

Stakeholder Engagement Guide

Business Case Development Framework

Release 3.1

FURTHER GUIDANCE



Queensland
Government

The Department of State Development and Infrastructure connects industries, businesses, communities and government (at all levels) to leverage regions' strengths to generate sustainable and enduring economic growth that supports well-planned, inclusive and resilient communities.

COPYRIGHT

This publication is protected by the Copyright Act 1968.

CREATIVE COMMONS LICENCE



This work, except as identified below, is licensed by the Department of State Development and Infrastructure under a Creative Commons Attribution (CC BY) 4.0 Australia licence. To view a copy of this licence, visit creativecommons.org.au

You are free to copy, communicate and adapt this publication as long as you attribute it as follows:

© State of Queensland, the Department of State Development and Infrastructure, 2024.

Third party material that is not licensed under a Creative Commons licence is referenced within this document. All content not licensed under a Creative Commons licence is all rights reserved. Please contact the Department of State Development and Infrastructure /copyright owner if you wish to use this material.

TRANSLATING AND INTERPRETING SERVICE



If you have difficulty understanding a document and need an interpreter, we provide access to a translating and interpreting service. You will not be charged for this service. To contact the Translating and Interpreting Service, telephone 131 450 and ask them to telephone the Department of State Development and Infrastructure on +61 7 3328 4811.

DISCLAIMER

While every care has been taken in preparing this publication, to the extent permitted by law, the State of Queensland accepts no responsibility and disclaims all liability (including without limitation, liability in negligence) for all expenses, losses (including direct and indirect loss), damages and costs incurred as a result of decisions or actions taken as a result of any data, information, statement or advice, expressed or implied, contained within. To the best of our knowledge, the content was correct at the time of publishing.

Any references to legislation are not an interpretation of the law. They are to be used as a guide only. The information in this publication is general and does not take into account individual circumstances or situations. Where appropriate, independent legal advice should be sought.

Copies of this publication are available on our website at www.statedevelopment.qld.gov.au and further copies are available upon request.

CONTACT US

- T** +61 7 3328 4811
or 13 QGOV (13 74 68)
- E** info@dSDLGP.qld.gov.au
- W** www.statedevelopment.qld.gov.au
- P** PO Box 15009, City East,
Queensland 4002
- A** 1 William Street, Brisbane 4000

The Business Case Development Framework guides the development of business cases for infrastructure proposals. This guide supports stakeholder engagement activities across the three stages of business case development as illustrated in Figure 1.

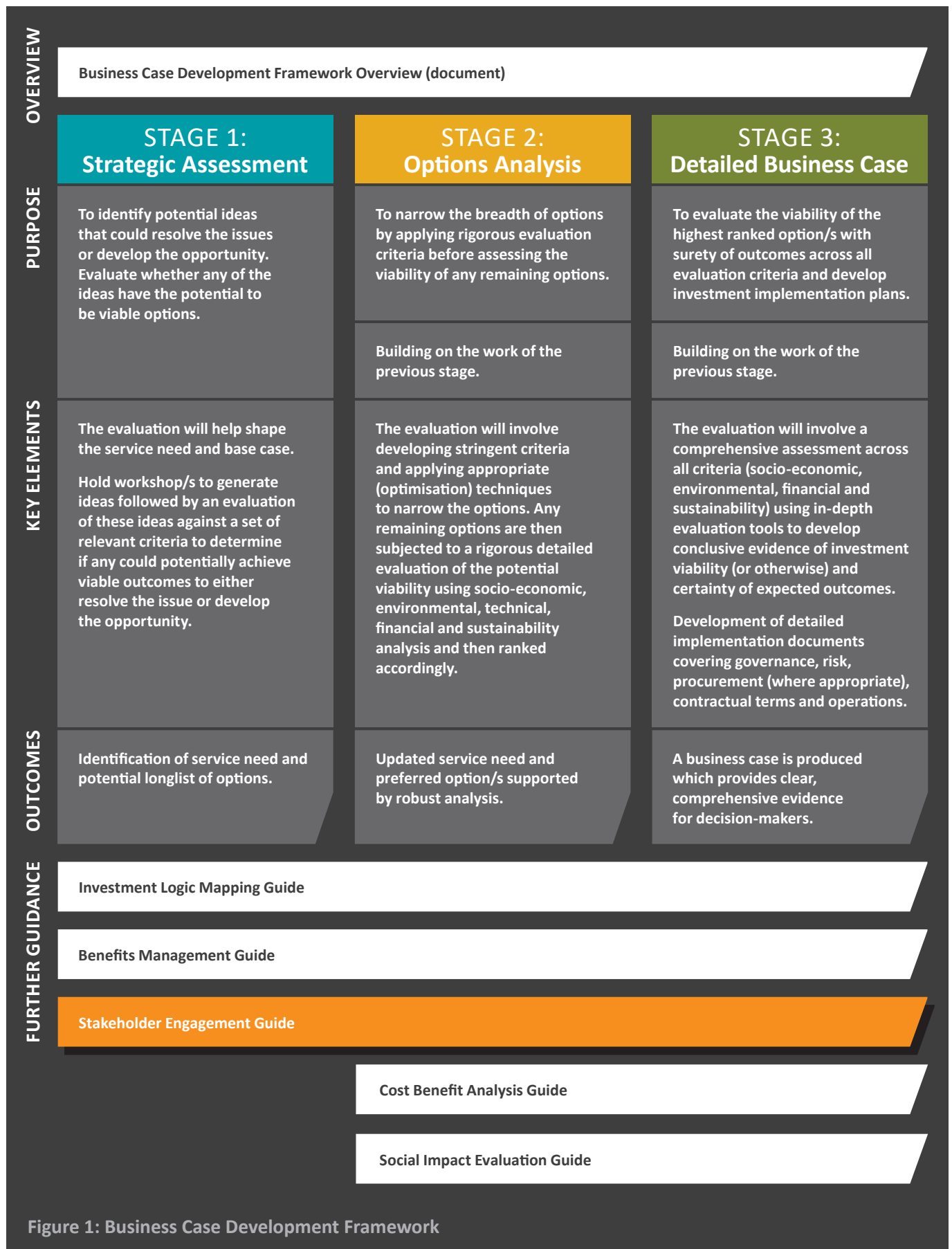


Figure 1: Business Case Development Framework

Contents

Introduction	3	4.5 Step 5: Develop an engagement plan	10
How to use this guide	3	Purpose	10
1 Purpose	4	Process and considerations	10
2 Stakeholder engagement	5	Important considerations	11
2.1 Principles	5	Timing	11
2.2 Benefits of stakeholder engagement	6	Expectation management	13
2.3 Types of stakeholders	6	Social licence	13
3 Engagement in proposal development	7	Managing risks of stakeholder engagement	13
4 Stakeholder engagement process	8	Feedback	14
4.1 Step 1: Understand the context	9	4.6 Step 6: Implement and monitor engagement	14
Purpose	9	Purpose	14
Process and considerations	9	Process and considerations	14
4.2 Step 2: Identify stakeholders	9	4.7 Step 7: Share lessons learned	14
Purpose	9	Purpose	14
Process and considerations	9	Process and considerations	14
4.3 Step 3: Establish the purpose of engagement	9	Other Resources	15
Purpose	9	Appendices	16
Process and considerations	9	Appendix 1: Stakeholder engagement tools	16
4.4 Step 4: Establish the level of participation	10		
Purpose	10		
Process and considerations	10		

Introduction

How to use this guide

This guide is a supporting supplementary guide to the business case analysis.

The contents of this document are important—they will help you develop a business case that supports a robust, transparent and comparable evaluation.

The government understands that each proposed investment is unique. Therefore, you should tailor the strategic analysis to fit the proposal.

Support any changes with a rigorous and transparent process.

The following key content indicators have been included in call-out boxes to help you use this guide.



REFERENCE



TARGET/EXPECTATION



FLAG/IMPORTANT TO NOTE

There may be instances where an investment decision occurs without a complete prior assessment through the Business Case Development Framework (BCDF). The BCDF is a fit-for-purpose framework recognising that all proposed investments/circumstances are unique and the business case analysis can be tailored to fit the proposal (in some instances these tailored business cases have been referred to as Project Validation Reports, or PVRs).

Even where investment decisions may have been made in advance, a tailored business case should build on the foundations of the BCDF to consider key proposal risks (e.g. social, environment, legal and deliverability) and value-for-money community outcomes, to provide confidence to decision makers.



Premature announcements

In May 2020, the Queensland Audit Office (QAO) released the report 'Evaluating major infrastructure projects Report 14: 2019 – 2020'.

Noting the relationship between investment proposal announcements made and the quality of outcomes, the report identified:

“The timing of infrastructure investment announcements affects the value of developing business cases. Early government infrastructure investment announcements can create risk and lead to undue pressure to progress an infrastructure proposal. This can also create community expectations about the viability and likely success of a proposal”.

Developing business cases with sufficient analytical depth and maturity ensures credibility. In line with high-quality stakeholder management, it remains critical to permit sufficient time to develop:

- » Detailed evidence base justifying intervention
- » Systematic analysis supporting recommendation/s
- » Governance, investment gating and approval processes.

As part of stakeholder engagement practice, it remains good practice to keep stakeholders informed of business case progress and available information.

1 Purpose

This guide is designed to support the way you implement communication and stakeholder engagement activities as you develop infrastructure proposals.

The guidance covers the three stages of business case development noted in Table 1.

Table 1: Business case development stages

	STAGE 1: STRATEGIC ASSESSMENT	STAGE 2: OPTIONS ANALYSIS	STAGE 3: DETAILED BUSINESS CASE
Purpose	Conceptualisation: <ul style="list-style-type: none">» articulates the service need to be addressed» identifies intended benefits» generates possible options.	Options consideration: <ul style="list-style-type: none">» reconfirms service need» analyses options» identifies preferred option/s» confirms whether to invest in a detailed business case.	Preferred option/s analysis: <ul style="list-style-type: none">» reconfirms Stage 2: Options Analysis» confirms the economic, social, environmental and financial viability for investment decision making.



This guide is not intended to replace experienced communication and engagement resources.

2 Stakeholder engagement

Stakeholder engagement is the process of involving those who have an interest in, or may be impacted by, infrastructure projects/options. Stakeholders include government agencies, infrastructure users and the local community.

For the purposes of an infrastructure proposal, there are two specific groups of stakeholders:

- » stakeholders with an interest in the proposed project/option including users, staff, the public and interest groups
- » stakeholders with an interest in the development of the proposal e.g. Ministers, Queensland Treasury.

Stakeholder engagement and communication activities will vary with:

- » the type of investment
- » the stage of the proposal

- » the investment context.

Engagement activities must therefore be tailored for the specific proposal and be fit-for-purpose.

2.1 Principles

Stakeholder engagement for business case development generally applies the same principles as the *Community Engagement Toolkit for Planning Guide (2017)*—refer Table 2. All principles will not, however, apply equally to all types of stakeholders.

Table 2: Engagement principles

PRINCIPLES	HOW TO APPLY
1. Engagement focuses on the best interests of the community	<ul style="list-style-type: none"> » Undertake engagement in the best interests of all stakeholders rather than for any individual person or group.
2. Engagement is open, honest and meaningful	<ul style="list-style-type: none"> » Ensure the engagement draws the attention of stakeholders to all relevant information, the purpose and general effect of the proposed plan/changes, and the specific details. » Give the community genuine opportunities to participate in and contribute to the process, and inform them of any changes.
3. Approaches to engagement are inclusive and appropriate	<ul style="list-style-type: none"> » Ensure the engagement is inclusive, appropriate to the needs of all stakeholders, and commensurate with the scale and complexity of the proposed project. » Seek and encourage diverse voices and perspectives. » Identify and address potential barriers to engagement. » Consistent engagement processes can make it easier for stakeholders to participate. » However, ensure you balance the need for engagement tools to suit all stakeholders with the circumstances of the proposal being considered. Identify approaches to reach all stakeholders including those with specific needs (e.g. people with language other than English, people with disabilities, older people and youth). Different engagement tools and questions will produce better responses with each group. Where possible, use a mix of qualitative and quantitative engagement methods to gather a diversity of opinions.
4. Information is timely and relevant	<ul style="list-style-type: none"> » Provide stakeholders with information in a timely manner allowing for input before decisions are made. » Give stakeholders sufficient time to consider information to enable them to make a meaningful contribution to the process. » Start the engagement early, when objectives and options are being identified. » Allow for longer periods of engagement when listening to stakeholders, addressing their concerns and building capacity to understand issues and solutions. » Ensure the engagement is dynamic, ongoing and flexible.

PRINCIPLES	HOW TO APPLY
5. Information is accurate, easy to understand and accessible	Offer stakeholders access to information that is: <ul style="list-style-type: none"> » accurate, easy to read and easy to understand » tailored where necessary, in language and style » in a form that appeals to the intended audience » clear about how they can engage, how information will be dealt with, and the general timeframes for the proposal and project.
6. Decision-making is transparent	<ul style="list-style-type: none"> » Make decisions in an open and transparent way. » Provide stakeholders with reasons for the decision and information about how all submissions have been considered.

2.2 Benefits of stakeholder engagement

Benefits of stakeholder engagement include:

- » greater understanding of different stakeholder perceptions of the service need underpinning an infrastructure proposal
- » effective identification of stakeholder expectations and the benefits they seek
- » greater accuracy in the identification of public interest considerations, refinement of options and options assessments
- » improved community awareness and understanding about an issue including scope and the ability to manage expectations
- » community buy-in and the opportunity to enhance levels of community ownership
- » the opportunity to establish a positive ‘social licence’ (refer section 4.5 Step 5: Develop an engagement plan)
- » an opportunity to establish what will and won’t work with those who understand such matters

- » a mechanism for feedback/evaluation of proposals/design
- » improved communication pathways
- » improved project outcomes resulting from better liaison between agencies when there are overlapping jurisdictions or when approvals are required from multiple departments or independent regulatory agencies (these improved project outcomes may relate to time, cost and user satisfaction).

2.3 Types of stakeholders

A stakeholder is ‘an individual, group, or organisation, who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project’¹. Stakeholders may also influence the project.

Different types of stakeholders may be relevant at different stages of the proposal life cycle i.e. during proposal development, project delivery or operations. Ensure you consider all stakeholders during the conceptualisation and design of the investment to ensure end user needs are incorporated into the design. Types of stakeholders include internal parties i.e. those within government, and external i.e. those outside government. Table 3 provides a non-exhaustive list of possible stakeholders.

Table 3: Stakeholder categories

CATEGORY	PRIMARY	SECONDARY
Project/option stakeholders	Clients/customers/users, service delivery staff, neighbours, delivery partners	Special interest groups, local businesses, sector experts, investment users, potential commercial partners
Proposal stakeholders	Central agencies, potential delivery partners	Relevant Ministers, other agencies and other levels of government

¹ Project Management Institute. (2013) A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Fifth Edition, Newtown Square, PA, USA: Project Management Institute, p. 589.

3 Engagement in proposal development

While the decision to engage with stakeholders, particularly the community, is subject to the risk appetite of the agency, proactively doing so during proposal development can support its robustness and quality. Stakeholder involvement in proposal development is documented in Table 4.

Table 4: Opportunities for stakeholder involvement

PROPOSAL AREA	CONTRIBUTION	HIGHLY RECOMMENDED ²	SUGGESTED
Governance	» Stakeholders may provide details on the structure of governance arrangements, guiding proposal development as well as key participants.		✓
Proposal background	» Stakeholders may provide insight regarding the history of the project and/or how the service need developed.		✓
Establish service need	» Stakeholders are able to advise exactly how the problem/opportunity impacts them. » Stakeholder input into demand assessment can improve the reliability of the assessment. » Stakeholder input can reduce assumptions and limitations of the service need analysis.	✓	
Options identification and selection	» Stakeholders can contribute accurate information to the articulation of the base case. » Stakeholders are able to provide feedback on the feasibility and potential impacts of options.	✓	
Reference project	» Stakeholders can provide input into the reference project design in terms of how the design elements will impact their experience of the infrastructure/service.	✓	
Identifying impacts	» Stakeholders can provide feedback on the expected impacts of the preferred option/reference project which may enable specific issues to be addressed. » Stakeholders may have knowledge of data sources to quantify and/or monetise benefits.	✓	
Public interest considerations	» Direct stakeholder input reduces the risk of an incorrect assessment of social licence status. It enables the project team to make a more accurate assessment of public interest.	✓	
Sustainability assessment	» Stakeholders may have knowledge of strategies or potential strategies/innovations which improve sustainability.		✓
Environmental assessment	» Stakeholders may have knowledge of environmental concerns or potential improvement strategies.	✓	
Implementation	» Stakeholder input may improve implementation planning, reduce risk and improve social licence.		✓

² 'Highly recommended' refers to opportunities where stakeholder engagement is expected to add to the robustness and quality of the business case. 'Suggested' refers to opportunities where some additional value may be provided.

4 Stakeholder engagement process

Stakeholder engagement is unique to each project/option. Therefore, plan your engagement process to suit the proposed project/options (initiatives), the stakeholders and the context. The process outlined in this section is a generic approach—you will need to apply judgement regarding the extent to which each step is implemented.

The process involves seven activities:

1. understand the context
2. identify stakeholders
3. establish the purpose of engagement
4. establish the level of participation
5. develop an engagement plan
6. implement and monitor engagement
7. share lessons learned.

This approach is illustrated in Figure 2.



Figure 2: Stakeholder engagement process

4.1 Step 1: Understand the context

PURPOSE

Infrastructure initiatives are often not only long term but have the potential to impact society significantly. Understanding the context of the proposed initiatives helps with managing risk and enables stakeholder engagement to be tailored effectively.

PROCESS AND CONSIDERATIONS

1. Understand the history of the proposal.
 - › What is the history behind the project/options (initiatives) and the proposal development?
 - › How does this proposal fit into the broader strategic environment?
 - › Do stakeholders have an emotional or vested interest in the delivery (or non-delivery) of the project?
 - › Has 'consultation fatigue' set in?
2. Understand the social values of the community/ stakeholders.
 - › Is the proposed initiative in line with, or contradictory to, social values?

4.2 Step 2: Identify stakeholders

PURPOSE

Identifying stakeholders ensures the engagement activities are focused.

PROCESS AND CONSIDERATIONS

1. Identify the stakeholders.
 - › Who will be impacted by the initiative?
 - › Who has an interest in the initiative's impacts but may not experience an impact?
 - › Have any stakeholders been previously excluded from other engagement/consultation activities?
 - › What is the project's authorising environment?
 - › Which stakeholders are critical to project delivery or have the power to influence the decision-making?
 - › What previous engagement/consultation has been undertaken?

The list of stakeholders should be as comprehensive as possible.

2. Document stakeholder interest in the initiatives.
 - › How will stakeholders be impacted by the initiatives?
 - › What influence do stakeholders have on the delivery of the project?
 - › What impact will be felt by the stakeholder if the project does/does not go ahead?
 - › How much influence does the stakeholder have over whether the project proceeds?
 - › What is important to the stakeholder?
 - › How might the stakeholder influence or contribute to proposal development?
3. Document how to engage with stakeholders.
 - › Effective engagement with stakeholders is influenced by their capacities, needs, limitations and engagement history.
 - › What barriers are there to engaging with some stakeholders? How will these barriers be addressed?
 - › How will you ensure your engagement is inclusive?

Appendix 1 includes a list of possible methods for engagement.

4.3 Step 3: Establish the purpose of engagement

PURPOSE

Clarifying the purpose of the engagement helps to focus on objectives and maximise impact.

PROCESS AND CONSIDERATIONS

1. Define the purpose.
 - › Why do you need to engage? This will vary with the types of stakeholders, for example:
 - The public may need to be informed about the proposed project, its benefits and how any disbenefits might be mitigated.
 - Staff/employees whose work will be impacted by the proposed project may need to be engaged in the design and implementation planning for the project.
 - Alternatively, stakeholders who have an interest in the development of the proposal itself may have a focus on timeframes and delivery risks.

2. Define the objectives.

- › Are you trying to reach a decision/consensus? Inform? Gather feedback?
- › What does success look like?
- › Engagement objectives should be clearly and specifically defined.

3. Outline the scope and limitations.

- › Engagement processes are often limited by a range of factors including the agency's appetite for engagement, timing, staff and budget.
- › What are the limitations of the engagement?
- › What resources are available?

4. Identify negotiable and non-negotiable elements.

- › Some aspects of the proposed project can be influenced by stakeholders and some cannot. Whether elements are negotiable or non-negotiable should be communicated clearly to stakeholders so they understand what they can influence.

4.4 Step 4: Establish the level of participation

PURPOSE

Establishing the level of participation ensures stakeholders are effectively engaged. It also means engagement activities are resource effective and focused.

PROCESS AND CONSIDERATIONS

1. Determine the appropriate levels of participation.

Ensure you complete an appropriate level of participation for each type of stakeholder.

The International Association for Public Participation (IAP2) Public Participation Spectrum defines five types of participation:

- › **inform**—providing information to stakeholders
- › **consult**—obtaining stakeholder feedback on alternatives for potential courses of action or decisions made
- › **involve**—working directly with stakeholders to ensure that concerns and aspirations are understood and reflected in policy or proposals
- › **collaborate**—partnering with stakeholders
- › **empower**—placing final decision-making in the hands of the stakeholder.

Different methods are used to engage with each type of stakeholder during the proposal development.



As a general rule, 'empower' and 'collaborate' participation are generally not suited to community engagement during the development of a business case for infrastructure. However, 'collaborate' is frequently used with expert internal stakeholders (e.g. clinical staff or engineers) to identify potential options in response to a service need or develop a reference design.

In determining the appropriate level of participation consider the following:

- › **Purposes and objectives**—reasons for engaging the stakeholder and the results to be achieved will help determine which level of participation is appropriate.
- › **Stakeholders**—different stakeholders have different needs, expectations and capacity. Consider these factors in determining the appropriate level of participation and resourcing required for engagement.
- › **Resources**—resources available for engagement will have a significant impact on the level of engagement that can realistically be achieved.

4.5 Step 5: Develop an engagement plan

PURPOSE

An engagement plan documents the approach and design necessary to address objectives and meet stakeholder needs.

PROCESS AND CONSIDERATIONS

1. As stakeholders may have differing capacities to participate in engagement, a tailored approach will help accommodate and encourage diversity.
2. Identify risks associated with the engagement and propose mitigation strategies. Include identified risks in the risk register and ensure they inform any modifications to stakeholder engagement activities. Common risks include:
 - › stakeholder expectations are not met or do not meet engagement objectives
 - › stakeholders do not have adequate time to participate, especially when timeframes are tight
 - › certain stakeholders are over consulted
 - › stakeholders are excluded from engagement
 - › stakeholders believe engagement activities are tokenistic or shallow

- › stakeholder engagement activities are negatively impacted by internal departmental or governmental factors
 - › the purpose and objectives of the engagement are not clear
 - › the engagement plan fails to consider the history or previous relationships with the stakeholders.
3. Consider the ethical implications of the engagement activities.
 4. Develop a plan addressing the considerations in Table 5.

Table 5: Engagement types by stakeholder interest and influence

KEY CONSIDERATIONS	
What	<ul style="list-style-type: none"> » What is the purpose/s of the engagement? » What methodology would best achieve the purpose? » What level of engagement is necessary to achieve the purpose? » What risks are associated with the engagement and how will they be managed? » What are the key messages?
When	<ul style="list-style-type: none"> » When should engagement take place?
Who	<ul style="list-style-type: none"> » Who are the relevant stakeholders for each purpose noted? » Who is responsible for the engagement?
How	<ul style="list-style-type: none"> » How will success be measured?

5. An engagement plan should include:

- » purpose
- » objectives
- » stakeholders
- » inclusivity
- » level of participation
- » timeframes
- » roles and responsibilities
- » budget
- » resourcing
- » limitations
- » risks and mitigation plan
- » feedback plan
- » evaluation plan.

The choice of engagement activity varies according to the purpose, the group and the situation. For example, stakeholders with high levels of influence or interest in the investment may require more communication and collaboration than stakeholders with lower levels of interest and influence.

IMPORTANT CONSIDERATIONS

TIMING

Although it is highly recommends stakeholder engagement and community consultation during all stages of proposal development, there are risks. Undertaking a risk assessment enables the potential benefits and risks of engaging with stakeholders to be considered.

Consider appropriate timing to enable different stakeholder groups to be engaged during the development of the proposal. This allows the risks associated with stakeholder engagement to be managed effectively. Table 6 details suggested engagement with stakeholders at each stage of the business case.

Table 6: Stakeholder engagement during business case development

	STRATEGIC ASSESSMENT	OPTIONS ANALYSIS	BUSINESS CASE
Focus of stakeholder engagement	<ul style="list-style-type: none"> » Define the service need informed by stakeholder perspectives » Conduct an investment logic mapping (ILM) workshop to engage each stakeholder 	<ul style="list-style-type: none"> » Greater understanding of stakeholder perceptions of the service need confirmed to still be relevant » Market sounding considerations (if preliminary market sounding is undertaken) » Public interest considerations » Social impact evaluation (SIE) and establishing a baseline 	<ul style="list-style-type: none"> » Greater understanding of stakeholder perceptions of the service need confirmed to still be relevant » Market sounding considerations (if preliminary market sounding is undertaken) » Public interest considerations » SIE and establishing a baseline
Outputs	<ul style="list-style-type: none"> » A well-defined service need informed by consultation » A stakeholder engagement map, documenting relevant stakeholders, their background and interests in the project, and defining their level of influence and interest » An initial stakeholder engagement plan » An investment logic map 	<ul style="list-style-type: none"> » A reconfirmed service need informed by consultation » Identification of social impacts in the SIE chapter. The SIE is used to inform economic and financial analysis, especially the social impact baseline. It provides a realistic picture of social impacts in the base case » Market sounding findings (if undertaken) » Identification of public interest considerations » An updated stakeholder engagement plan 	<ul style="list-style-type: none"> » A reconfirmed service need informed by consultation » Identification of social impacts in the SIE chapter. The SIE is used to inform economic and financial analysis, especially the social impact baseline. It provides a realistic picture of social impacts in the base case » Market sounding findings » Identification of public interest considerations » An updated stakeholder engagement plan

Determine the best tool for engaging each group of stakeholders by considering the following questions:

Who are the stakeholders and how do they normally receive information?

For example, young people are more likely to receive information via social media and digital technologies.

What time constraints does your target audience experience?

For example, executive-level stakeholders may have limited time to attend face-to-face meetings or long design workshops. Stakeholders are unlikely to provide valuable feedback on a survey that takes too long to complete.

What is realistic and cost effective to produce at any given stage of the project/business case?

It may be useful to undertake more costly face-to-face activities when further internal work has been done to define the reference project.

Are there other considerations that will inform stakeholder engagement materials and the tools used?

For example, are the stakeholders a vulnerable group? Are cultural sensitivities required?



EXPECTATION MANAGEMENT

Communication and transparency are critical aspects of effectively engaging with stakeholder and managing their expectations especially when dealing with stakeholders who may be disadvantaged if a project progresses. Proponents must be clear about the extent to which stakeholders are involved in the project and they must regularly report on progress.

When developing and maintaining a strong relationship with stakeholders:

1. Be clear about the business case process and the current stage of the proposal. Be especially cautious not to promise an early-stage business case will progress to construction.
2. Set expectations about how stakeholder input or feedback will be used in current and future stages of business case development.
3. Set timelines for feedback/comments to be collated and ensure all stakeholders are aware others are consulted.

Stakeholders and their expectations may change during the development of the business case and the life of the investment. For this reason, it is important that you continually review stakeholder engagement activities so they remain relevant and focused.

SOCIAL LICENCE

Social licence (or ‘social licence to operate’) is the state that exists when a proponent or project has the acceptance and ongoing approval of the local community and other stakeholders.

Social licence operates across a continuum:

- » ‘approval’ may range from favourable regard by the community to being appreciative of the project/options
- » ‘acceptance’ may vary from tolerated to positive consent. Social licence is dynamic, and an ongoing relationship is required to build and maintain it.

Social licence is created by:

1. Establishing legitimacy—the project/proponent must be seen as legitimate. Achieving legitimacy requires an understanding of the community’s values, norms and social capital, and ensuring the project/proponent operates in a manner that aligns with these.
2. Establishing credibility—the project/proponent is credible. Credibility can be achieved through careful management of expectations. Formal arrangements with clearly defined roles and responsibilities can help to establish credibility.
3. Developing trust—the community trusts the project team. Trust is pivotal to gaining and maintaining social licence. Activities that build trust are often those that involve shared experiences generated through participatory processes rather than the simple transfer of information.

Stakeholder engagement can help establish social licence by offering people an opportunity to provide input. The consultation process should validate the impacts of the investment on stakeholders and improve understanding of any new concerns they raise. It should also seek to determine whether the project is likely to receive a social licence from the community. If not, the project owner should consider whether it is worthwhile progressing.

MANAGING RISKS OF STAKEHOLDER ENGAGEMENT

The risks of stakeholder engagement are usually intuitive. One example might be a project that will have significant adverse impacts on a particular stakeholder group (such as compulsory land acquisition). During engagement, take special care in regard to the negative impacts this group expects to experience. Just as stakeholder engagement can build a relationship with the community and help establish a social licence to operate, it can also undermine these goals if ill-planned or poorly executed.

When identifying and mapping stakeholders, it is important to record the risks in the risk register. In addition, it may be useful to incorporate a risk and interest table that lists stakeholders, their interests and the level of risk. This table will help project teams in identifying high-risk stakeholders and developing mitigation strategies. An example risk and interest table is shown in Table 7.



Effective stakeholder and community engagement increases transparency of decision-making, enables effective communication between infrastructure users and infrastructure providers, and improves outcomes.

Next Generation Engagement project³

³ Next Generation Engagement project. (2017) Informing community engagement for Australia’s infrastructure sector situation analysis.

Table 7: Risk and interest table

STAKEHOLDER	ENGAGEMENT RISK	STAKEHOLDER INTERESTS
Service providers	Medium	Future service delivery configuration
Service users	Low	Future service delivery configuration
Community	High	Environmental concerns, ability to access services
Industry	Medium	Impact of project on future business
Local government	Low	Zoning, public transport
Other government agencies	Low	Secondary impacts of project on other services

FEEDBACK

Stakeholder engagement must include a strategy for providing meaningful feedback to stakeholders about how their input and feedback has been used. Key considerations include:

- » What input did stakeholders have and how was it used?
- » How will feedback be provided to participants?
- » What communication methods will be used?
- » How will the engagement process or project outcomes, objectives, successes and learnings be communicated?

4.6 Step 6: Implement and monitor engagement

PURPOSE

Effective implementation and monitoring of engagement ensures planned activities achieve the objectives. By monitoring the engagement plan it is easier to manage risks, address issues as they arise, and participate or communicate any significant delays.

PROCESS AND CONSIDERATIONS

1. While implementation should closely follow the plan, there should also be flexibility to respond to changing dynamics among stakeholders.
2. All engagement staff should be well versed in the plan and understand their role in delivering it.
3. Stakeholders should be given clear and consistent messaging on the process and their role in it.
4. Staff must remain aware of stakeholder needs and expectations to ensure their voices are heard. This is particularly important with harder to reach stakeholders or traditionally excluded groups.
5. Monitoring should include documenting unforeseen issues or difficulties, stakeholder involvement and providing feedback on how their input was used and, if not, why not.

4.7 Step 7: Share lessons learned

PURPOSE

Sharing lessons learned will inform and improve future practice, reduce risk and increase the quality of business cases.

PROCESS AND CONSIDERATIONS

1. While it is preferable to properly evaluate stakeholder engagement activities undertaken during business case development, it is not always possible given the timing and resources. Sharing lessons learned provides an opportunity to improve future stakeholder engagement activities.
2. Things to consider:
 - » What has worked well?
 - » What has been learned?
 - » To what extent did the engagement process meet the objectives?
 - » To what extent did the engagement process contribute to the overall project objectives?
 - » To what extent was the engagement process responsive to diverse communities?
 - » Were there any unexpected challenges?
 - » What could have been done differently?
 - » Has it delivered the outcomes sought for participants? Are participants satisfied?

Other resources

- 1 Community engagement toolkit for planning. Department of Infrastructure, Local Government and Planning. 2017.
<https://dilgpprd.blob.core.windows.net/general/Communityengagementtoolkit.pdf>
- 2 Protocols for consultation and negotiation with Aboriginal and Torres Strait Islander people. Department of Aboriginal and Torres Strait. 1999.
<https://www.datsip.qld.gov.au/people-communities/protocols-consultation>
- 3 Stakeholder engagement toolkit. Department of Human Services, Victoria. 2018.
<https://dhhs.vic.gov.au/stakeholder-engagement-toolkit>
- 4 Evaluating major infrastructure projects Report 14: 2019—2020. Queensland Audit Office, Brisbane. 2020.
<https://qao.qld.gov.au/reports-resources/reports-parliament/evaluating-major-infrastructure-projects>

Appendix 1: Stakeholder engagement tools

A range of tools can be used during stakeholder consultation. Table 8 documents those adapted from the Department of Infrastructure, Local Government and Planning's Community Engagement Toolkit for Planning⁴.

Table 8: Stakeholder engagement tools

TYPES OF TOOLS
TRADITIONAL MEDIA TOOLS
Print materials e.g. brochures, newsletters, fact sheets, articles in newsletters or rates notices
Advertisements in print, TV, radio and digital
Media releases to disseminate simple and clear messages
Mail out/hard copy surveys and questionnaires
Community radio
DIGITAL TOOLS
Websites and online content
Email campaigns soliciting feedback
Engagement apps (purpose built) that provide a mobile platform for consumers to engage
Social media platforms
Digital video e.g. YouTube videos
Online survey tools e.g. Survey Monkey
Online polling—an opinion survey or questionnaire where community members self-select to participate
Online deliberative forums where debates on issues can occur online
Social media monitoring
Online workshop

⁴ Community Engagement Toolkit for Planning (2017) Department of Infrastructure, Local Government and Planning.

TYPES OF TOOLS

FACE-TO-FACE/INTERACTIVE TOOLS

Information hotlines—a local number or 1800 number as a single point of contact for stakeholder enquiries and requests for information

Town hall/public meeting

Telephone survey/polls

One-on-one interviews

Public displays in community spaces that attract pedestrians

Small group meetings

Community events, either created for the project or undertaken by attending an existing event

Multi-disciplinary design workshops involving stakeholders, the project team, planning and design professionals, technical experts and sometimes community members over an extended period of time. Participants work in small groups to identify the problem or opportunity and discuss potential solutions

Steering groups of high-level stakeholders or experts who can provide guidance on key issues

Structured community reference groups of stakeholders and community representatives that meet regularly and operate under terms of reference

Citizen panels (people selected to be representative of the population who are part of a panel consulted on a range of issues) or a community summit (an event, typically held over one or two days, that brings together many participants to explore and discuss an issue)

Hackathons—creative problem-solving forums, traditionally aimed at developing tech-based solutions to problems. A hackathon can also be any event where groups of individuals come together to solve problems

'World Café' event where participants discuss a question or series of questions at small tables facilitated by a host

Expert panel

Community workshop—an open invitation workshop designed to gather people from a community together to discuss a specific issue

Market research

Conversation kits—a package of materials designed to facilitate self-guided discussion

Deliberative polling—a structured process where randomly selected participants meet over two to three days to explore a topic. As part of this process their opinions are polled

Information maze—an open house, open invitation, informal event that provides information relating to a range of topics and issues. Participants can select the topics that interest them

Find out how we mean business at
qld.gov.au/growingqld

Connect with us [@GrowingQld](#)

