

COMMUNITY ENGAGEMENT WORKSHOP

Facilitated by:

Dr Sheridan Coakes & Pam Dean-Jones

Effective Engagement Planning

Good Planning is vital in the development and implementation of an effective engagement program - some key elements include:

- Having clearly defined objectives - why are we engaging?
- Having a solid understanding of our stakeholders and communities
- Selecting appropriate techniques for our purpose and to maximise input
- Affording meaningful involvement
- Remembering to incorporate outrage components in our engagement planning



Welcome to Creeping Waters



Our Case Study
community for
today's
workshop

- What are our strategic engagement objectives?
 - in the short-term
 - in the longer term
- Remember to be:
 - S** Specific
 - M** Measureable
 - A** Achievable
 - R** Realistic
 - T** Timely


Understanding Community

- What are the key characteristics of our community at Creeping Waters - what implications does the community's demographic profile have for effective engagement?
- What has been the history of engagement in the community, what mechanisms have worked well in the past?
- How do people get involved in Creeping Waters - groups, meeting places etc?
- Who are the key stakeholders of interest in this case study?

Identifying key stakeholders

Checklist:

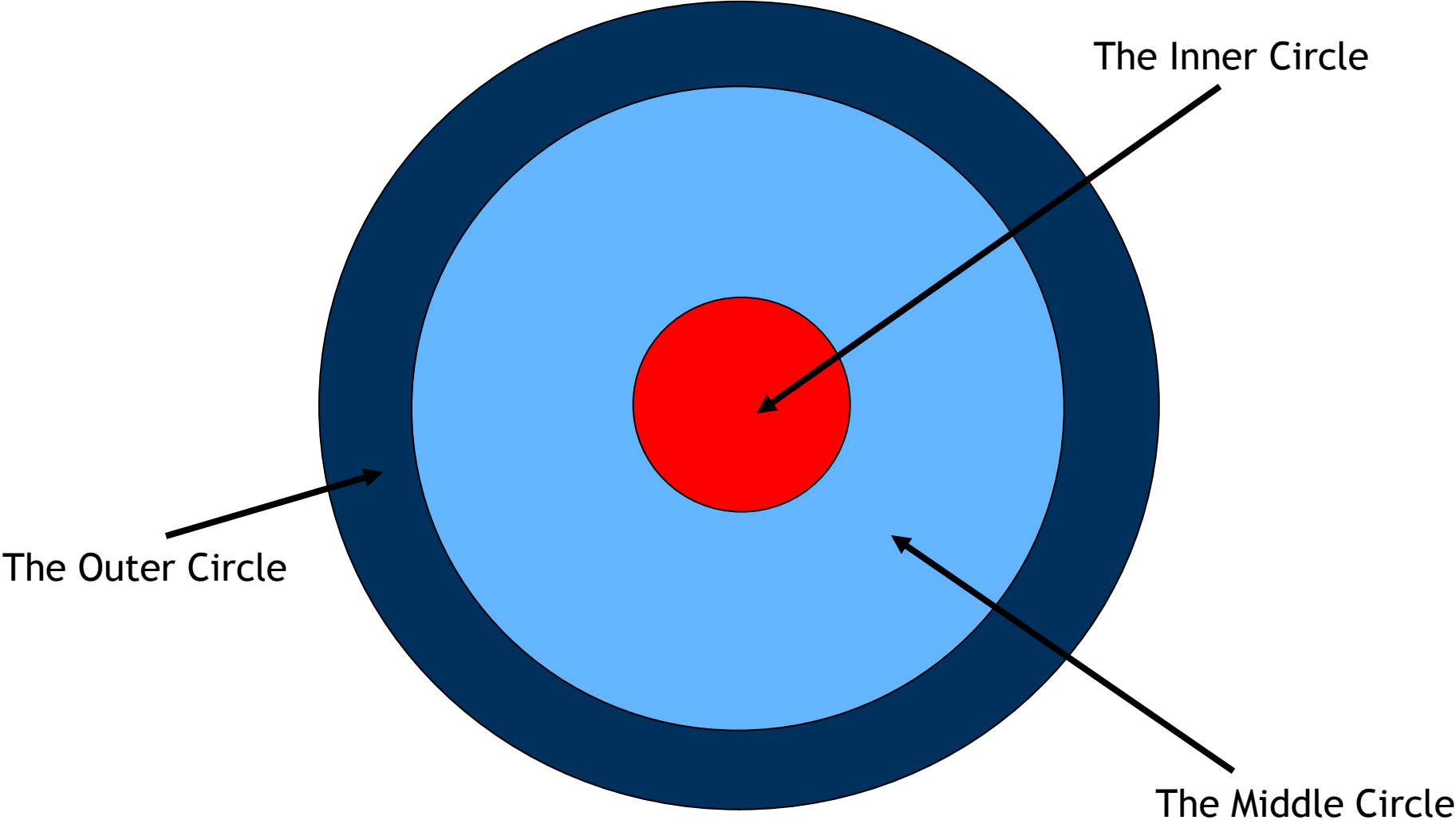
- Which groups have been previously involved?
- Which groups are likely to be affected directly or think they are?
- Which groups are likely to be angry if not consulted?
- Which groups would be helpful for you to consult with?
- Which groups should you involve to ensure a balanced range of opinion?
- Which groups have responsibilities relevant to the Council's action?
- Which groups may not want input, but need to know?

 SUMMARY TEMPLATE T8: STAKEHOLDER PROFILE*

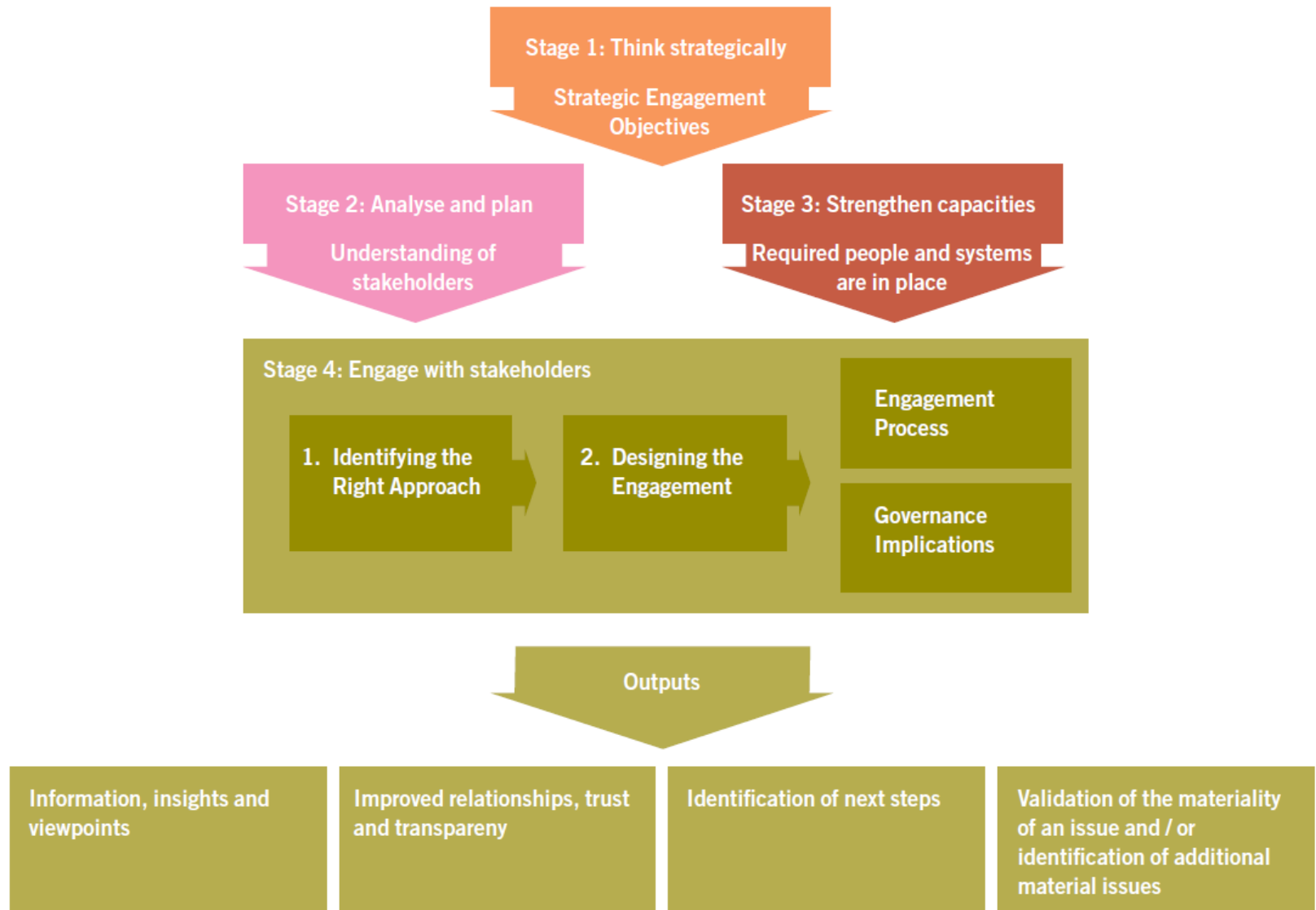
Stakeholder Profile		Last Updated:
Stakeholder group:		
Primary subject / issue of engagement with this group		
Stakeholder Objective		
Preferred level of engagement with this group		
Stakeholder group representative		
Specific representative / representing organisation		
Internal contact person		
Stakeholder's general view on the issue		
Expectations towards the business regarding the issue		
Engagement history & current highest level of and approaches to engagement	[fill in if you are already engaging]	
Stakeholders' usual or preferred highest level of and approaches to engagement		
Stakeholder's sources of funding		
Relationships/conflicts with other stakeholders		
Knowledge of the issue	<input type="checkbox"/> Leading Opinion <input type="checkbox"/> Good Knowledge <input type="checkbox"/> Medium Knowledge <input type="checkbox"/> Lacking Knowledge <input type="checkbox"/> No Knowledge Give details: _____	
Legitimacy or perceived legitimacy	<input type="checkbox"/> High Legitimacy <input type="checkbox"/> Limited Legitimacy <input type="checkbox"/> Low Legitimacy <input type="checkbox"/> No Legitimacy Give details: _____ <input type="checkbox"/> Conflict between perceived and actual legitimacy Give details: _____	
Willingness to engage	<input type="checkbox"/> Willing <input type="checkbox"/> Moderately interested but friendly <input type="checkbox"/> Uninterested <input type="checkbox"/> Hostile	
Actual and/or potential impacts of stakeholder on business – associated risks and opportunities	Positive impacts / Opportunities: Negative impacts / Risks:	
Scale at which they operate	<input type="checkbox"/> Global <input type="checkbox"/> Regional <input type="checkbox"/> National <input type="checkbox"/> Subnational <input type="checkbox"/> Local Give details: _____	
Cultural issues to consider		
Practical issues to consider (e.g the stakeholder's ability to engage given resources, staff, etc.) (see also Stage 3)		
Is it necessary to engage with this stakeholder?		
Other Comments		

- Develop a good understanding of your stakeholders, particularly their:
 - Drivers for engagement
 - Salient issues
 - Resources for engagement (time, money)
 - Needs and preferences for engagement (if known)

Remember to be inclusive



Developing an effective engagement approach



Choosing engagement mechanisms

- There are many techniques to choose from - avoid implementing the latest ‘fad’
- Ensure you’re clear on why you’re using a particular technique - consider your objectives i.e. do we want to involve or just want to inform or both?
- How will the information we obtain be used?

Levels of Engagement *				
Level	Goal	Communication	Nature of relationship	Engagement Approaches
Remain Passive	No goal. No engagement.	No active communication	No relationship	Stakeholder concern expressed through protest, letters, media, websites etc., or pressure on regulatory bodies and other advocacy efforts.
Monitor	Monitor stakeholders' views.	One-way: stakeholder to company.	No relationship	Media and internet tracking. Second-hand reports from other stakeholders possibly via targeted interviews.
Inform	Inform or educate stakeholders.	One-way: company to stakeholder, there is no invitation to reply.	Short or long term relationship with stakeholders. "We will keep you informed."	Bulletins and letters. Brochures, reports and websites. Speeches, conference and public presentations. Open houses and facility tours. Road shows and public displays. Press releases, press conferences, media advertising, lobbying.
Transact	Work together in a contractual relationship where one partner directs the objectives and provides funding.	Limited two-way: setting and monitoring performance according to terms of contract.	Relationship terms set by contractual agreement. "We will do what we said we would" or "we will provide the resources to enable you to do what we agree".	'Public Private partnerships' and Private Finance Initiatives, Grant-making, cause related marketing.
Consult	Gain information and feedback from stakeholders to inform decisions made internally.	Limited two-way: company asks questions and the stakeholders answer.	Short- or long-term involvement. "We will keep you informed, listen to your concerns, consider your insights, and provide feedback on our decision."	Surveys, Focus Groups, Workplace assessments. One-to-one meetings. Public meetings and workshops. Standing stakeholder advisory forums. On-line feedback and discussion.
Involve	Work directly with stakeholders to ensure that their concerns are fully understood and considered in decision making.	Two-way, or multi-way between company and stakeholders. Learning takes place on both sides. Stakeholders and company take action individually.	May be one-off or longer-term engagement. "We will work with you to ensure that your concerns are understood, to develop alternative proposals and to provide feedback about how stakeholders views influenced the decision making process".	Multi-stakeholder forums. Advisory panels. Consensus building processes. Participatory decision making processes.
Collaborate	Partner with or convene a network of stakeholders to develop mutually agreed solutions and joint plan of action.	Two-way, or multi-way between companies and stakeholders. Learning, negotiation, and decision making on both sides. Stakeholders work together to take action.	Long-term. "We will look to you for direct advice and participation in finding and implementing solutions to shared challenges."	Joint projects, voluntary two-party or multi-stakeholder Initiatives, Partnerships.
Empower	Delegate decision-making on a particular issue to stakeholders.	New organisational forms of accountability: stakeholders have formal role in governance of an organisation or decisions are delegated out to stakeholders.	Long-term. "We will implement what you decide."	Integration of Stakeholders into Governance Structure. (eg. as members, shareholders or on particular committees etc.)

iap2 public participation spectrum
developed by the international association for public participation

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
EXAMPLE TOOLS	<ul style="list-style-type: none"> • Fact sheets • Webpages • Open houses 	<ul style="list-style-type: none"> • Public comment • Focus groups • Surveys • Public meetings 	<ul style="list-style-type: none"> • Workshops • Deliberate polling 	<ul style="list-style-type: none"> • Citizen Advisory committees • Consensus-building • Participatory decision-making 	<ul style="list-style-type: none"> • Citizen juries • Ballots • Delegated decisions



Questions for Assessing Engagement Methods

Organisational and Stakeholders' Objectives and Needs	<ol style="list-style-type: none">1. Does it help us to establish the kind of relationship that we want?2. Can it generate the short- and / or long-term outputs we need to reach our strategic objectives?3. Will it generate the qualitative or quantitative information that the business needs for making its decisions?4. Do I have sufficient resources and time for applying this method / mix of methods?
Stakeholder Profiles	<ol style="list-style-type: none">5. Does it work for the stakeholders that I want to engage with?6. Considering the stakeholders' mobility, is it suitable for their current location?7. Does it suit the stakeholders' current level of awareness and understanding?8. What practical issues need to be considered and addressed in order to make the engagement accessible/attractive to them (see also Stage 3)?
Relationship Context	<ol style="list-style-type: none">9. Do we currently have a relationship with these stakeholders that makes this approach applicable?10. Have we known the stakeholders long enough?11. Is it suitable for the number of people we need to deal with?
Issue Context	<ol style="list-style-type: none">12. Is it appropriate for the level of maturity of the issue?13. Is the issue maybe too sensitive for this approach?14. Does it match with existing policy or legislative requirements that apply to the stakeholder group or issue?15. If the issue requires multi-stakeholder involvement, does this approach work for it?

Which outrage factors are drivers in our context?

Voluntary or involuntary/coerced?

Natural or industrial?

Fair or unfair?

Familiar or exotic?

Not memorable or memorable?

Not dreaded or dreaded?

Chronic or Catastrophic?

Knowable or not knowable?

Morally irrelevant or morally relevant?

Can I trust you or not?

Is the process responsive or unresponsive?



Integration of knowledge

Explore techniques that integrate technical and local knowledge bases

Date

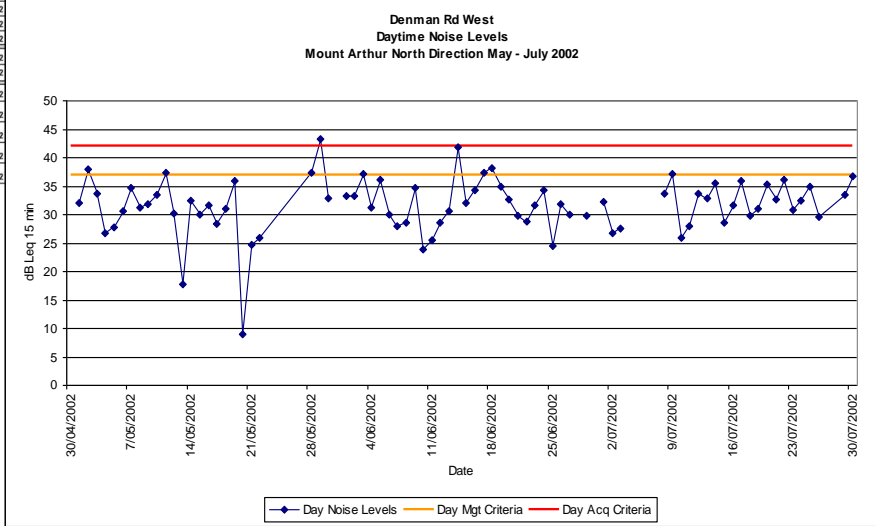
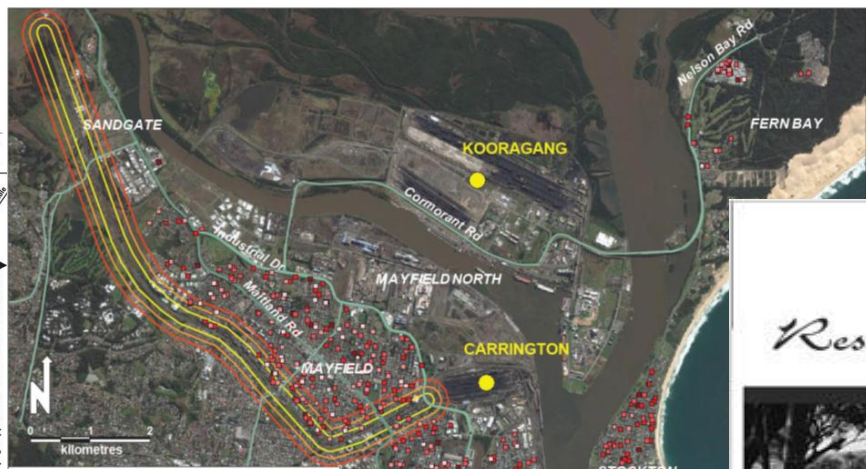
Time

Record No

Please tick the event(s)

	INTENSITY				ACCEPTABILITY			
	1	2	3	4	1	2	3	4
<input type="checkbox"/> Operational (truck, excavator, etc)	1	2	3	4	1	2	3	4
<input type="checkbox"/> Plant (washer, crusher, etc)	1	2	3	4	1	2	3	4
<input type="checkbox"/> Dzer	1	2	3	4	1	2	3	4
<input type="checkbox"/> Truck reversing (alarm, beepers, etc)	1	2	3	4	1	2	3	4
<input type="checkbox"/> Train noise	1	2	3	4	1	2	3	4
<input type="checkbox"/> Drill	1	2	3	4	1	2	3	4
<input type="checkbox"/> From operations	1	2	3	4	1	2	3	4
<input type="checkbox"/> Around the home	1	2	3	4	1	2	3	4
<input type="checkbox"/> Annoying to my health	1	2	3	4	1	2	3	4
<input type="checkbox"/> Dust cloud	1	2	3	4	1	2	3	4
<input type="checkbox"/> Fume	1	2	3	4	1	2	3	4
<input type="checkbox"/> Vibration	1	2	3	4	1	2	3	4
<input type="checkbox"/> Noise	1	2	3	4	1	2	3	4
<input type="checkbox"/> Traffic noise	1	2	3	4	1	2	3	4
<input type="checkbox"/> Truck noise	1	2	3	4	1	2	3	4
<input type="checkbox"/> Congestion	1	2	3	4	1	2	3	4
<input type="checkbox"/> Road closures	1	2	3	4	1	2	3	4
<input type="checkbox"/> Vehicle lights	1	2	3	4	1	2	3	4
<input type="checkbox"/> Lighting plant	1	2	3	4	1	2	3	4
<input type="checkbox"/> Odour	1	2	3	4	1	2	3	4
<input type="checkbox"/>	1	2	3	4	1	2	3	4
<input type="checkbox"/>	1	2	3	4	1	2	3	4
<input type="checkbox"/>	1	2	3	4	1	2	3	4

page opposite to fill in more about the event

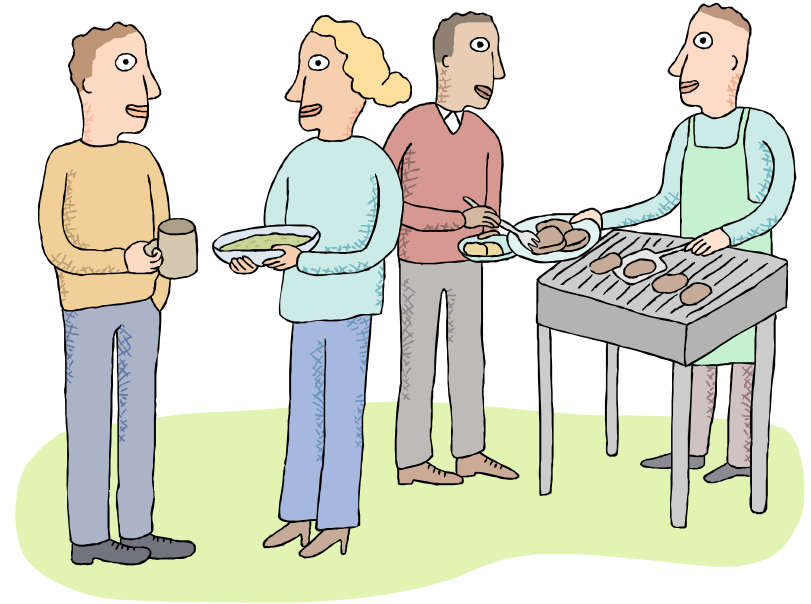


Selecting appropriate techniques

- Some key points to consider:
 - No single approach and/or technique is appropriate for all situations
 - Match techniques to people/groups appropriately to maximise participation
 - Include formal and informal processes
 - Consider resource issues - what resources does the community have to become involved?
 - How could involvement can be enhanced?
 - Consider innovative methods and approaches to increase interest

Think about how you would prefer to be engaged?

- Community BBQs
- Project Postcards
- Design Games
- Coffee Klatches
- Photo Voice
- Values mapping
- Vox Pops (youth input)
- Collaborative Assessment Forums
- Community Lecture Series
- Information Kits
- Surveys - telephone, intercept, online, mail etc



Some general observations...

- Agencies/organisations tend to prefer more formal, structured and outcome oriented techniques
- Communities tend to prefer more informal, unstructured and process oriented techniques
- Type of techniques selected should be driven by the objectives of the program
- People will participate if they're interested, there is a purpose and they are clear on how the information they provide will be used

Affording more meaningful participation

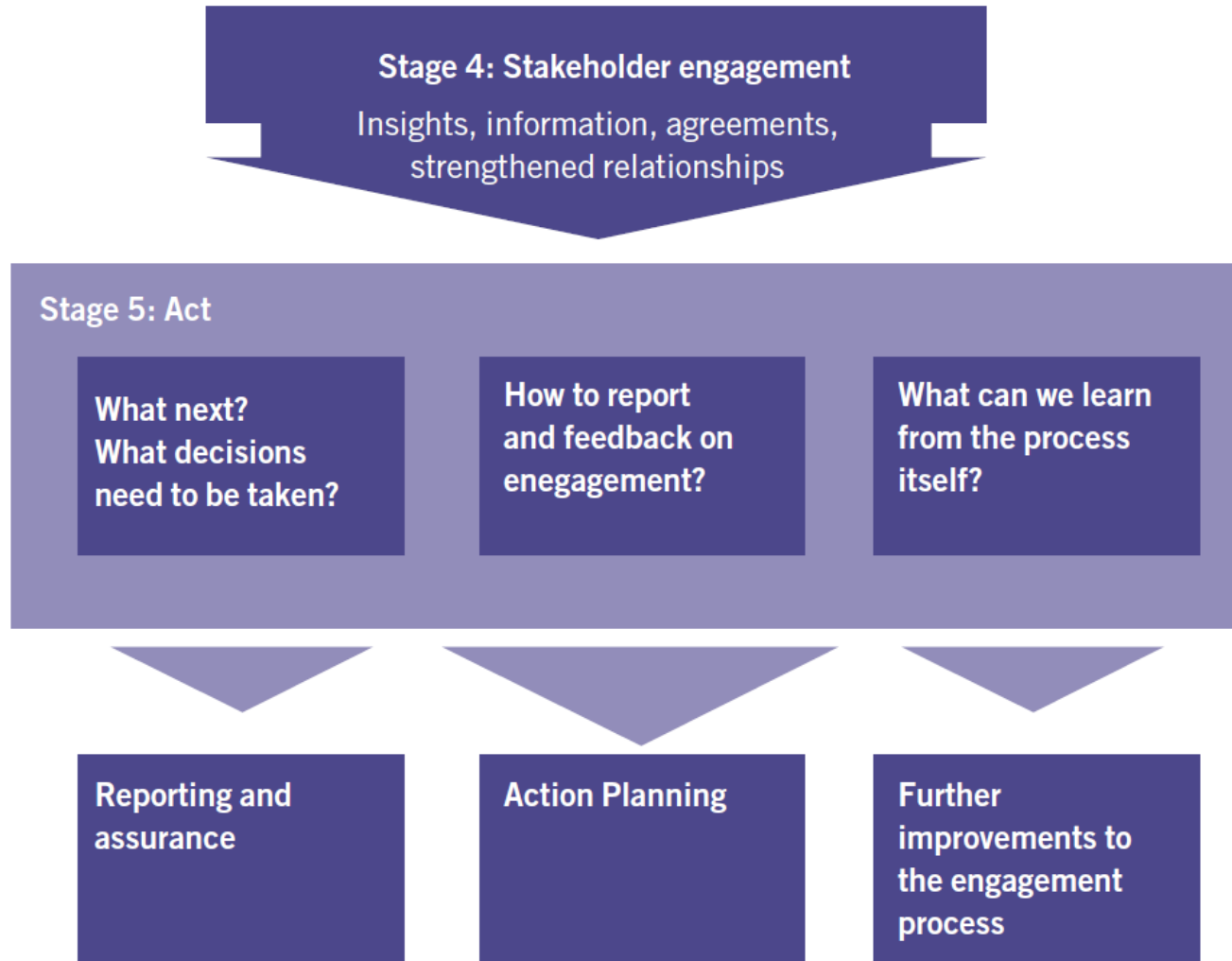
- What information will I provide?
- Is the information adequate to ensure meaningful input from the community?
- Is the information easily understandable?
- Do I know the stakeholder's key issues?
- Do I know their needs and preferences for information provision?
 - What do people really want to know?
- Am I providing adequate opportunity for people to receive the information and digest it prior to undertaking my engagement activities?

Evaluation - importance of feedback

Key Questions:

- How was it for you? (Was it safe, accessible, transparent, clear, trust-building, informed, involved, relevant, participative?)
- Did we achieve the purpose of the engagement?
- How could we improve the engagement?
- How could we move forward to ensure delivery to the objective/purpose?
- How will you judge that we have listened, learned, and taken action?
- What would make these evident for you?
- Would you like to continue the engagement process?
- How would you like to move on?

Using the information collected



Given the case study, plan your engagement approach/strategy, remember to be clear on:

- Why you are engaging - what do you want to achieve?
- How will I use the information collected - for what purpose?
- Who will I be consulting with?
- What are their key issues?
- What methods/mechanisms are appropriate to implement?
- How can participation / involvement be enhanced?
- What information is needed to ensure involvement is meaningful?
- Do I need to involve others? If so, who and how?

Thank you for your participation

