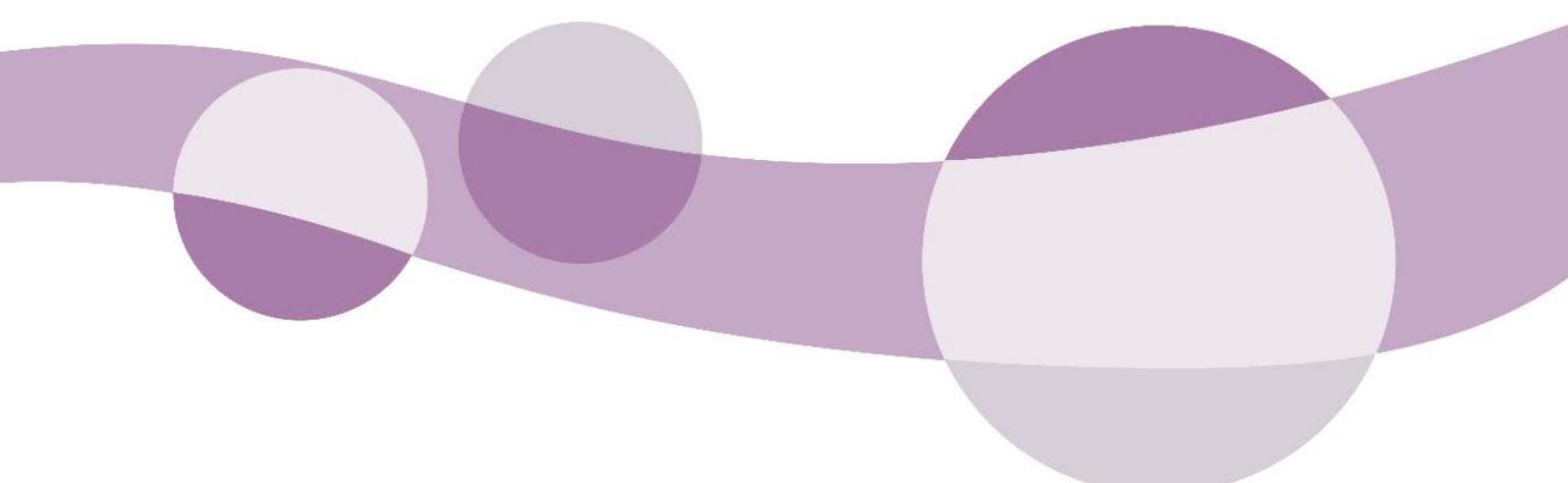Government of **Western Australia**
Department of **Finance**
Government Procurement

Planning in Partnership Guide:

Undertaking Co-Design under the

Delivering Community Services in Partnership Policy

Contents

Introduction

The Delivering Community Services in Partnership (DCSP) Policy puts the interests of service users at the centre of the relationship between the public and not-for-profit community services (community services) sectors and challenges both sectors to redefine the way they engage in the planning, design and delivery of community services. The Department of Finance, Funding and Contracting Services (FaCS) has developed this Planning in Partnership Guide (the guide) to support this approach to procurement. The guide provides direction and assistance on the planning, preparation and implementation of co-design and stakeholder engagement when planning to procure community services.

There is no single 'right' way to effectively undertake co-design, however, a number of key elements enable successful engagement and collaboration with stakeholders. Consideration and application of these elements will lead to more robust co-design processes, better service design and greater benefits to the community.

The guide will assist you in planning a community services program in partnership with service providers, service users and other stakeholders. It is not intended as a guide for service providers planning individual services with a service recipient.

1   What is stakeholder engagement and co-design?

1.1   Stakeholder

A stakeholder is a person or party that has relevant knowledge of, is able to influence, or is affected by the proposed service. Stakeholders can include current or potential service providers, service users, peak bodies, the community (where services are to be delivered), service experts, technical experts and consumer representatives. There may be additional internal or external stakeholders depending on the nature of the services.

1.2   Stakeholder engagement

Stakeholder engagement is a planned process of working with identified stakeholders to achieve the defined purpose. In the context of community services procurement, effective engagement facilitates stakeholder influence over decisions relating to procurement approaches or a specific procurement.

1.3   Co-design

Co-design means to collaboratively design services with stakeholders such as service users, community services organisations including service providers, and government agencies, using a structured approach. Co-design allows for stakeholders to have meaningful and significant influence over the community services being planned; more so than less collaborative stakeholder engagement activities. While the process of co-design includes stakeholder engagement activities, we have used the term co-design to describe processes that include significant collaborative design as required by the DCSP Policy.

1.4   Useful resources for co-design

The following resources offer additional information to guide you in the co-design process:

- The Connect with Me Co-design Guide and Connect with Me Toolkit Training developed by People with Disabilities WA, available at
  https://www.pwdwa.org/our_campaigns/connect_with_me.html

- The WA Council of Social Service (WACOSS) Co-Design Toolkit, available at
  http://wacoss.org.au/wp-content/uploads/2017/07/co-design-toolkit-combined-2-1.pdf

- The International Association for Public Participation Quality Assurance Standard, available at
  https://www.iap2.org.au/Tenant/C0000004/00000001/files/IAP2_Quality_Assurance_Standard_2015.pdf

Further resources for co-design and stakeholder engagement can be found in the list of references at the end of this guide.

2   Planning in Partnership and the DCSP Policy

Figure 1: Delivering Community Services in Partnership Policy flow chart
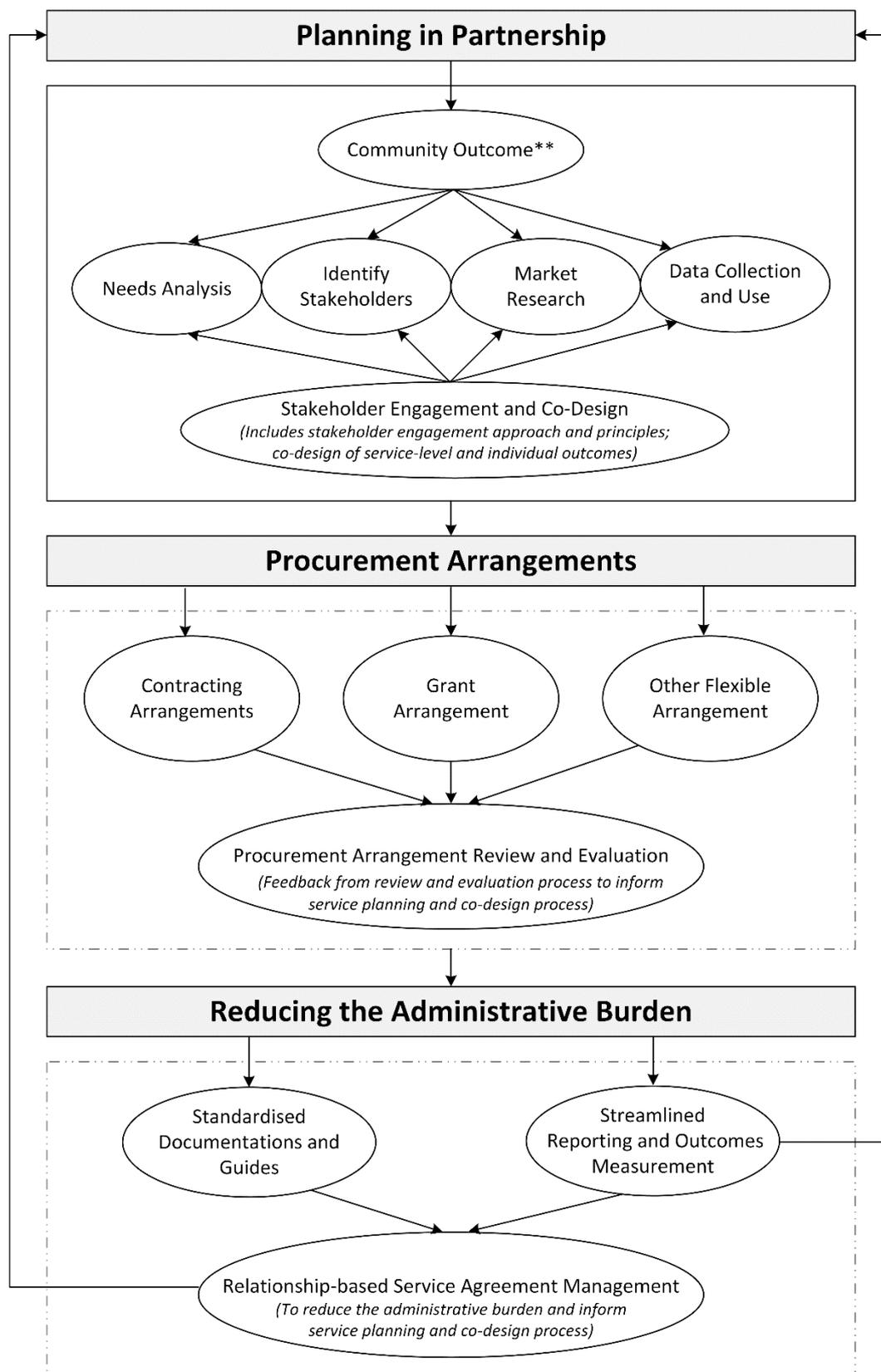
** To align with each government agency's strategic objectives.

The DCSP Policy requires government agencies to work in partnership with stakeholders to co-design community services that meet individual, cultural and community needs.

The emphasis on co-design and stakeholder engagement acknowledges that community services are complex and can greatly benefit from the input of those who are impacted by those services. Government agencies should be flexible around co-design considerations and adopt a genuine and transparent partnering approach when co-designing services with service providers and service recipients.

In planning a community services procurement process, many procurement tasks are required such as setting timeframes and budgets, developing a business case and procurement plan and undertaking a risk analysis. These tasks are undertaken concurrently with stakeholder engagement, and are covered in detail in the Community Services Procurement Practice Guide available on the Finance website.

2.1   Community and service level outcomes

Prior to commencing any funding or contracting activities, consider the desired impact or change you are seeking to achieve within the community, the community outcome, and the desired impact or change you are seeking to achieve for service recipients, the service level outcome. An outcome is an increase in a desirable behaviour or condition (e.g. more people feeling job-ready, or more young people feel connected to their community) or a decrease in an undesirable activity or state (e.g. reduced smoking rates, or reduced rates of young people not employed, in education or training).

While consideration of the desired community and service level outcomes must occur prior to commencing co-design with stakeholders, wherever possible, you should enable key stakeholders including service users to collaboratively define and articulate community and service level outcomes. In practice, this means that your proposed community and service level outcomes remain flexible and open to change until finalised as part of the co-design process.

2.2   Needs analysis

Access relevant data on the needs and social drivers for the applicable service within the community, as well as the nature and mix of possible service response strategies. Engage with stakeholders during the needs analysis, but ensure that you have 'done your homework' by gathering information. Be ready for your assumptions and conclusions to be tested – especially when decisions have already been made by government – as stakeholders have a right to expect that you will have valid reasons and evidence for any service parameters your government agency has already determined For example, if changing the community outcome or the geographical service area for a long standing community service, as you engage with stakeholders you will need to be able to explain why the change is necessary and what data you have used to reach this decision.

The following activities can assist to establish the business need:

- Undertaking research to identify potential service providers and other interested parties.

- Gathering empirical evidence on the community, its needs and possible service models.

- Consulting with stakeholders to determine the needs and social drivers for the relevant service within the community, as well as the nature and risk of possible strategies.

- Preparing a preliminary cost-benefit analysis.

Review any previous procurement processes and existing service agreements, including those from other Government agencies, for similar services to identify any potential problems and solutions. There may have been issues in the past with the scope or cost of the purchase, or with service delivery. Engage with existing service providers and analyse service agreement reviews to assist in building this knowledge.

2.3   Identify stakeholders

Stakeholders are individuals, groups or organisations that have relevant knowledge of or are affected by the proposed service. Undertake stakeholder identification and analysis processes to ensure all parties with an interest in the proposed services receive appropriate communication from the government agency.

A few simple questions can often assist in identifying stakeholders:

- Who is the service for?

- Who is affected by the service?

- Who can influence the service?

- Who is interested in the service?

- Who would be capable of delivering the service?

Where there are issues identifying and connecting with stakeholders, community services peak bodies may be able to assist.

Engage with as many stakeholders as possible, as this will deliver a variety of viewpoints and ensure a robust engagement process. Services of a sensitive nature may require participation to be limited.

Remember that when engaging in co-design activities, your stakeholders are equal partners with your government agency, and their contributions and expertise must be considered and able to influence the services.

2.4   Market research

Once you have identified the community need, collate and assess all relevant information relating to the proposed service. This includes, but is not limited to, any previous service history, service reviews, trends, data, client surveys and sector intelligence. Include stakeholders in your market research and share your findings. The information you gather enables identification of knowledge and skill gaps and assists in defining the parameters of the co-design process.

2.5 Data collection and use

The DCSP Policy requires you to take a systematic approach to collecting and sharing data. Use data from the previous service agreement as well as collecting and analysing new data. Keep stakeholders informed as to why you are collecting data from them, and what its purpose will be. Share data with stakeholders wherever possible.

2.6 Consider intellectual property

Many co-design processes involve the sharing and use of existing intellectual property, or new intellectual property generated in the co-design process. Consider how intellectual property will be treated, communicate this clearly to all stakeholders at the outset and obtain consent for the use of stakeholders' intellectual property where needed.

2.7 Probity and Accountability

Procurement activities are governed by the State Supply Commission Probity and Accountability policy. The Probity and Accountability policy sets out the requirement for a government agency to 'be able to demonstrate to suppliers and the community that it conducts its procurement activities with high standards of probity and accountability'.

Adherence to State Supply Commission policies should not inhibit stakeholder engagement. Planning in partnership contributes positively to the demonstration of accountability in a government agency's decision making process. Any decision not to engage with stakeholders, or to restrict participants to an engagement opportunity, should be justified and documented.

For more information, the Probity and Accountability policy is available on the Finance website.

3   Key elements of Planning in Partnership

It is essential that government agencies have a commitment to engaging in co-design with stakeholders, that facilitators of co-design are appropriately skilled, stakeholders understand their role and that the process is well planned and underpinned by the elements described below.

3.1   Co-design values

Co-designing with stakeholders in a genuine way and abiding by the key values of **respect**, **openness** and **transparency** contributes to the development of trust.[1]

Building and maintaining trust with stakeholders is one of the most important elements of a successful co-design process. Every positive interaction with stakeholders contributes to building a strong partnership.

The Partnership Principles and Behaviours on page six of the DCSP Policy apply to co-design and stakeholder engagement. Familiarise yourself with the Partnership Principles and Behaviours before you commence a co-design process.

3.2   Stakeholder participation in co-design

Consider stakeholders' needs and any support required, including compensation for time, travel and other costs where appropriate. Ensure that your planned co-design process is accessible to stakeholders[2]. By establishing parameters and ensuring the purpose, process and expectations are clearly communicated in advance, stakeholders will be able to understand their role in the co-design process and the manner in which they can contribute.

Actions that support successful co-design

These actions support successful co-design

- Allow all parties to contribute

- Demonstrate a willingness to learn

- Demonstrate your ability to compromise

- Participate with integrity

- Share knowledge

- Demonstrate mutual respect

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[1] As well as these values, consider the principles described in Principles of Co-design at https://www.ncoss.org.au/sites/default/files/public/resources/Codesign%20principles.pdf
[2]   The MARCIA Final Research Report, available at http://www.bunbury.wa.gov.au/pdf/Community/MARCIA%20Research%20Report%20Ver%2018May2018.pdf, provides insight and guidance into how best to design programs and services to be accessible to people with a range of different needs.

3.3   Effective preparation and planning for the co-design process

A lack of effective preparation and planning is a significant barrier to successful co-design. Detailed guidance on preparing for and planning co-design processes is provided in this guide.

4   Planning co-design and stakeholder engagement

Commence with consideration of the purpose of the process and the factors that may influence success. The following considerations for co-design will assist you with your preparation:

- consider the existing relationships with stakeholders and how to create an engagement experience that will establish or maintain and improve those relationships;

- think carefully about the appropriate methodology and design a process that is fit-for-purpose and inclusive;

- allow appropriate time for co-design processes to be conducted at the planning stage of a procurement, before decisions that could impact the achievement of community outcomes have been made;

- be open and honest about parameters and expectations, to develop trust; and

- ensure that stakeholders have sufficient notice to plan their participation.

4.1   When should co-design start?

Commence co-design during the early planning stage of a new or existing service before any decisions are made that could affect the achievement of the community outcome. If decisions affecting the outcome of the co-design have already been made, these must be communicated transparently and clearly to stakeholders.

As it is recommended that formal procurement processes begin at least six months prior to the commencement of a new service agreement, planning for stakeholder engagement should begin at least 12 months prior to the commencement of a new service agreement.

Insufficient time is one of the most significant barriers to effective co-design. The design of a community service takes time, especially in circumstances where a government agency has a range of stakeholders to consult and the service is complex. Allocate an appropriate timeframe for co-design, taking into consideration the needs of the expected participants. As ideas evolve through discussion and consultation, each party's understanding of the issues may change and a restrictive timeframe for collaboration could prevent the development of meaningful ideas and solutions and create concern amongst stakeholders.

4.2   What are you co-designing?

Identify the purpose of the co-design process and the outcomes you are seeking. Identify the scope of the co-design to set the parameters and outline the negotiable and non-negotiable matters.

While you should have a purpose, expected outcomes and scope for co-design, you should not have a pre-determined conclusion for the process, as a genuine two-way information sharing and gathering process will often uncover unexpected information.

In the context of community services procurement, effective co-design processes will improve service knowledge to inform the procurement process and resulting community services.

Aspects of the community service that should be influenced by the co-design process

Which aspects of the proposed community service should be influenced by your co-design process?

- Knowledge of the community need

- Costs of service delivery

- Community and service level outcomes

- Potential impact of service model(s)

- Service requirements and parameters

- Challenges and solutions

- Service measures (e.g. key performance indicators)

- Limitations of past, current or proposed services

- Opportunities for service sustainability

- Possible issues and risks

- Opportunities for innovation

- Other relevant matters

Co-design is equally applicable to open tender and restricted processes such as preferred service provider (PSP) arrangements. Where a PSP arrangement has been approved, following research and evaluation of the service agreement and provider, you should treat the service provider as a partner and work closely with them to plan and scope the renewal of the service.

4.3   What approach should you use for co-design?

Consider the best approaches for co-design. A range of methods can be used, and planning should ensure the co-design is genuinely collaborative and the method is fit-for-purpose.

It is your responsibility to provide an opportunity for relevant stakeholders to participate and to specifically target important parties. Be flexible in your approach and tailor activities and methods to the needs of the participants. Communicate the benefit of

the co-design process to key stakeholders and specify a time commitment so requirements can be met.

Participation and access limitations need to be addressed prior to undertaking a co-design process. You may determine a need for capacity building with key stakeholders prior to undertaking an engagement process. Peak bodies may have an interest in offering services to build the capacity of their members to participate in co-design and stakeholder engagement processes.

Not all parties will be willing or able to participate in co-design. Community services organisations are often operating with limited resources and are dedicated to service delivery. They could also be experiencing consultation fatigue. Service users may believe there is an imbalance of power and be reluctant to participate. When key stakeholders are not willing, or are unable, to participate in a co-design process, propose alternative co-design methods or forms of communication that may better suit their needs.

4.4 Co-design plan

A simple co-design plan is shown below, with text in brackets indicating guidance.

Table 1: Co-design plan

Co-design plan	
Purpose:	[What are you trying to achieve?]
Evaluation:	[Clarify the evaluation criteria, evaluation methodology and process for feedback of evaluation summary to participants]
Scope:	[Clarify scope of the co-design including negotiable and non-negotiable matters]
Outcomes being sought:	[What is the expected outcome of the co-design process?]
Key stakeholders:	[Stakeholders should be identified as per the stakeholder identification and analysis process.]
Timeframes:	[Timeframes for the engagement.]
Levels of influence:	[What level of influence is appropriate for each stakeholder?]
Method(s) and activities:	[What are the appropriate methods of engagement for each stakeholder? Who will be the owner/s of the process? Who will administer the process (coordination, invitations, scribe)? Who will facilitate the activities? Who will

	analyse the findings? Who will provide feedback to stakeholders?
	Where will meetings or workshops take place? Are these locations inclusive of stakeholder's needs and potential accessibility issues? How will the rooms be arranged for participants?
	Schedule the evaluation process and devise the strategy for providing feedback to participants and stakeholders / stakeholder groups and capturing relevant lessons learned.]
Risk and issues management:	[What are the potential risks relating to the process? What issues need to be resolved? How will these risks and issues be managed?]

4.5   Communication strategy

Develop a communication strategy (template available at Appendix 1) to clarify the information required by each stakeholder group to ensure transparency and consistency and avoid bias. This is particularly important where there are a variety of methods being used.

Ensure that relevant information is available to participants, such as:

- background information required by participants for the purpose of the co-design process;

- supporting evidence and information such as any service history, data and trends; and

- information about any limitations to the scope of the co-design, or items that are non-negotiable and set the parameters for the process.

For workshops, provide an agenda or discussion papers in advance to support stakeholders' preparation.

4.6   Levels of engagement and co-design

Seek to 'deepen' the level of engagement with stakeholders in order to build relationships and trust. Determine the level(s) of engagement and co-design to inform the methods you use, and how you combine methods to meet the needs of stakeholders and achieve the desired outcomes of the process.

The level of engagement can be defined along the spectrum below, running from 'shallow' to 'deep'. Activities that fall into the 'Informing' category are often activities that are undertaken as part of general stakeholder communications. These are considered 'shallow' interactions and do not constitute genuine two-way communication flow. The DCSP Policy encourages consultation and collaboration in decision making and designing of services based on two-way communication.

The following table demonstrates the levels of engagement and co-design and how interactive each level is.

Table 2: Levels of engagement and co-design

Levels of Engagement and Co-design		
SHALLOW ↓ **DEEP**	**Inform**	One way 'push' or 'pull' communication to provide information relating to the perceived needs and/or responsibilities of stakeholders.
	Consult	Limited two-way engagement: organisation asks questions, stakeholders answer.
	Involve	Two-way or multi-way engagement: learning on all sides but stakeholders and organisations act independently.
	Collaborate	Two-way or multi-way engagement: joint learning, decision making and actions.
	Empower	New forms of accountability; decisions delegated to stakeholders; stakeholders play a role in governance.

(Adapted from the AccountAbility AA100 Stakeholder Engagement Standard 2015[3])

Use the levels to explore options to deepen stakeholder engagement in procurement processes and maximise the benefit of a wider discussion. Stakeholders may use the level of influence on offer to decide whether and how to participate[4].

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[3] Available at https://www.accountability.org/wp-content/uploads/2016/10/AA1000SES_2015.pdf
[4] To understand the 'promise to the public' made by each level of engagement, see the IAP2 Public Participation Spectrum at https://www.iap2.org.au/Tenant/C0000004/00000001/files/IAP2_Public_Participation_Spectrum.pdf

5 Implementing co-design and stakeholder engagement

5.1 Methods of engagement and co-design

Choose the most appropriate method(s) to reach key stakeholders and achieve the purpose of the process, bearing in mind that the stakeholders may have their own views about their preferred engagement methods. A co-design process may consist of multiple methods delivered at a variety of levels to multiple stakeholder groups and include ongoing interactions.

The facilitator should ideally have the authority to make decisions on behalf of the government agency, be a good communicator, and be able to negotiate effectively and manage conflicting views or priorities. In the case of sensitive matters, or where necessary, consider using an external facilitator.

The methods of engagement and co-design included below are provided as examples, along with relevant considerations to inform the decision making process.

Table 3: Methods of engagement and co-design

	Method	Benefits	Limitations	Notes
Inform	**Fact sheets** Usually brief, paper based or online documents which summarise the key messages.	• Able to reach a large number of stakeholders in a simple, efficient way • Can be targeted to a particular stakeholder group and developed into multiple languages	• May not be accessible to people with visual impairment or low literacy levels • Does not facilitate two way communication	Tailor to the needs of the recipients.
	Information sharing Information sessions, emails, newsletters, circulars and websites.	• Able to reach a large number of stakeholders • Can be targeted to specific stakeholder groups	• Written material may not be accessible to people with visual impairment or low literacy levels	Tailor method and content to the stakeholder group.

			• Does not facilitate two way communication	
Consult	**Survey** A research method to gauge views, experiences and behaviours.	• Straightforward • Focussed and specific • Can gauge a large number of opinions • Easily adapted	• Difficult to gather qualitative information • Answers may be irrelevant • Delivery methods can affect results	Always include open-ended questions and space for more detailed comments.
	Workshops [5] Facilitated events designed to enable stakeholders to work actively and collaboratively on a common problem or task.	• Discussing complex issues, analysing competing options and generating ideas • Encourages joint working and problem solving • Builds ownership of results	• Time required to organise • Cost, especially if external facilitation is required • Need to get stakeholders in the same place at the same time	Facilitation is crucial.
	Expert panel Used to gather concentrated opinions from a range of experts on a particular issue.	• Focus intently on a specific subject • Produce in-depth analysis • Experts can often be objective	• The process needs to be carefully focussed • Breadth may be limited • May be too 'exclusive'	If the group is large, facilitation will be necessary.

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[5] For creative activities for co-design workshops, see Creativity-based Research: the Process of Co-Designing with Users: http://uxmag.com/articles/creativity-based-research-the-process-of-co-designing-with-users, ABCD of Thriving Communities: https://www.abcdofthrivingcommunities.com/ and Enabling Co-Design: http://johnnyholland.org/2011/11/enabling-codesign/

		Advantages	Disadvantages	
	Public meetings A meeting open to all interested, rather than those specifically invited.	• Opportunity for stakeholders to raise issues and ask questions • Opportunity to gather support for new ideas and build relationships • Communicate with large groups	• Risk of some stakeholders dominating the discussion	Requires facilitation
	Interviews Intensive face-to-face meetings, telephone conversations.	• Best way to obtain qualitative information from an individual • Can produce highly accurate results • Adds a personal dimension	• Necessitates sensitivity • Large numbers are required to ensure accurate results • Careful preparation necessary • Little dialogue between stakeholders	
	Web 2.0 Online chat, surveys, and internet forums enable stakeholders to contribute their views.	• Useful for diverse and extensive input • Enable access to views and ability to provide feedback • Measuring website statistics can also track stakeholder interest	• Participation limited to those with access to the required information technology • Can be expensive to develop and maintain	
Involve	**Advisory committees** Committees made up of representatives from a profession, industry,	• Value a wide range of technical and local expert knowledge	• May be too brief for people to provide their full opinions	

		• Support a range of engagement processes (i.e. research) • Enables information to be distributed to different stakeholder groups	• Results may be influenced if questions are worded incorrectly	
Collaborate and empower	**Participatory editing** Stakeholders co-write reports and documents and endorse the final document.	• Builds ownership • Reflects their informed views and contributes to the quality of a document/proposal etc	• Need to consider of the stakeholder's organisational structures and resources • May attract criticism if final result is not reflective of input	
	Co-design [6] Use the skills and expertise of stakeholders to jointly create products and services.	• Diverse contribution • Builds relationships and increases commitment • Enables experimentation • Improves outcomes	• The process needs to be carefully focussed	

The row above the "Collaborate and empower" row also begins with "peak bodies, etc. who are appointed to provide detailed or specific information." in the first content column.

Additional to these methods of engagement and co-design, a range of co-design methods are outlined in the Connect with Me Co-design Guide.[7] It outlines tools that help engage, plan, explore, develop, decide, and change. These tools are highly applicable to community services procurement planning.

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[6] For details on how co-design 'spaces' can work, see Experiencing, Exploring and Experimenting in and with Co-design Spaces: http://www.maketools.com/articles-papers/SandersWesterlundNordes2011.pdf

[7] https://www.pwdwa.org/documents/connect_with_me/co-design-guide/index.htm

5.2   Co-design and stakeholder engagement in practice

In addition to enacting the communication strategy and co-design plan:

- explain the purpose of the process;
- outline the scope of the co-design (including negotiable and non-negotiable matters);
- outline any ground rules;
- provide a glossary of terms, if required;
- disclose relevant information; and
- pre-empt and or manage any 'live' issues.

Where co-design takes place in a workshop setting:

- circulate agendas and relevant information in advance[8];
- maintain the direction of the session;
- allow all participants to speak and contribute; and
- document the discussions.

You should ensure feedback from a co-design process is captured and recorded accurately.

5.2.1   Analysing findings

Acknowledge and address all findings and develop an action plan to provide direction for this process.

It is possible that the findings may be somewhat inconsistent with the operational or strategic goals of the government agency in which case, further consideration needs to be given to the procurement strategy before service design can progress.

Acknowledge that it can take time to finalise a procurement strategy and obtain internal approvals; keep stakeholders up to date with your progress.

5.2.2   Feedback

Provide feedback to stakeholders. Stakeholders have invested time and energy and it is important to inform them of how their input has influenced decision making (or not). Feedback can be sought from stakeholders on the process and used to inform future co-design processes.

Co-design will produce questions or identify views on many issues, so respond to stakeholders regarding any matters that are unable to be addressed within the

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[8] For information on pre-work to anchor discussions and reveal associations, see Not to Prime, is a Crime! http://johnnyholland.org/2010/05/not-to-prime-is-a-crime/

purpose of the procurement. You can refer queries to other relevant parties, where possible.

Record feedback and outline the co-design methods and findings within relevant procurement documentation.

5.2.3 Evaluation and lessons learned

Evaluate the success of the process using the criteria agreed at the beginning of the process. While the outcome or intentions of the process may be different to what was anticipated, you should be able to conclude that the process was conducted effectively and ethically and stakeholders were satisfied. Use any lessons learned from the process to inform and improve future co-design processes.

On some occasions, a co-design process may be ineffective. It is possible that some of the challenges could not be overcome or unexpected issues arose. In the first instance, you can apply any lessons learned and attempt to redesign the process with consideration to stakeholder capacity and co-design methods. Where a process continues to be ineffective despite repeated attempts, you may need to reconsider the procurement strategy and/or strategic or operational goals and whether it is achievable without representation from key stakeholders.

5.3   Progressing to procurement of services

Following the co-design process, you should have a clear understanding of the key service information to inform the procurement strategy. Reflect this in relevant procurement documentation including the business case, procurement plan and request document. Refer to the Community Services Procurement Practice Guide available on the Finance website for assistance with these tasks.

A number of options are available to maintain contact and share information with stakeholders during a procurement process, consistent with probity, such as:

* releasing the draft request for comment;

* issuing an early tender advice;

* conducting a request briefing; and

* negotiations.

Please refer to the Community Services Procurement Practice Guide, available on the Finance website, which provides guidance on the procurement of community services.

5.4   Risk and issue management

Typical risks and issues for co-design in a procurement environment include:

* limited capacity of participants;

* unrealistic expectations;

* stakeholder tensions;

- power imbalances amongst participants;

- power struggles amongst participants;

- inability to obtain agreement/consensus;

- political imperatives; and

- unwillingness to contribute solutions.

Develop relevant risk and issues management strategies prior to commencing a co-design process. Your agency will have its own process and documentation for risk and issues analysis.

The Community Services Risk Workbook is available on the Finance website.

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Appendix 1: Stakeholder communication strategy template

Note that guidance text can be deleted when the document is complete.

The stakeholder communication strategy template requires editing in accordance with your government agency's needs. Stakeholder information should be transferred from the stakeholder identification process. This template allows the identification of each stakeholder's areas of interest/influence along with the key messages and content necessary to achieving the purpose of the stakeholder engagement.

A communication strategy should commence with the identification of relevant stakeholders and their areas of interest and influence, followed by the identification of information to be shared. Consideration should be given to the relevance and complexity of information shared to ensure it meets the needs of each stakeholder group.

Table 4: Stakeholder communication strategy template

Stakeholder groups	Interest / influence	Key messages	Content	Timing	Owner
Internal stakeholders					
Other government stakeholders					
Peak bodies / representative organisations					
Service providers					

Service users					
Community members					

Supporting material to be presented:

[Outline any documentation that will be presented e.g. draft specification, proposed community outcome, trends, usage data].

Limitations to disclosure:

[Include any information that is not appropriate to be shared].

Negotiable and non-negotiable matters:

[It is likely that there will be matters that cannot be negotiated. It is important to determine these matters upfront and disclose to stakeholders where appropriate].

Risks:

[Are there any perceived or real risks in relation to the sharing of information?].