Stakeholder Identification, Management and Engagement Plan

City of Stirling
City of Choice

Introduction

The City of Stirling's vision is to become the City of Choice and we are committed to creating an even brighter future for everyone visiting, living, working or investing in the region.

We recognise that the way to achieve this is to engage with our stakeholders appropriately, in a coordinated way and according to best-practice principles*. We must understand who our stakeholders are, mapping them according to their level of influence and interest and manage information about them in a coordinated and consistent way.

Our promise to our stakeholders and community is that we will work towards continual improvement in engagement based on contemporary and best-practice principles*.

Our aim is to integrate meaningful stakeholder engagement with the City's planning, policy and strategic activities and ensure it informs decision making at all levels.

We will understand our current level of, and approach to stakeholder engagement across the City, and work together to continually improve and move through to the highest level, as described in Figure 1.

> We are committed to meeting our stakeholder's expectations, especially our community, to be engaged and part of the decision-making process.
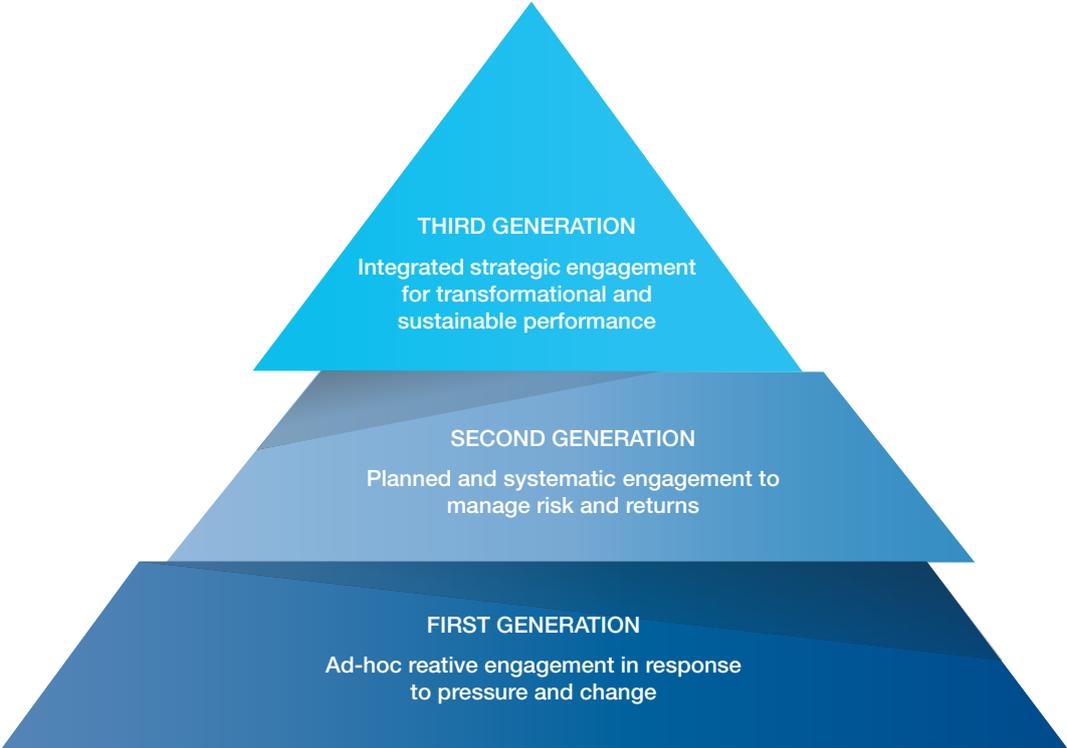

Figure 1: Progressing the level of, and approach to stakeholder engagement in an organisation

*Best-practice principles refers to the iap2 Quality Assurance Standard and AA1000 Stakeholder Engagement Standard (2015) © Accountability 2015

Purpose

The purpose of this document is to articulate the City's approach to stakeholder identification, management and community engagement and outline the processes that will ensure consistency and coordination across the organisation.

Our stakeholders

Stakeholders are:

> "individuals, groups or organisations interested in, impacted by or in a position to influence the City of Stirling's activities or objectives"

These include residents, ratepayers, customers, visitors, businesses, investors, government agencies, members of parliament (both State and Federal) and the opposition, community leaders and organisations, private sector industry influencers, internal staff, the Mayor, Councillors and the media.

We will identify and map our stakeholders, as well as understand their drivers and interests. By doing this, we are better able to prioritise and plan successful and appropriate engagement and relationship management activities and give the right amount of focus to the right stakeholders, at the right times.

Stakeholder overview

For the purpose of clarifying relationship management responsibilities, three levels of stakeholders have been identified, based on their levels of influence and interest within the context of the City's high-level strategic priorities:

Tier 1 (Advocacy)

Tier 1 Stakeholders include Government, coordinated through a lobby plan as agreed by the CEO and Mayor annually and Media, managed by the Senior Coordinator Communications.

Management of stakeholders at this level requires considerable focus and consideration and undertaken according to the City's relevant policies.

Community

Engagement with Community Stakeholders should be conducted according to best-practice principles in a planned and coordinated way across the City.

Stakeholder mapping and identification for most projects and initiatives undertaken within the City will be based on stakeholders at this level. Engagement with this group of stakeholders will be managed by Business Units, in consultation with Customer and Communications.

Activities will be coordinated through a register, which will be updated and reported on through the business planning process, managed by Customer and Communications.

Figure 2: Stakeholder mapping cycle

Internal

All City staff members have an important role to play in providing consistent messaging, contributing to corporate knowledge, and ensuring that engagement activities are conducted in a coordinated and consistently high standard for the benefit of the organisation as a whole.

Identifying and giving consideration to the internal stakeholders impacted by, or in a position to impact a project or initiative is important and should be a priority in order to facilitate the best possible outcomes with our external stakeholders.

Project owners and officers, Business Unit Managers and Executive will identify internal stakeholders, as part of the project management process, and seek opportunities for information sharing, communication and collaboration.

Stakeholder mapping

Across these three levels, a high-level stakeholder analysis follows, providing broad categories in order for the City to coordinate its approach to stakeholder management and engagement consistently across the organisation.

See Appendix 1 for a high level identification of the City's stakeholders, based on our strategic priorities.

How Customer and Communications will assist Business Units

A plan for achieving the City's commitment to stakeholder engagement can be broken down according to the following key focus areas:
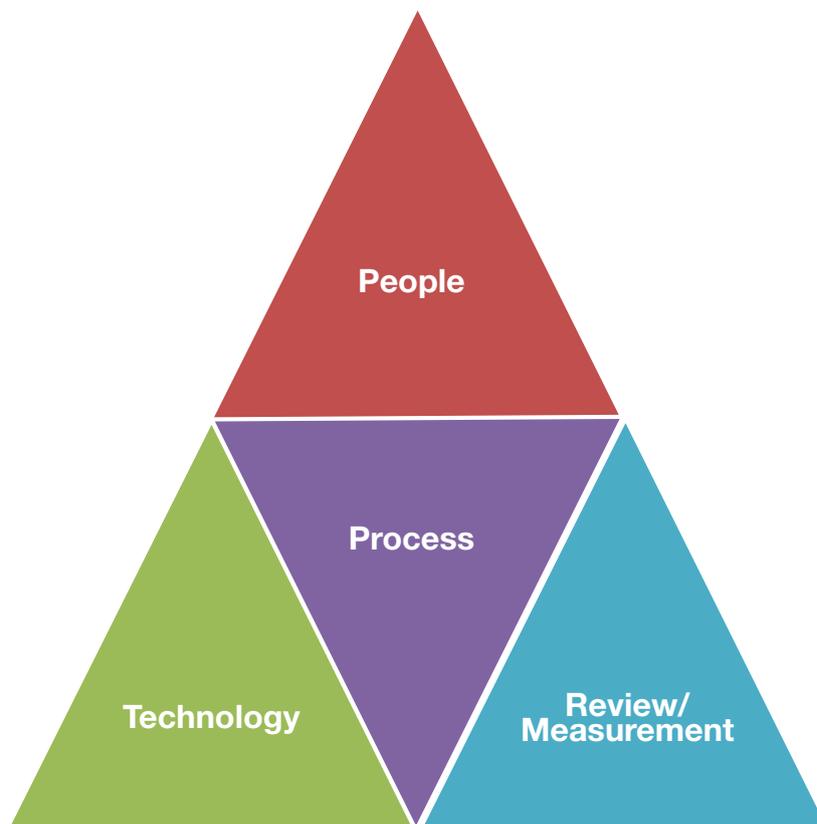

Figure 3: Areas of support by Customer and Communications

Area	Strategy
People	• Ongoing support to Business Units from Customer and Communications • Identifying and addressing knowledge and skills gaps across the City • City of Stirling membership of Local Government Engagement Network • Ongoing connection and communication with Internal Engagement Network • Internal communications plan developed and implemented • External communications campaign to raise awareness and use of the Your Say Stirling online engagement portal • Councillor workshops as required • Ongoing communication of contemporary and best practice engagement principles in Framework
Process	• Customised Framework developed to guide community engagement at the City • Identify business and project planning processes to integrate with community engagement • Support incorporating statutory advertising and submission periods and requirements, as outlined by statutory bodies, in communications and engagement plans and activities. • Tools, templates, methodologies and guides developed • Ongoing reporting to and review by Executive • Regular reporting to Business Unit Managers • Coordination of community engagement through a register of activities which will be updated and reported through the business planning process
Technology	• Implementation of Your Say Stirling online engagement portal • Development of 'tier one' stakeholder database • Internal information sharing developed on SharePoint • Identify emerging technology opportunities to better support community engagement • Implement and manage a consistent approach to collecting community stakeholder data and enable the sharing of it across the organisation
Review/ measurement	• Identification of KPIs according to the objectives articulated in the Strategic Community Plan • Regular reporting to Executive • Regular review of processes

Process for coordination of stakeholder identification, management and engagement across the City

Decide and Analyse	Plan and design	Develop and prepare	Implement and engage	Close off and evaluate
1. Decide the communications and engagement needs 2. Understand the context and scope 3. Identify and understand the stakeholders	1. Set engagement objectives and outcomes 2. Identify the resources required 3. Identify possible engagement methods and communications tools 4. Identify closing off requirements	1. Register the engagement 2. Develop the communications and engagement plan 3. Approval of communications and engagement plan 4. Develop and organise resources	1. Promote participation in the engagement program 2. Deliver the engagement activities	1. Collate and analyse the data 2. Report on the findings 3. Close the loop 4. Evaluate the process

Figure 3. Stakeholder engagement process

Advice and support is available from Customer and Communications at every step of the cycle.

Appendix 1.
High-level stakeholder identification

Stakeholder Level	Stakeholder Type	Stakeholder category	How Stakeholders will be managed
Tier 1	Government	Federal and State Ministers, including opposition	By the CEO and Mayor
		Local Government Mayors and Councillors	
		Federal and State Government departments	
		Local Government Authorities	
		Political influencers	
		Local Members	
	Media	Print and broadcast	Coordinated by the Senior Coordinator Communications
		Online and social media	
		Local community media	
Community	Business	Local businesses	Updated and reported in an engagement activity database through the business planning process
		Local business associations	
		Suppliers, contractors, service providers	
	Industry associations and peak bodies	Professional and business associations	
		Not for Profit groups	
		Other NGOs	
	Community interest groups	State Sports associations	
		Local Sporting Groups	
		Community groups	
		Schools	
		Resident and ratepayers associations	
	Special inclusion groups	People with disabilities	
		Culturally and linguistically diverse	
		Aboriginal and Torres Straight Islanders	
		Seniors	
		Youth and young people	
	Community members	Residents, Ratepayers, customers, visitors	
Internal	Mayor and Councillors	Mayor	As needed
		Councillors	
	Executive	CEO	As needed
		Directors	
	Business Unit Managers	Managers and coordinators	
	Staff	Officers	