity and the different engagement methods that can accompany each level.

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

At lower levels, IGEM 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 matters IGEM may seek more direct stakeholder input. The level of engagement used will be determined by IGEM's role and responsibilities, the issue being considered, and what IGEM is trying to achieve.

Given the nature of IGEM's role, it is expected that engagement activities will occur across the Spectrum, with most work concentrating at the levels of 'involve' and 'collaborate' where engaging at these levels will help achieve objectives.

The table below provides examples of engagement tools that could be used at each level of the Spectrum. These engagement tools are not included as an exhaustive list, but as an indication of the kinds of techniques that may be used, depending on the issue and the objective.

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

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[3] The IGEM's Stakeholder Engagement Spectrum is based on:
The International Association for Public Participation's (IAP2). 2018. *IAP2 Spectrum of Public Participation*. https://iap2.org.au/wp-content/uploads/2020/01/2018_IAP2_Spectrum.pdf; and AccountAbility. 2015. *AA1000 Stakeholder Engagement Standard, Accountability.* https://www.accountability.org/wp-content/uploads/2016/10/AA1000SES_2015.pdf.

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

Review

IGEM is committed to continually reviewing and improving the effectiveness of its engagement with stakeholders. A key element of this evaluation is the review of IGEM's performance and the effectiveness of this framework document.

Informal monitoring of the effectiveness of the Engagement Framework will be ongoing. In particular, the evaluation phase at the end of each engagement process will provide opportunities for IGEM's Executive and staff to consider how the Engagement Framework is working in practice and suggest changes.

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

In this context, this Engagement Framework will be reviewed, updated and refreshed as necessary. Such reviews 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 IGEM has demonstrated these in its engagement activities.

Supporting documentation

A number of key documents are relevant to IGEM's interaction with stakeholders:

- The Office of the Inspector-General of Emergency Management Strategic Plan
- Emergency Management Assurance Framework
- Disaster Management Research Framework
- Lessons Management Framework

Supporting legislation

The following legislation is relevant to IGEM's interaction with stakeholders:

- *Information Privacy Act 2009*
- *Human Rights Act 2019*
- *Disaster Management Act 2003*

Stakeholder Engagement Spectrum

	Inform	Consult	Involve	Collaborate	Empower
Characteristics	*One-way engagement*	*Limited two-way engagement: IGEM will ask questions, stakeholders respond*	*Two-way or multi-way engagement: learning on all sides, stakeholders and IGEM act independently, IGEM is decision maker*	*Two-way or multi-way engagement: joint decision making and actions*	*Decisions delegated to stakeholders; stakeholders play a role in governance*
Stakeholder participation goal	To provide balanced and objective information on the process, concerns, proposed solutions and outcomes.	To obtain stakeholder input on analysis, proposed solutions and outcomes.	To work directly with stakeholders to ensure that sector priorities and concerns are consistently understood and considered.	To partner with stakeholders, including the development of alternatives and the identification of the preferred solution.	To place final decision - making in the hands of the stakeholders / public.
Our promise to stakeholders	*IGEM will keep you informed.*	*IGEM will keep you informed, listen to and acknowledge concerns and provide feedback on how stakeholder input influenced the decision.*	*IGEM will work with you so that your concerns can be directly reflected in the alternatives developed and provide feedback on how stakeholder input influenced the decision.*	*IGEM will look to you for advice and innovation in formulating solutions and incorporate your advice into the decisions to the maximum extent possible.*	*IGEM will learn what you decide.*
Example of engagement tools	Factsheets Email bulletins and eNewsletters Social Media Media releases Dedicated project web pages on the IGEM website Written reports Corporate documents (annual report, strategic plan and priorities)	Sector analysis and advice Focus groups Surveys, including community Sector meetings Meetings with selected stakeholders Webinars and other online forums	Workshops Consultative / advisory panels Community / stakeholder forums	IGEM Framework Refresh projects Research partnerships Consensus building Participatory decision making Advisory committees or groups.	Providing informed views through: Research Community of Practice DMO Network Working Groups

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