



Lord Howe
ISLAND BOARD

Stakeholder Engagement Strategy

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1. Context

This strategy:

- Guides engagement with the stakeholders of the Lord Howe Island Board;
- Identifies key implementation activities; and
- Outlines a monitoring and evaluation plan to ensure continual improvement as implementation progresses.

1.1 Objectives

The Lord Howe Island Board's mission is to provide leadership, services and support which contribute to the wellbeing and sustainability of the Lord Howe Island community and its environment pursuant to the charter in the Lord Howe Island Act. The objectives of this strategy are:

- To undertake our activities in a way that identifies, acknowledges, and considers stakeholder interests.
- To achieve well-planned, consistent, and effective stakeholder engagement to advance our strategic goals and priorities, as outlined in the Corporate Plan.
- To improve customer and partner satisfaction with our services and approach.
- To create an environment where employees are partners.

The focus in the first 12 months is to:

- Define and articulate the future approach to stakeholder engagement.
- Develop and start implementing an integrated communications plan.
- Improve existing practices to ensure consistency and effectiveness and improve stakeholder satisfaction.
- Introduce systems and processes to support staff to work more effectively, to plan and track engagement activity and monitor success.
- Develop and implement targeted engagements to review a range of strategic plans and policies.

1.2 Principles

We will ensure engagement is:

Purposeful - Ensuring a clear understanding of goals and objectives of each engagement.

Respectful - Aware of our stakeholders' objectives, background, priorities, and resources, we will tailor timeframes and approaches to accommodate their needs and respond in a timely manner to their requests.

Transparent - We will be honest and upfront with our stakeholders, clear about our process and timeframes, and the stakeholders' level of involvement and overall input (see Section 3 Our Approach).

Inclusive - Of stakeholders with whom it may be more difficult to engage with for a variety of reasons, including those with culturally or linguistically diverse backgrounds, people with mobility, or socio-economic issues and from differing abilities and age groups.

Consistent - In our messaging, both internally and externally, to build trust and maintain credibility.

Authentic – Taking on feedback, acknowledging contributions, informing stakeholders of outcomes, and creating shared ownership.

Measurable - We will track our engagement process and stakeholder satisfaction to inform continual improvement.

2. Our stakeholders

Our stakeholders are *organisations, groups, or individuals who have an interest in influencing or benefitting from, or are affected by*, the Lord Howe Island Board's activities.

Broad stakeholder groups that must be engaged in a meaningful way for the achievement of the Lord Howe Island Board's objectives are proposed below.

It should be noted that individuals may belong to more than one stakeholder group.

2.1 Stakeholder groups:

NSW Minister for the Environment – responsible for the *Lord Howe Island Act 1953*.

Board Members – Elected and appointed individuals who have a **legislative** mandate via the *Lord Howe Island Act 1953*. The **Board** reports to the Minister and has delegated authority for a range of decisions.

Residents – Including generational and long-term residents, leaseholders, shorter term residents and itinerant workers.

Business Operators – Supply of important goods, services, and experiences across the Island, supporting the local economy. A number of these businesses, operated on and off the Island, relate to tourism like booking agents, lodges, hospitality, and airline providers.

Visitors – The Island's 16,000 visitors per year are vital to the Island's economy, and promotion of its values.

Government – At a state and federal level, there are multiple elected representatives, Members of Parliament, Ministers, Departments, and policy makers who are considered key stakeholders.

Science Networks (Research, science, education, and knowledge experts and institutions) – The science network are important stakeholders in the management of the environmental, social, and economic values of the Island, and threats to those values.

Community groups - Advancement of altruistic objectives at local, regional, state, and national levels. Relevant for collaboration on shared goals, advocacy, and philanthropy.

Suppliers – Includes **suppliers, consultants, and contractors** – Providers of services, including financial, audit, advisory, technical, and operational requirements, and consumables.

Media – Local, state, and national media provide the Lord Howe Island Board with a means of communicating to stakeholders proactively and responsively. This includes legacy media (print, radio, and television) as well as digital media and social media platforms.

Internal Staff – Existing staff, contractors, and volunteers. This makes up the Lord Howe Island Board’s human resource base and are responsible for most engagement. These stakeholders are the advocates, brand ambassadors and champions for the organisation when positively engaged.

Skilled workers – The Island relies on skills from mainland Australia and other countries to drive its programs and businesses. Attracting the attention of new, external talent takes place seasonally for different opportunities.

3. Prioritisation

Not all stakeholders can or will be engaged at the same level.

Stakeholder prioritisation informs the level of attention and resources dedicated to each group of stakeholders, and which approaches are likely to be most appropriate. A simple matrix of Influence and Interest is used to prioritise how resources are used.



Figure 1. The Lord Howe Island Board stakeholder groupings and engagement priority

4. Stakeholder Engagement Approach

The International Association of Public Participation’s *Public Participation Spectrum* (International Association of Public Participation, 2021) approach and definitions will be used by The Lord Howe Island Board. Further guidance that should be considered when applying the engagement mechanism selected is available via the [IAP2 website](#).

These elements of engagement occur along a spectrum and involve an increasing level of individual and community participation from information through to empowerment. Most importantly, the spectrum sets out the **promise** being made to participants at each level.

Differing levels of participation are legitimate depending on the goals, timeframes, resources, and levels of concern in the decision to be made. No part of the spectrum is harder or more preferable than another, rather the most appropriate form of engagement will be selected to ensure effectiveness. Table 3. Below provides examples of types of mechanisms used at The Lord Howe Island Board for each of the engagement levels.

INCREASING IMPACT ON THE DECISION



4.1 Levels of engagement

INFORM



Information is generally a one or two-way exchange describing the communication of information and is the foundation of all engagement processes.

“...know who you are trying to reach and how they are most likely to access and understand the information...”

CONSULT



Consultation describes the process of eliciting feedback on information provided.

“...ensure the purpose of the consultation is clear, including what is being consulted on and what is non-negotiable...”

INVOLVE



Involvement is about shared decision-making, giving stakeholders and communities some influence.

“...work with the community to ensure their concerns are directly reflected in alternatives and solutions...”

COLLABORATE



Collaboration is when stakeholders work together with the organisation and other stakeholders to develop solutions and initiatives. Decisions are made within specified guidelines, with a high level of involvement and influence.

“...there must be clarity about the extent of decision-making power that is delegated and, in particular, what is not included...”

EMPOWER



Empowerment occurs when participants, stakeholders and communities have control and make decisions within specified guidelines and the decisions are implemented.

“...being empowered means sharing responsibility for making decisions and accountability for the outcomes of those decisions...”

4.2 Engagement tools and techniques

INCREASING IMPACT ON THE DECISION					
Level	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Example LHIB Engagement techniques	<ul style="list-style-type: none"> Newsletter Householders Public Notices Information sessions Brochures/Fact Sheets/Flyers Open Days Website Social Media Media releases Training E-mail Noticeboards Signage Annual Report 	<ul style="list-style-type: none"> Surveys Social Media Meetings: <ul style="list-style-type: none"> - Public - Team Focus Groups Workshops Discussion Papers Forums Management Plans Policies Development applications 	<ul style="list-style-type: none"> Working Groups Workshops Project Reviews Community Strategic Planning 	<ul style="list-style-type: none"> Advisory Committees (Audit and Risk, Technical, Community) Workshops Reviews Evaluation 	<ul style="list-style-type: none"> Board Meetings Strategic Planning Project Steering Committees Contracts Elections

Table 1. Examples of Engagement Tools and Techniques used at The Lord Howe Island Board and their level of engagement

5. Engagement approach for prioritised stakeholder groups

Table 2. below describes general approaches to engaging Lord Howe Island Board's stakeholder groupings, based on the IAPP model.

The model is dynamic, and priorities and approaches dependent upon the purpose of each engagement.

Stakeholder	Influence	Interest	Approach	Strategy
Minister	H	M	Inform Empower	Direct engagement at highest level.
Board Members	H	H	Inform, Empower	Ultimate decision-making body. Keep well informed, alerted to risk, and provide performance reporting.
Government	M	M	Inform, Collaborate	Advocate to, and influence when required. Offer positive experiences, follow up, deliver and report on contracts. Maintain positive profile, open communication channels.
Residents	M	H	Inform, Consult, Collaborate	Consult to ascertain priorities and local knowledge, involve to facilitate ownership. Maintain positive profile, open communication channels. Provide timely customer service. Respond to enquiries, feedback and complaints swiftly. Provide information on services and policies.
Business Operators	M	H	Inform, Consult, Involve	Maintain positive profile, open communication channels. Provide timely customer service re: operating environment e.g. licenses, applications, and consider needs in the development of policies and procedures.
Media and social media	M	M	Inform	Send positive stories, respond to enquiries, build relationships. Minimise responses if negative.
Community Groups	L	H	Inform, Consult, Involve	Maintain positive profile, open communication channels. Consult re: priorities. Selective engagement for purpose to convert to project partners. Engage formally through LHITA, Friends of LHI. Collaborate with regional, state and national to increase influence and impact.
Science and knowledge	M	M	Inform, Involve & Collaborate	Engage formally through working and advisory groups, and directly to seek advice. Involve in project development and implementation. Use as champions.
Visitors	L	M	Inform	Build and maintain positive profile. Provide information to educate and build awareness and support.
Staff, contractors, volunteers	M	H	Inform, Consult Involve	Keep informed, involve in decisions relevant to workforce. Provide reward, recognition, training, and career development to secure retention. Use as champions.
Suppliers	L	M	Inform	Maintain constructive open communication channels.
Skilled Workers	L	M	Inform	Maintain constructive open communication channels.

Table 2. Engagement approaches for Lord Howe Island Board Stakeholders

5.1 Responsibility for engagement

Community engagement is a key feature of the work the Lord Howe Island Board does, at multiple levels.

More than one level of participation may be considered for a stakeholder grouping, **tailored to the purpose** of the engagement. This may also include varying levels of engagement of individuals *within* a stakeholder group depending on the role they have.

Accordingly, our Board, Managers and staff may work with the same stakeholder organisation or individual at multiple levels. As a general guide, the Lord Howe Island Board Administration team will work at the same level as their position and advise up internally if engagement is required with stakeholder organisations at a higher level (see Table 3. below).

Level	Stakeholder role	LHIB Responsibility
<i>Political</i>	Ministers, Local members	Chair, Board members
<i>Governance</i>	Board members, ARC, other agency Executives	CEO, Managers
<i>Program Policies Plans</i>	Senior Officer Business Owners	Managers, Team Leaders
<i>Project Operations</i>	Individual officers, residents	All
<i>Media</i>	All	Minister, Chair, through Public Affairs

Table 3. LHIB Responsibility for engagement

6. Implementation Plan – putting the strategy into action

Area	Activity	Action	Who	Technique	By When	Lead
Governance	Engagement Strategy	Agree on framework and methodology of stakeholder engagement	Board Residents Business Operators Staff	Consult	September 23	SPO
	Training	Awareness and training	Staff	Inform	October 23	P&C
Communication	Strategy and Plans	Publish Draft, incorporate feedback and finalise	All, including the Board Residents Staff Government	Inform and Consult	October 23	Consultant P&C Lead, CO
		Refresh brand guidelines, templates and communication protocols			October 23	CO
		Internal and external communications support via relevant channels			Ongoing per Comms Plans	CO
Work Force	Workforce plan	Business paper re: draft Workshops, information pack	Board Staff (including Union)	Consult	March 24	People Partner
Finance	Revenue review	<i>Develop Options paper, consult. Amend fees and charges as required, request increased base funding if warranted</i>	Board Residents Business operators Government	Empower Consult	December 23	Consultant
Planning	Major Projects	Information packs, surveys, workshops, one on one	Board Residents Business Operators	Consult	As required	SPO
	Environmental planning	Biodiversity Management Plan (BMP), Permanent Park Preserve Plan of Management (PPP PoM)	Board Residents Business Operators Science Network	Empower Consult Involve	October 23	Consultant & TLWH

Strategic Planning	Community Strategic Plan	Collate past consultation feedback, information pack	Residents	Inform	Oct-23	
		Community group session to finalise consultation conducted and service delivery commitments (SDC's)	Residents	Collaborate	Oct-23	
		Working group to review forward planning considerations based on group session	Residents	Collaborate	Oct-23	
	Local Strategic Planning Statement	Draft 10-year Community Strategic Plan (CSP) and Local Strategic Planning Statement (LSPS)	Residents	Inform	Mar-24	
		Business Paper - Draft 10-year Community Strategic Plan (CSP) and Local Strategic Planning Statement (LSPS) prepared and exhibited.	Board	Empower	Mar-24	
	Service Delivery Commitments	Finalise CSP and SDC's, draft delivery plan and operations plan in line with budget for June 2024 board decision.	Board	Empower	Jun-24	
		CSP and SDC's publicly available	Residents	Inform	Jul-24	
Business as usual	Governance	Board, ARC, EBM,	Board	Empower	As per governance calendar	CEO, EA
	Governance	SMT, Team and staff meetings	Staff	Inform Consult Collaborate	As per calendars	SMT, EA
	Minister	Ministerial and Chair briefings	Minister Government	Inform	As required	CEO, SMT
	Stakeholders	Monthly newsletter/s, Householders, social media posts, website project collateral	Residents Tourists Skilled workers	Inform	As per comms plan	CO
	Programs	Project working groups	Residents	Consult	As per contracts	Project leads

Table 4. Engagement Action Pla

7. Monitoring and evaluation

Asking questions and genuinely listening to stakeholders is vital at every stage, and especially when evaluating the effectiveness of engagement activities. The Lord Howe Island Board will use a suite of simple evaluation tools to make sure that all activities are evaluated by both stakeholders and the individuals coordinating the activity.

These activities may include participant surveys, annual stakeholder satisfaction survey, Board and committee meeting evaluations, team debriefs, and structured formal independent evaluation approaches.

Ongoing monitoring, reflection, and measurement of success of activities will allow the team to build learnings into future activities. It has the added benefit of avoiding past mistakes and improving individual capability and efficiency.

