



Forest Products Commission Stakeholder Engagement Strategy



Forest Products Commission

Stakeholder Engagement Strategy

The purpose of the Stakeholder Engagement Strategy is to ensure that the Forest Products Commission plans and adapts our engagement with stakeholders to understand their views, needs and expectations, and to achieve our strategic and operational objectives.

This strategy provides staff with a framework that sets out key steps in the process and indicates responsibilities and timeframes to manage the FPC's stakeholders in an effective manner.

March 2019, Forest Products Commission



Engagement strategy goals

The strategy is linked to the new State Government goals, the FPC goals and driven by our engagement goals to ensure it aligns with the strategic and corporate objectives of government.

State Government goals

1. Sustainable finances

2. Future jobs and skills

3. Strong communities

4. Better places

FPC goals

G1: Healthy forests

Provide healthy forests for future generations

G2: Vibrant forest industry

Facilitate a vibrant forestry industry to deliver social and economic benefits, particularly in regional areas

G3: Business outcomes

Ensure efficient, effective and safe delivery of business outcomes

FPC engagement goals

E1: Stakeholder confidence

Stakeholders trust us to deliver sustainable forestry in Western Australia

E2: Stakeholder inclusivity

A diversity of stakeholder interests are represented through collaboration, consultation and information sharing

E3: Stakeholder value

Stakeholders value and directly benefit from the stakeholder engagement process

Engagement commitment

The FPC Stakeholder Engagement Strategy is based on our engagement goals and will be measured against our engagement commitment.

E1: Stakeholder confidence

- **Commitment 1:** Meet statutory requirements by operating in accordance with relevant legislation, and applicable codes and standards.
- **Commitment 2:** Establish a process for engagement, allowing time for discussion and consideration.

E2: Stakeholder inclusivity

- **Commitment 1:** Encourage stakeholder participation and provide opportunities for meaningful stakeholders engagement.
- **Commitment 2:** Engage with a wide range of stakeholders and understand their needs, expectations and interests.

E3: Stakeholder value

- **Commitment 1:** Identify relevant stakeholders and keep them informed about our activities.
- **Commitment 2:** Create opportunities for stakeholders to provide feedback.

Engagement process

The engagement goals will be delivered by a process of planning, implementation and measurement and follow the annual cycle.

The key roles in the process to support all FPC staff are the Relationship Manager and Stakeholder Reference Group.

Relationship Manager:

The FPC's key oversight authority for stakeholders. The Relationship Manager is responsible for planning and managing engagement with the stakeholder.

Stakeholder Reference Group:

The group is focused on setting stakeholder management priorities, driving engagement and setting the FPC's strategic engagement targets. The Reference Group is made up of key senior staff, the Communications and Marketing Manager and reports to Executive.

Planning

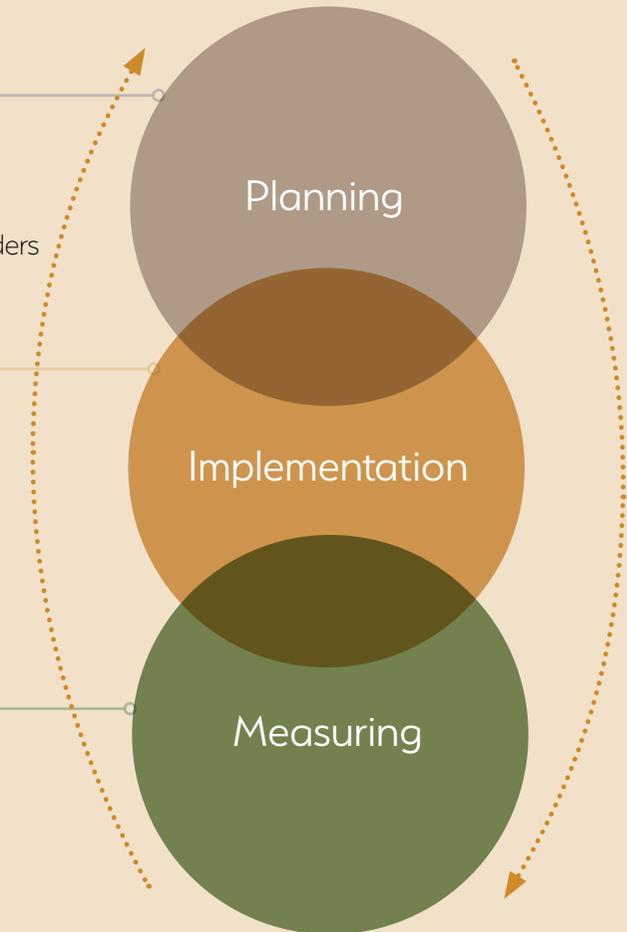
- Identify key stakeholders and projects
- Establish priorities
- Develop Engagement Plans for Priority 1 stakeholders

Implementation

- Deliver actions in Engagement Plans
- Develop a Communication Plan for key projects, major events or contentious issues
- Record all interactions in Content Manager

Measuring

- Engagement goals will be measured in Content Manager and Governance Manager
- The engagement outcomes will be measured against targets endorsed by the Stakeholder Engagement Reference Group



Engagement actions, timeframes and responsibilities

The stakeholder engagement strategy and the stakeholder plans will be reviewed annually based on engagement outcomes, a review of stakeholder priorities and strategic objectives.



Why is stakeholder engagement important?

Effective stakeholder engagement improves performance and increases our knowledge of the needs and expectations of our stakeholders.

What are the objectives of stakeholder engagement?

Provide information

To inform and educate stakeholders and keep them updated about our activities.

Seek understanding

To listen and fully understand stakeholder's views, needs and expectations.

Process

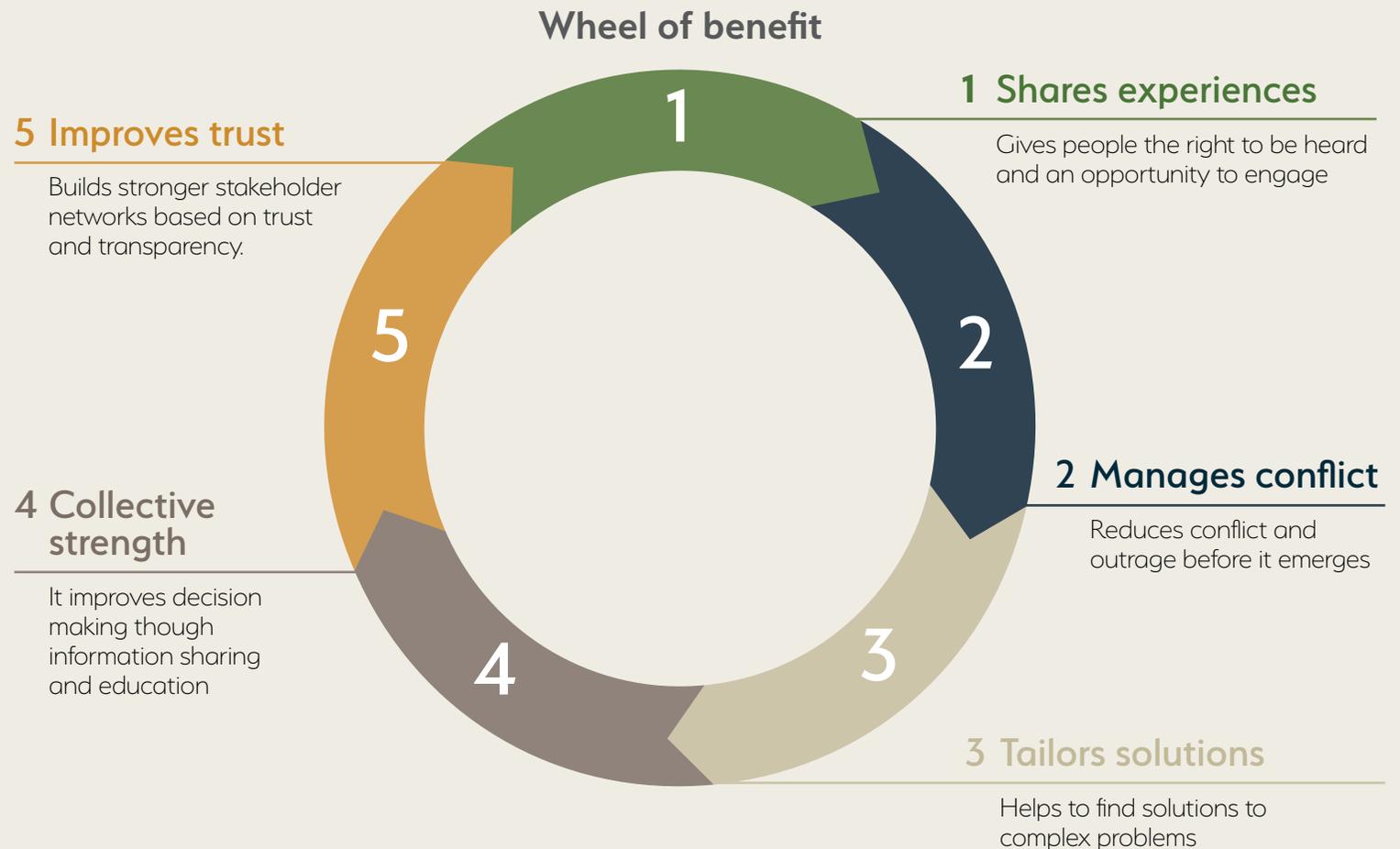
To provide an opportunity for stakeholders to have input into the decision-making process.

Organisational

To build and maintain credibility while also meeting strategic and operational objectives.

Legal

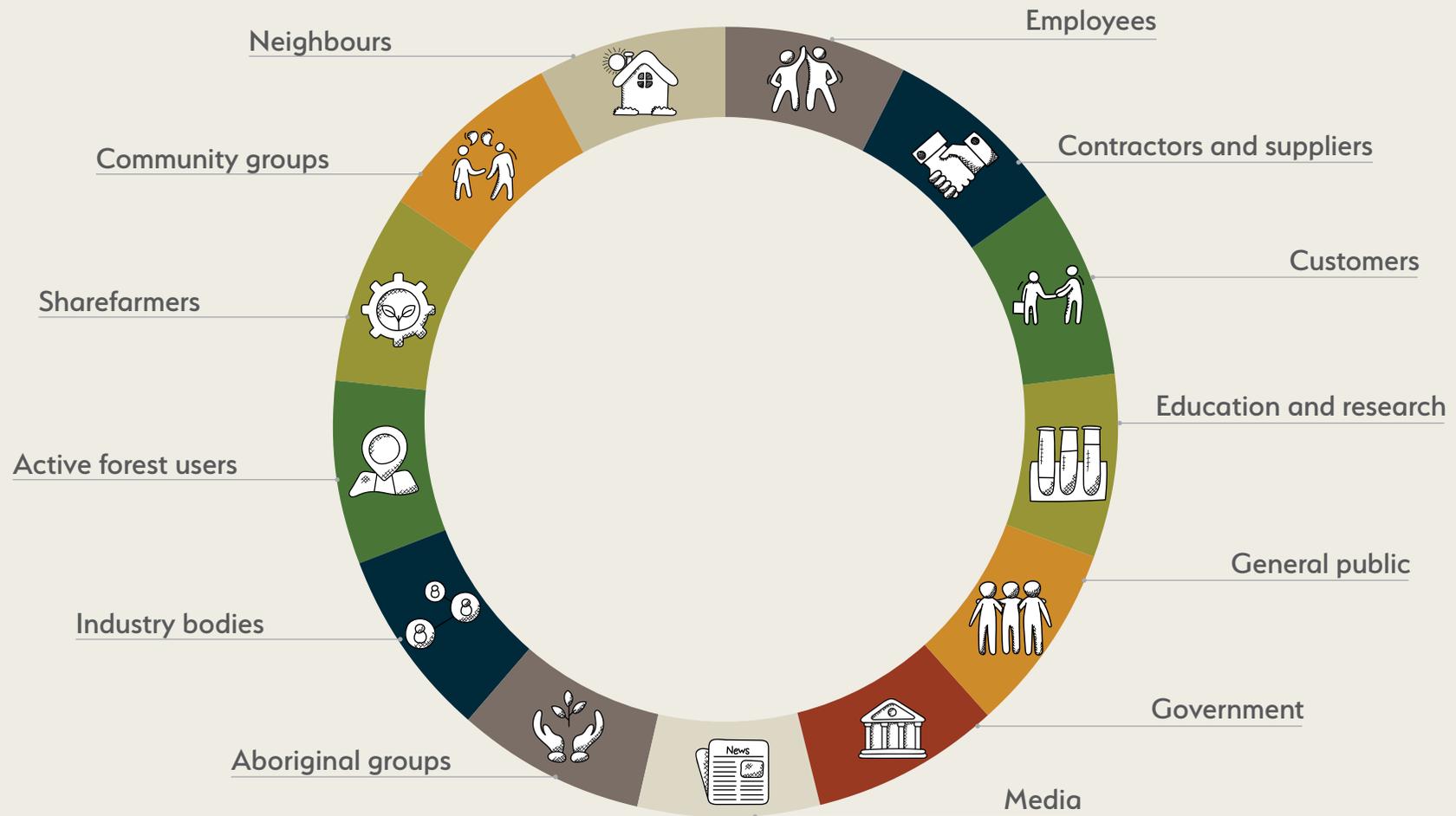
To meet statutory requirements.



Identifying stakeholders

A stakeholder is an individual or an organisation that has an interest in our business or can influence our business.

The FPC has identified 13 stakeholder groups:



Prioritising stakeholders

Our stakeholders are ranked into four priority groups based on their capacity to influence and interest in our business.

Priority 1

High influence and high interest – work together and manage closely (inform, consult and collaborate)

Priority 2

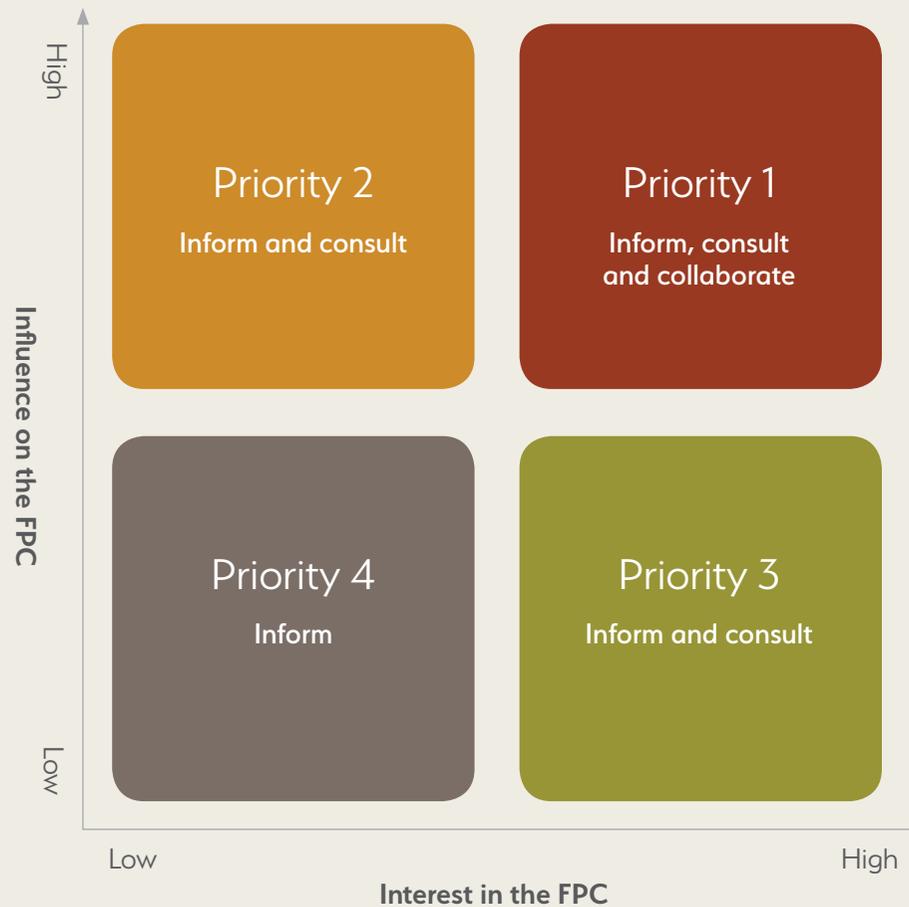
High influence and low interest – meet needs and keep satisfied (inform and consult)

Priority 3

Low influence and high interest – keep informed and show consideration (inform and consult)

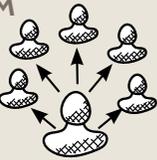
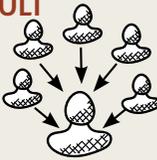
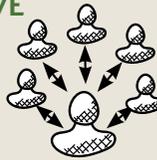
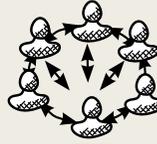
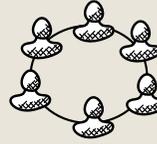
Priority 4

Low influence and low interest – monitor and minimal contact (inform)



Understanding the levels of engagement

Different levels of participation are legitimate and the decision on the type of engagement depends on goals, timeframes, resources and the purpose of the engagement.

IAP2 SPECTRUM OF PUBLIC PARTICIPATION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
					
Stakeholder Participation Goal	Provide balanced and objective feedback to increase understanding of problems, alternatives or solutions	Seek stakeholder feedback on plans, alternatives or decisions	Work directly with stakeholders as a means of understanding concerns and aspirations	Partner with stakeholders in the decision-making process	Allow stakeholders to make the final decision
Commitment to stakeholders	The FPC will keep stakeholders informed	The FPC will keep you informed and provide feedback	The FPC will work with stakeholders and ensure their concerns and aspirations are reflected in the decision-making process and will provide feedback on how engagement influenced decisions	The FPC will work with stakeholders to make decisions and find solutions and incorporate their advice in the decision-making process where possible	The FPC will implement what stakeholders decide
Examples	Advertisements, signage, direct mail, media release, fact sheets, reports, social media, public displays, website	Comment form, discussion paper, door knocking, events, focus groups, information sessions, interactive apps, interview, polls, survey, written submissions	Card storming, citizens panel, reference group, community leaders, conversation café, open space, public hearing, site tour, working group, workshop	Citizen advisory, co-design, deliberative polling, round table, elector poll, symposium, participatory decision-making	Citizen juries, ballots, delegated decisions

Planning engagement

Successful engagement depends on understanding why you are engaging, what you are engaging about and who needs to be involved in the engagement. Engagement methods differ depending on the issue at hand or the stakeholders involved, however, all effective engagement is shape by core principals.

THINK	<p>What is the purpose of the engagement? Do you understand the context around the engagement, are there any national, international or regional trends in play such as policy changes or a media storm, what's the strength or history of the community involved, how important is the project to the FPC and what are the priorities of key leaders and decision makers?</p> <p>What is the scope of the engagement? What is the reason for the engagement or the project sparking the engagement, why now, why is this a priority, are there any limitations or non-negotiables and what outcome does the FPC want?</p>
PLAN	<p>What is the engagement plan? What is the focus, problem or proposition of the engagement, what are the engagement goals, what tactics or approaches required to achieve the purpose of the engagement, what engagement methods will be used, what risks exist and how can these be mitigated and what resources such as time and personnel can be assigned to the engagement?</p>
PREPARE	<p>What needs to be done? Identify project milestones, activities and timelines including budget, create an engagement and communication plan, let stakeholders and decision makers know the plan and encourage participation.</p>
ENGAGE	Engage with stakeholders and deliver on set milestones
EVALUATE	<p>How did it go? Evaluate the process and seek feedback from all stakeholders, review the outcomes and measure the success and communicate the lessons learnt.</p>
ACT	<p>What changes need to be made? Collaborate as a team and modify and change as necessary based on the engagement, and communicate success and outcomes to stakeholders.</p>



