Stakeholder Engagement: Operational Principles and Actions

Communication – Open and effective engagement involves both listening and talking	N/A	Yes	No
1. Foster co-ownership of the communication process.	☐	☐	☐
2. Clearly define lines of communication.	☐	☐	☐
3. Maximise stakeholder opportunities to say what they want and to provide information and feedback.	☐	☐	☐
4. Ensure business representatives take part in consultation and are accessible to stakeholders.	☐	☐	☐
5. Demonstrate active listening by responding to the issues of each stakeholder group and being sensitive to their concerns.	☐	☐	☐
6. Determine and use the right channels of communication to ensure the method of communication is appropriate to the relevant communities and stakeholders. Include consideration of communication diversity issues and communication abilities of all parties.	☐	☐	☐
7. Identify appropriate individuals and contacts to ensure the right people are engaged. Ensure the contacts are representative of their group.	☐	☐	☐
8. Build and maintain honest working relationships through the provision of accurate and timely information.	☐	☐	☐
9. Understand individual and group capacities to participate and incorporate this into planning.	☐	☐	☐
10. Recognise the importance of engaging at the most direct level and ensure the level is appropriate for the purpose.	☐	☐	☐
Clear, accurate and relevant information (What is communicated? What do key stakeholders want to know?)	**N/A**	**Yes**	**No**
1. Identify and assess all relevant social, environmental and economic effects of activities.	☐	☐	☐
2. Provide information and analysis (where appropriate) that is technically or scientifically sound and relevant.	☐	☐	☐
3. Provide information in a form that is understandable by the target audience and ina way that genuinely helps people to understand and make informed decisions.	☐	☐	☐
4. Use independent expert advice when appropriate.	☐	☐	☐
5. Ensure access to information.	☐	☐	☐
6. Ensure the information provided is delivered in a culturally appropriate manner.	☐	☐	☐

Timeliness (When do we communicate?)	N/A	Yes	No
1. Seek stakeholder views as early in the proposal development stage as possible.	☐	☐	☐
2. Understand and recognise the need to build relationships, capacity and knowledge before making decisions.	☐	☐	☐
3. Allow enough time for stakeholder issues to be raised and addressed and for stakeholders to review and respond to information.	☐	☐	☐
4. Establish clear and realistic timeframes for stakeholder input.	☐	☐	☐
5. Maintain engagement throughout the life of the project, from the planning stage through to construction/implementation, operation/review and finally through to closure.	☐	☐	☐
6. Respect timeframes that will allow the stakeholders to consider and consult if necessary.	☐	☐	☐
7. Provide information within appropriate timeframes and contexts and identify the reporting period. Make any critical deadlines and timeframes clear to stakeholders.	☐	☐	☐
8. Ensure timing is convenient to allow adequate stakeholder representation.	☐	☐	☐
9. Recognise, respect and accommodate changes to timeframes where necessary.	☐	☐	☐

Transparency (How is information about the engagement process communicated?)	N/A	Yes	No
1. Clearly identify objectives for the project. Clearly articulate the preferred outcomes of the engagement process.	☐	☐	☐
2. Identify the objectives of the stakeholders.	☐	☐	☐
3. Clearly explain or negotiate (where required) the decision-making processes and ensure that stakeholders understand objectives.	☐	☐	☐
4. Clearly outline and negotiate (where required) the boundaries of the engagement process, commitment of resources and level of influence of the various parties involved in the process.	☐	☐	☐
5. Clearly articulate the preferred outcomes of the project (for example operating conditions, environmental objectives, effective implementation of changes to minimise impact on clients.)	☐	☐	☐
6. Clearly set out the process and provisions for two-way feedback.	☐	☐	☐
7. Reinforce the expected outcomes throughout the process. Provide information immediately on any changes to the expected outcomes.	☐	☐	☐
8. Report openly the input from all stakeholders and include feedback on their input.	☐	☐	☐

Reporting (What is documented?)	N/A	Yes	No
1. Document decisions and outcomes of meetings with communities and stakeholders.	☐	☐	☐
2. Report appropriate performance information on the consultation through an agreed process.	☐	☐	☐
3. When appropriate and practicable, support performance information with verification.	☐	☐	☐
How capable are stakeholder groups of participating in the process? Where can help be found to support stakeholder groups in this process?	**N/A**	**Yes**	**No**
1. Recognise that adequate time and resources are needed by industry, suppliers and stakeholders to effectively engage.	☐	☐	☐
2. Share expertise.	☐	☐	☐
3. Work in cooperation.	☐	☐	☐
4. Establish joint ownership of outcomes, seeking mutually beneficial outcomes where feasible.	☐	☐	☐
5.Comprehensively deal with the issues and seek stakeholder input into responses.	☐	☐	☐
6. Consider independent mediation processes to deal with disagreements and disputes.	☐	☐	☐
What are the cultural characteristics of communities and stakeholders? Do they have the ability, experience and/or access to support or deal with this process?	**N/A**	**Yes**	**No**
1. Identify the relevant stakeholders, recognising they may change over time.	☐	☐	☐
2. Identify and, where possible, understand stakeholder issues, interests, aspirations and concerns to better define what matters most to them.	☐	☐	☐
3. Facilitate (where appropriate) stakeholder engagement.	☐	☐	☐
4. Acknowledge and respect the diversity of stakeholders.	☐	☐	☐
5. Respect the culture and heritage of stakeholders.	☐	☐	☐
6. Accept the different agendas of different stakeholders and ensure that dominant groups are not the only voices heard.	☐	☐	☐
7. Ensure there are appropriate systems, with minorities and other marginalised groups having equitable and culturally appropriate ways to engage, so groups that may be under-represented or hard to reach take part.	☐	☐	☐
8. Prepare a consultation plan and tailor engagement strategies to meet the needs of stakeholder groups, their accessibility and information needs.	☐	☐	☐

What is the ability to build credibility and confidence?	N/A	Yes	No
1. Agree on the ground rules for the process and obey them — explain what the process is trying to achieve.	☐	☐	☐
2. Be open about the nature of the engagement process and make it clear from the beginning what decisions are outside the scope of the process.	☐	☐	☐
3. Clearly articulate what is negotiable and what is not negotiable in the engagement process. Give reasons for decisions.	☐	☐	☐
4. Ensure realistic expectations are set and agreed early in the process.	☐	☐	☐
5. Take responsibility for your actions and live up to promises.	☐	☐	☐
6. Report often on progress — accurately and promptly.	☐	☐	☐
7. Ensure the proclaimed values of policies and codes of conduct are consistent with practice on the ground.	☐	☐	☐
8. Ensure that all stakeholder opinions and rights to object or support a project/ policy are respected. Acknowledge and respond to stakeholder concerns.	☐	☐	☐
9. Treat people fairly and without discrimination.	☐	☐	☐
10. Respect legal, ethical, and human rights.	☐	☐	☐
11. Be honest, even when the news is not good or favours the department.	☐	☐	☐