

Department of State Development

# Stakeholder Engagement Framework

A framework for the Department of State Development  
in Stakeholder Engagement.

[www.statedevelopment.sa.gov.au](http://www.statedevelopment.sa.gov.au)





# A message from the Chief Executive

## The Department of State Development (DSD) Strategic Directions 2015 – 2018 sets out a clear and ambitious vision for DSD “South Australia – Globally Engaged”

This vision is about opening the door to new ideas, new opportunities, new people and new business for South Australia.

We are the department responsible for economic transformation. We will leverage South Australia’s economic advantages through building excellent engagement practices.

Leading a strong collaborative approach to ensuring services are relevant, accepted and valuable to the community, through engagement and conversation – involving people in the decisions that affect their lives and giving them a genuine role in decision making, will be central to our success.

The Stakeholder Engagement Framework provides a foundation on which to build a continually-improving culture of engagement. I encourage you to explore how this can be applied to your work and look forward to putting the Stakeholder Engagement Framework into action.

**Dr. Don Russell**

Chief Executive  
Department of State Development

# This vision is about opening the door to new ideas, new opportunities, new people and new business for South Australia.

*The Department of State Development acknowledges Aboriginal people as the State’s first peoples and Nations of South Australia. We recognise and respect their cultural connections as the traditional owners and occupants of the land and waters of South Australia, and that they have and continue to maintain a unique and irreplaceable contribution to the State.*

# Creating opportunities



## Our economic priorities

- 1** Unlocking the full potential of South Australia's resources, energy and renewable assets
- 3** A globally recognised leader in health research, ageing and related services and products
- 4** The Knowledge State – attracting a diverse student body and commercialising our research
- 6** Growth through innovation
- 9** Promoting South Australia's international connections and engagement
- 10** South Australia's small businesses have access to capital and global markets

Our leadership in six of the South Australian Economic Priorities provide important links across our Strategic Goals. We also lead efforts in thirty-five targets from South Australia's Strategic Plan and two of the South Australian Government's Seven Strategic Priority areas: *Growing Advanced Manufacturing* and *Realising the benefits of the mining boom for all*.

## Purpose of our DSD framework

Our framework has been developed to provide guidance across the Department of State Development, to enable leading practice in stakeholder engagement. This framework links directly to our Strategic Directions and the South Australian Government Community Engagement Principles. In doing so it is intended that we will work to the highest local and international standards in engagement, building respectful relationships that will ensure open dialogue and enduring outcomes for South Australia. This framework sits as an overarching document in our Stakeholder Engagement Library and can be viewed at <http://intra.dsd.sa.gov.au/Divisions/SBS/SEPC/Pages/StakeholderEngagement.aspx>

# Public sector values

## A strong set of values can transform the way we work

Values help to clarify who we are, why we are here, and where we are going. They define who we are as a public service. Whether collaborating across agencies, with partners in other sectors or with members of the community, when our actions align to our values we can create productive working relationships founded on mutual trust and respect. The public sector values were developed through an extensive engagement exercise with public sector employees from across agencies and the state. Our Values are:

<b>Service</b>	<i>We proudly serve the community and government of South Australia</i>
<b>Professionalism</b>	<i>We strive for excellence</i>
<b>Trust</b>	<i>We have confidence in the ability of others</i>
<b>Respect</b>	<i>We value every individual</i>
<b>Collaboration &amp; Engagement</b>	<i>We create solutions together</i>
<b>Honesty &amp; Integrity</b>	<i>We act truthfully, consistently and fairly</i>
<b>Courage &amp; Tenacity</b>	<i>We never give up</i>
<b>Sustainability</b>	<i>We work together to get the best result for current and future generations of South Australia</i>

# South Australian Government community engagement principles

## A vision for community engagement

“Better Together” provides a principles-based foundation for community and stakeholder engagement for the South Australian public service, developed through extensive engagement and launched by the Premier. “Better Together” takes a ‘light touch’ approach, providing a guide to best practice engagement, which acknowledges the very different contexts within which individual engagement processes occur. Find out more at [www.yoursay.sa.gov.au](http://www.yoursay.sa.gov.au) “Better Together” frames engagement in any context and at any level, through six key principles which highlight the importance and significance of good Stakeholder Engagement. The six principles are:

<b>Principle 1</b>	<i>We know why we are engaging and we communicate this clearly</i>
<b>Principle 2</b>	<i>We know who to engage</i>
<b>Principle 3</b>	<i>We know the history and background</i>
<b>Principle 4</b>	<i>We begin early</i>
<b>Principle 5</b>	<i>We are genuine</i>
<b>Principle 6</b>	<i>We are creative, relevant and engaging.</i>

# Department of State Development principles

## Our vision for Stakeholder Engagement

Our principles provide a foundation for stakeholder engagement across all our portfolios and sectors we have relationships with. Our principles align to the Better Together Principles, and align strongly with the Public Sector Values. Our approach ensures we are providing a guide to good engagement, recognising the complexities and differences in approaches that occur within engagement processes, acknowledging that there is a continuum of engagement which extends from information provision at one end, to partnering with or empowering at the other.

## Principle 1

### **We know why we are engaging and we communicate this clearly**

*We understand why we are engaging, and we acknowledge and communicate this clearly through our service and professionalism. We will listen to our stakeholders and manage expectations through building goodwill and developing our relationships with those who participate.*

## Principle 2

### **We know who to engage**

*We know who our stakeholders are and we seek to understand their needs allowing us to form professional relationships. We will engage to build capacity and to learn from others' worldview, so that results are improved.*

## Principle 3

### **We know the history and background**

*We will invest time to develop our knowledge and information, utilising our own internal Stakeholder Information Management systems as well as expertise from our internal and external sources.*

## Principle 4

### **We begin early**

*We understand that by engaging early, stakeholders can shape the direction of an engagement strategy and in some cases co design the approach required. We are flexible in our approach and seek to collaborate.*

## Principle 5

### **We are genuine**

*We are genuinely committed to ensure a positive engagement experience and working with our stakeholders to ensure the opportunity exists to listen and learn from each other.*

## Principle 6

### **We are creative, relevant and engaging**

*We recognise our stakeholders have busy lives; we will use a range of engagement techniques to ensure our approach is appropriate and relevant.*

# Understanding Stakeholder Engagement

Our framework utilises the International Association for Public Participation, IAP2 engagement continuum. The IAP2 is recognised internationally as best practice and adopted by the South Australian Government as a preferred model.

Effective stakeholder engagement enables better planned and more informed policies, projects, programs and services. Stakeholder engagement can be mutually beneficial for the Department and our stakeholders. For stakeholders, the benefits of engagement include the opportunity to contribute as experts in their field to policy and program development, have their issues heard and participate in the decision-making process.

For the Department, the benefits of stakeholder engagement include improved information flows by tapping into local knowledge and having the opportunity to ‘road-test’ policy initiatives or proposals with stakeholders. The earlier stakeholders are engaged, the more likely these benefits are realised.

## Who are our stakeholders?

There are many ways this can be discussed and defined. Ultimately those who choose to engage with us or with whom we choose to engage become our stakeholders. Our worldview determines how we categorise them. The following identifies some of the many categories we choose to define stakeholders in our engagement.

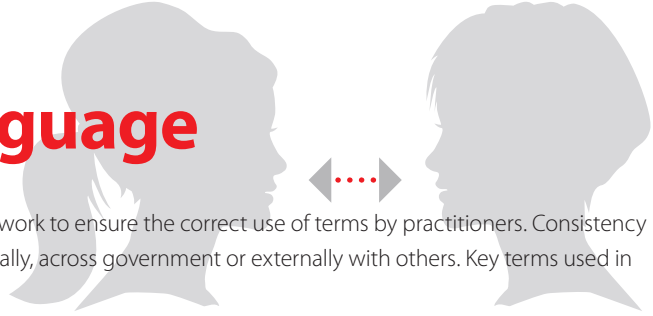
<i>Communities</i>	<i>Volunteer groups</i>	<i>Family businesses</i>	<i>Overseas countries</i>
<i>Industries</i>	<i>Non-government organisations</i>	<i>Individuals</i>	<i>Investors</i>
<i>Training Providers</i>	<i>Companies</i>	<i>Lobby groups</i>	<i>Educational sectors</i>
<i>Government</i>	<i>Executives</i>	<i>Agencies</i>	<i>Families</i>
<i>Corporations</i>	<i>Universities</i>	<i>Regional bodies</i>	
<i>Colleagues</i>	<i>Aboriginal nations</i>	<i>Clients</i>	
<i>Boards</i>		<i>Customers</i>	

Categorising stakeholders can create expectations and lead to challenges and frustrations if it is not done appropriately and respectfully.



# The importance of language

A consistent language is applied to this framework to ensure the correct use of terms by practitioners. Consistency is equally important whether engaging internally, across government or externally with others. Key terms used in this document are.



<b>Engagement</b>	<i>The two way process of interaction between people</i>
<b>Participation</b>	<i>The act of productive involvement between people, active engagement</i>
<b>Relationship</b>	<i>The ongoing interaction between people or groups</i>
<b>Stakeholder</b>	<i>People and groups who have an interest in the process or outcome. This may include individuals, non-government organisations, community groups, businesses and other tiers of government.</i>
<b>Worldview</b>	<i>The broadest perspective and views that an individual can see and understand of the environment around them.</i>

## Worldviews

In engaging with stakeholders and building or maintaining relationships it is necessary to consider different worldviews. Our worldview is what we understand to be 'normal.' It is the basis on which as individuals we formulate our beliefs, perceptions, values and ideas. Understanding the worldview of the stakeholders with whom you are engaging ensures that there is a shared perspective and foundation from which dialogue can occur. Stakeholders will have similar and shared worldviews however not everyone will agree entirely.

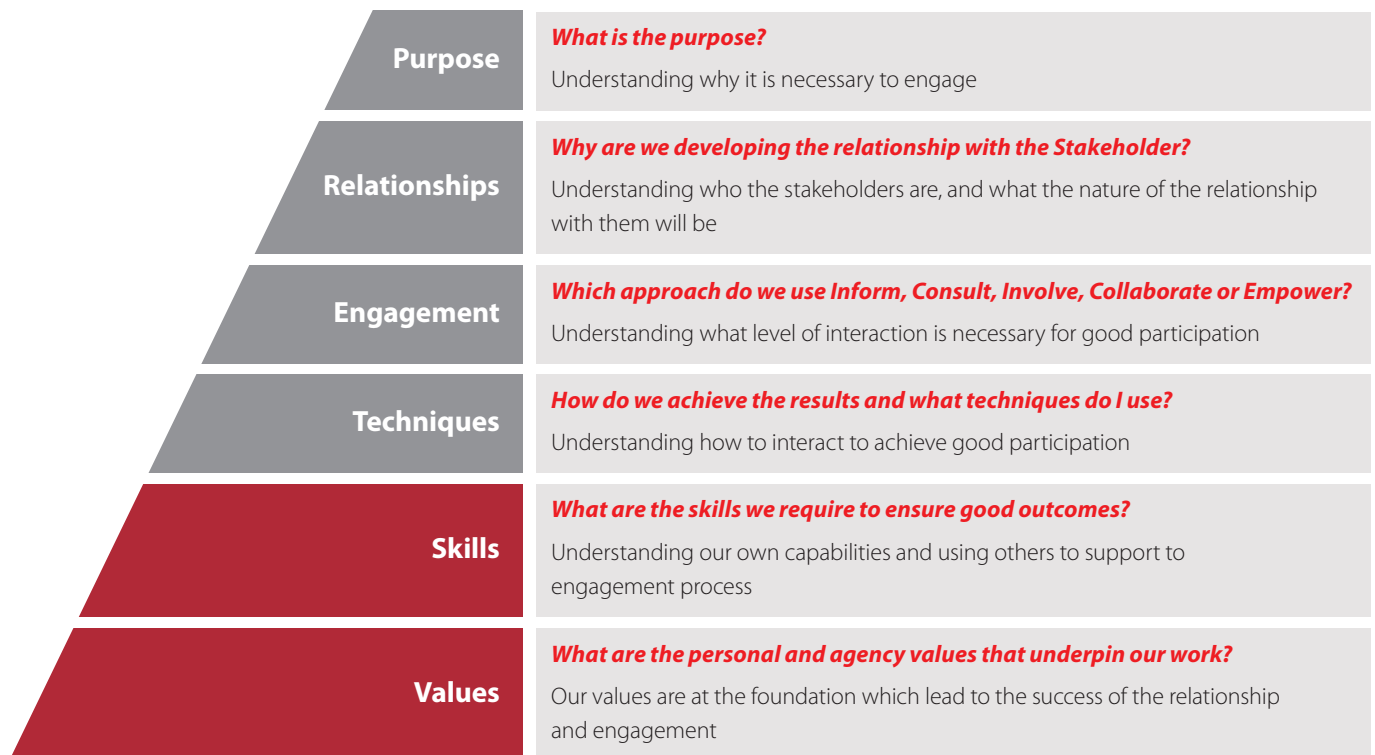
This approach is about recognising and understanding another's values, beliefs, perceptions and ideas - not simply just agreeing with them. Understanding what they see and having them understand what you see enables the co-creation of a shared view (*which may still have many aspects about which you might each choose to disagree*). Developing relationships that reflect this shared understanding enables true respect for differences to be meaningfully acknowledged and expressed. It provides the basis upon which real dialogue and interaction can occur.





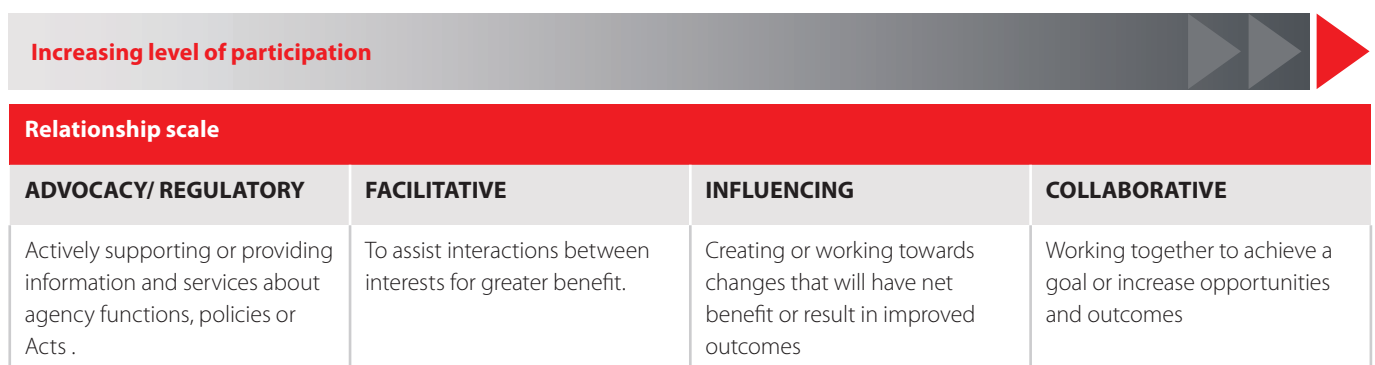
# Purpose

It is essential before any engagement, identification of stakeholders and dialogue that there is a clear understanding of what the **purpose** of the interaction is. **What** are we doing this for? The answer may be that the activity is part of a strategic approach, department targets or purposeful approach such as a state strategic target. Understanding the purpose is critical in defining the type of relationship the department will require, which informs the approach and engagement strategy to be undertaken.



# Relationships

Relationships are built on values such as, trust, respect, commitment, honesty. Whilst an engagement process may be short lived and the outcome achieved, an ongoing relationship has significant value for the individual, department and future activities. A positive engagement process will increase capability and ensure long term relationships with mutual benefits can be realised in a proactive manner. Relationships can be categorised in many ways, the following approach aligns closely with the IAP2 public participation model. It is important to understand the position you are coming from when engaging others, what is your role?





# Engagement

Engagement is not a substitute word for ‘consultation.’ Effective engagement is underpinned by a commitment to establishing relationships and involves building understanding, connections, capacity, trust, and promoting dialogue. Engagement is a two-way process and is respectful. It is an integral component of policy and program development, service design and delivery processes. Effective engagement is an ongoing process: it sets the example of good democratic practice and it builds capacity. It includes different levels of participation as described in the table below.

\*Adapted from IAP2

Engagement scale – Our role				
INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	Obtain public feedback on analysis, alternatives and/or decisions.	Work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	Partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution.	Place final decision-making in the hands of the stakeholder.

Increasing level of participation

Participant scale – Stakeholders role				
LISTEN	CONTRIBUTE	INTERACT	PARTNER	DECIDE
Engage in listening to information seeking clarification, and fostering understanding.	Participate in discussions, provide comment, and feedback.	Increased participation involving co design, solutions and input to discussions.	High levels of engagement with genuine co development investment and responsibility.	Ownership of the issues and solutions to determine actions and outcomes.



# Relationships and engagement

Once the purpose is clearly understood and the nature of the relationship is determined, the engagement process becomes the **how to** of the whole process. The following represents how the process can flow into action and links the relationship with the necessary engagement level.

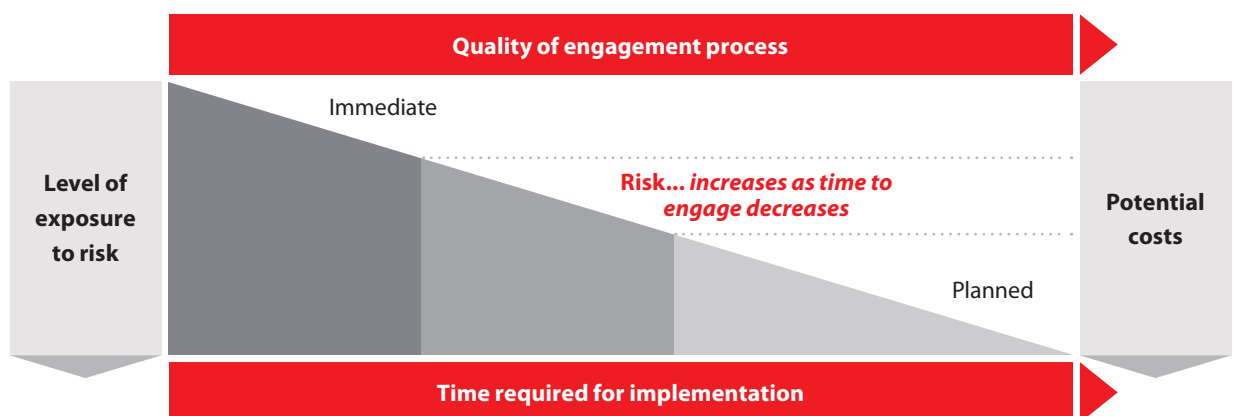
Increasing level of participation 				
Relationship scale	Advocacy/ Regulatory	Facilitative	Influencing	Collaborative
Level of engagement	Inform	Inform Consult Involve Collaborate	Inform Consult Involve Collaborate Empower	Inform Consult Involve Collaborate Empower

## Techniques

Once an engagement approach has been determined, there is a range of techniques that can be used to achieve good participation and ensure results are achieved. Further information including an online Stakeholder Engagement plan template and further resources are available here <http://intra.dsd.sa.gov.au/Divisions/SBS/SEPC/Pages/StakeholderEngagement.aspx> in our Engagement Library.

## Time and quality

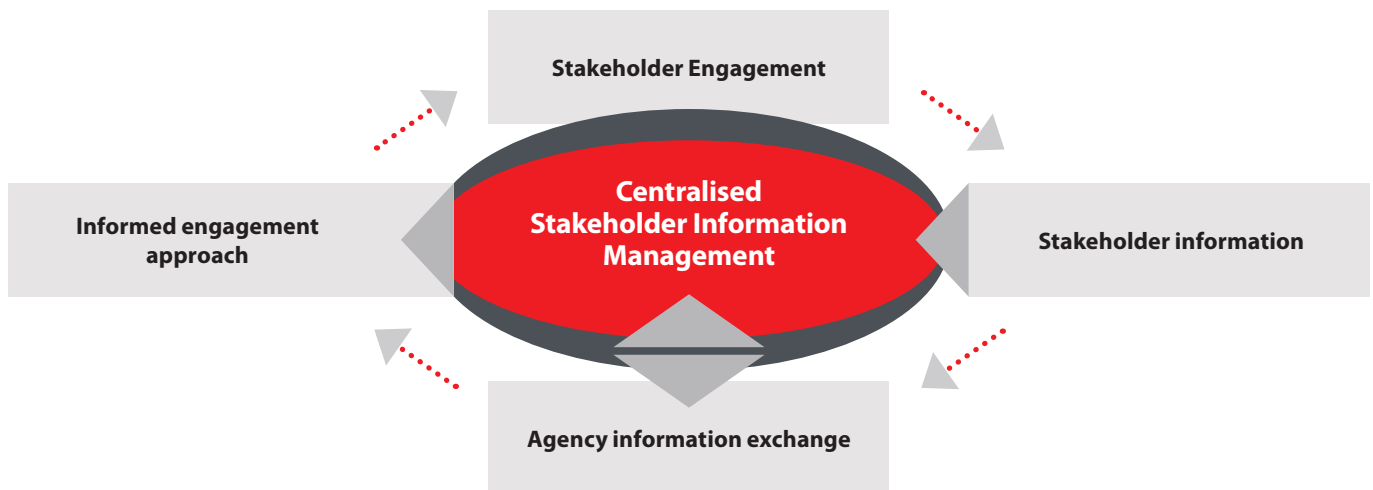
When undertaking engagement, the timeframe to do so can sometimes create significant challenges. There are times when "urgency" creates precedence over good practice. This table articulates the risk imperative that can result and the resulting challenges.



- Immediate/urgent approaches to engaging with minimal time reduces the quality of the engagement and increases the risk to the outcome
- A planned approach allows for more time to enable deeper engagement and achieve a greater outcome with minimal risk to all
- Potential costs are reduced with more time to plan and engage effectively
- Relationships are improved and strengthened with planned and considered engagement.

# Stakeholder information management

Stakeholder relationships are developed over time with good information and engagement practices. Recording interactions, outcomes and stakeholder interests further informs the department's knowledge and intelligence. When information is managed systematically and routinely it enables the department to analyse that data and better target future engagement while also supporting consistency and continuity. Recording specific information is a powerful mechanism to assist project teams, divisions and the department which ultimately benefits engagement with the Stakeholders. All our systems are designed to respect privacy and confidentiality.



Using a centralised Stakeholder Information Management system allows the department to;

- Better understand a stakeholder's background and history
- Build a platform for sustainable relationships
- Reduce engagement costs
- Improve and inform engagement outcomes
- Inform agency interactions and provide reports
- Provide valuable information for briefings, communications and responses
- Reduce risks and ensure relationships are enhanced

## The implementation process

Once the purpose of the activity, the type of relationship, and the engagement approach are determined, it becomes a logical process of interacting, and applying a project management methodology. There are a number of issues specific to stakeholder engagement that may need to be considered as part of the project management process, including:

- Risk management
- Stakeholder Information Management
- Communications plan
- Budgeting

The Department has a rigorous project management planning approach which will support the process and inform how to deliver on project outcomes. This is available through the Engagement Library <http://intra.dsd.sa.gov.au/Divisions/SBS/SEPC/Pages/StakeholderEngagement.aspx>

# Promise to the stakeholder

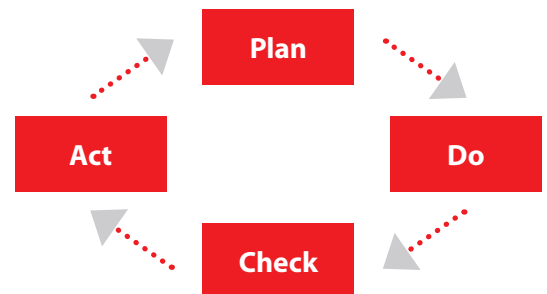
A critical element of engagement is the response and feedback to those who have participated in the process. Closing the feedback loop and informing those who have been on the journey is a respectful and professional necessity. The promise to those involved is critical in building the genuine outcome and enduring relationships that will ensure we uphold our values and continue to lead through example.

## Continuous improvement

Always look to improve by planning, doing, reviewing and implementing change. The following is a high level approach that is recommended, it is a continuous improvement approach that can be applied to any circumstance of engagement. Further information on project management process can be found on the DSD website <http://intra.dsd.sa.gov.au/Divisions/SBS/SEPC/Pages/StakeholderEngagement.aspx>

### When to Use Plan–Do–Check–Act

- As a model for continuous improvement.
- When starting a new project.
- When developing a new or improved design of a process, product or service.
- When implementing any change.



### Plan

#### The first phase critical to the engagement process

- Identify the objectives, outcomes, risks, stakeholders ( internal and external) to achieve the purpose
- Identify project milestones, activities and timelines including budgets
- Develop an Engagement Strategy
- Develop a communications Strategy
- Inform stakeholders

### Do

#### Implement the plan and measure its performance

- Engage with stakeholders and deliver on milestones
- Ensure communication links are established, utilised and reviewed
- Encourage participation
- Record all information – participants and engagement outcomes

### Check

#### This phase is equally as important to the whole process and a valuable learning exercise

- Evaluate the process and seek feedback from all stakeholders
- Review the outcomes and measure the success
- Communicate the lessons learnt and achievements

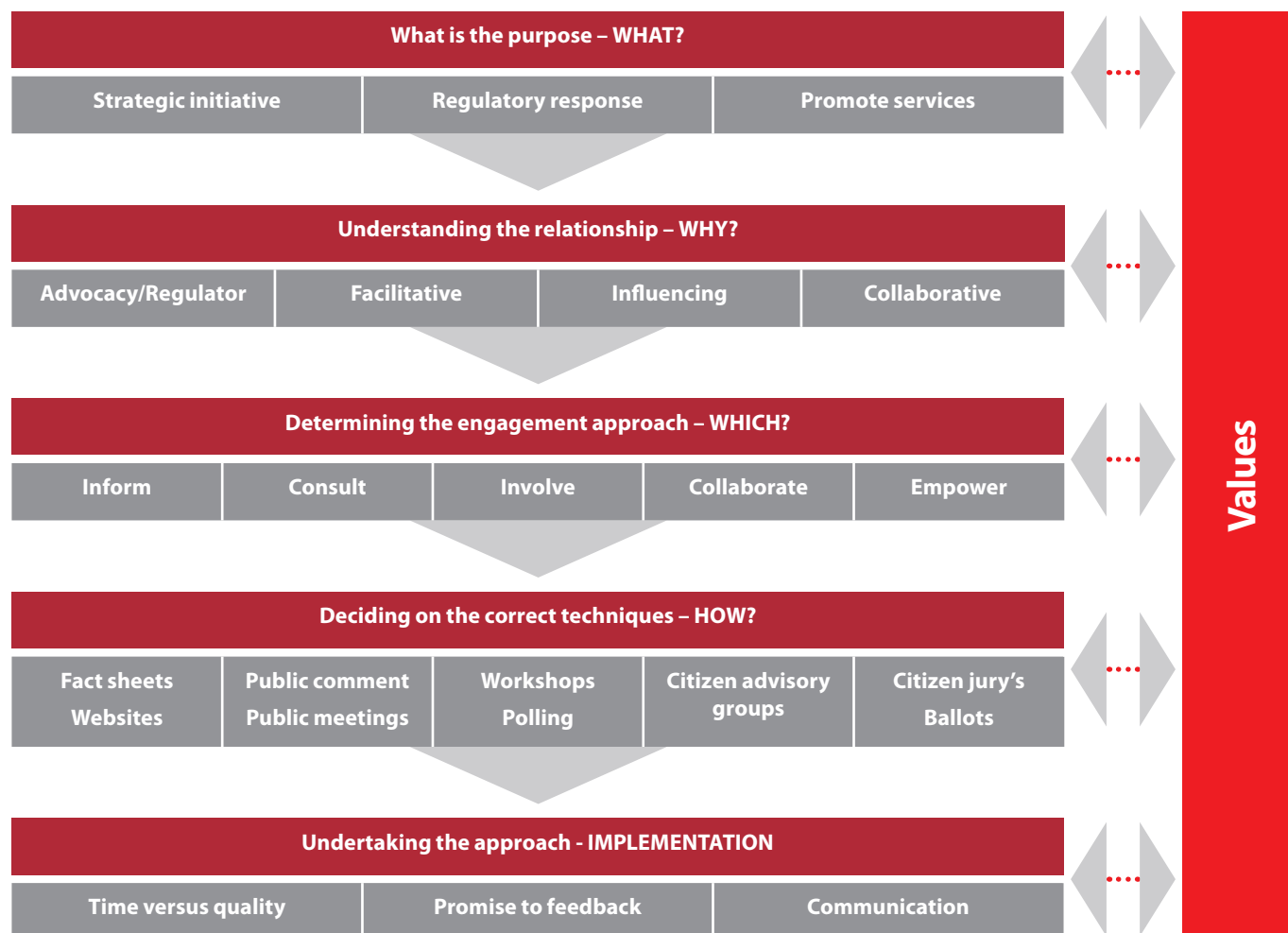
### Act

#### Decide on changes needed to improve the process

- Collaborate as a team to modify and change as necessary
- Communicate successes and ensure Stakeholders are informed

# The Stakeholder Engagement framework – snapshot

The framework below summarises the approach to achieving good engagement, strong relationships and good participation. This approach is underpinned by our DSD values and aligns with the South Australian Governments Better Together principles.



**Visit our DSD Engagement Library for documents and web links to resources and tools**

<http://intra.dsd.sa.gov.au/Divisions/SBS/SEPC/Pages/StakeholderEngagement.aspx>

The Stakeholder Engagement Framework provides a foundation on which to build a continually-improving culture of engagement.

**Dr. Don Russell**

Chief Executive, Department of State Development

# The IAP2 framework

Levels of engagement				
INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER

## Public participation goals. We will:

provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	obtain public feedback on analysis, alternatives and/or decisions.	work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution.	place final decision-making in the hands of the public.
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## The promise to the public. We will:

keep you informed.	keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	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.	implement what you decide.
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## Example techniques to consider:

<ul style="list-style-type: none"> <li>• Fact Sheets</li> <li>• Websites</li> </ul>	<ul style="list-style-type: none"> <li>• Public comment</li> <li>• Focus groups</li> <li>• Surveys</li> <li>• Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Deliberate polling</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen advisory committees</li> <li>• Consensus building</li> <li>• Participatory decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen juries</li> <li>• Ballots</li> <li>• Delegated decisions</li> </ul>
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## DSD Case studies

<b>IMMIGRATION SA</b> Information sessions for newly arrived State Sponsored Skilled Migrants provide clear and informative information for skilled migrants on living and working in South Australia. Information sessions are relevant engaging and suited to audience needs. <i>For further information see Case study 1</i>	<b>RESOURCES &amp; ENERGY SECTOR INFRASTRUCTURE COUNCIL</b> Engagement with stakeholders to receive feedback from the community to better understand their concerns, opposition, acceptance or endorsement on the Infrastructure demand study and recommendations <i>For further information see Case study 2</i>	<b>MINERALS &amp; RESOURCES</b> Engaging with farmers affected by exploration companies has assisted in the redesign of information to the general public. Participants were also able to share their experiences and frustrations with engagement experts who visited them on site to experience issues first hand. <i>For further information see Case study 3</i>	<b>TONSLEY PARK</b> Engagement with key stakeholders has been undertaken at the earliest possible opportunity in the project. This was to assist and support the planning process to gain the best planning outcome, and to prepare the local community for the subsequent development activities. <i>For further information see Case study 4</i>	<b>CLUSTER DEVELOPMENT</b> Engaging with industry government and research companies to build networks and create opportunities for smart specialisation used all levels of engagement. This process has empowered industry groups to lead the development of clusters for growth and development as partners. <i>For further information see Case study 5</i>
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\*Adapted from IAP2

# Definitions

<b>Community</b>	The term community is contested. However, a useful definition for the purposes of this framework can be drawn from 'interactional theory' (Kaufman, 1959). For the purposes of participation and engagement, social interaction identifies and links the four critical elements of 'community': a) the place where it delineates an area as shared territory; b) contributes to the 'local'; c) provides structure and direction for collective action; and d) is the source of mutual identity (Theodori 2005, p. 662). There may be communities of place, interest or purpose.
<b>Engagement</b>	The negotiated process of interaction between people. Good engagement is a respectful and meaningful activity which is not necessarily time or project bound. Engagement processes can and often take many forms, from the modern mechanisms of social media, written communication, through to conversations, and direct interactions.
<b>Participation</b>	The act of engaging between people, active engagement. The type of participation can vary greatly depending on the subject matter, individuals and many other factors. Participation may include written communication, verbal feedback or attendance.
<b>Relationship</b>	The ongoing interaction between people or groups. Stronger and healthier relationships ultimately mean there will be greater interactions and participation.
<b>Stakeholders</b>	People and groups who have an interest in the activity occurring. This may include individuals, non-government organisations, community groups, businesses and other tiers of government.
<b>Values</b>	Values are mental constructs about the worth or importance of people, concepts, activities, or things. Values come from our beliefs, and for most people values are unconscious motivators. Values form the building blocks of human nature and relationships.
<b>Worldview</b>	The perspective and views of how an individual see's and understands the environment around them. Our worldviews are shaped by experiences, knowledge, values, beliefs, culture and many other factors.

# Acknowledgements

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