

Port Phillip Bay Coastal Hazard Assessment

Communication Reference Pack Tool #8: Targeted stakeholder briefings



Engagement with an external agency, stakeholder or interest group on particular aspects of coastal management

Targeted briefings must be tailored to the relevant stakeholder agency or interest group and can be held at various stages of a project. A briefing is generally focussed on disseminating information and gathering feedback to inform decision making, building upon outcomes as the project progresses. Regular briefings help to foster stakeholder relationships.

There are a variety of IAP2 participation goals, which shift throughout the project.



Purpose

The purposes of targeted stakeholder briefings are to:

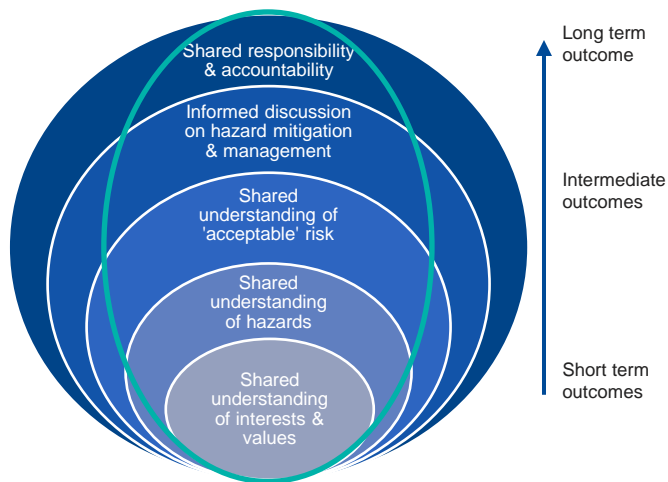
- Build relationships with external stakeholders.
- Ensure consistency in messaging to stakeholders about coastal hazards and management.
- Coordinate strategic decision-making, including opportunities for collaboration, mutual benefit, funding streams, etc.
- Form agreement on decisions and ownership of actions.



Stakeholder briefings

Desired outcomes

Stakeholder briefings are important to achieve short, medium and long-term outcomes. Depending on the stakeholder group, key outcomes may vary. It is important to build the foundations at each outcome phase.



Engagement outcomes

Key outcomes stakeholder briefings are:

- Build awareness and understanding of coastal hazards and potential adaptation actions.
- Build understanding of stakeholder values and 'acceptable' risk to inform decision making.
- Encourage informed discussion on hazard mitigation, relevant to particular stakeholder group.
- Foster sense of shared responsibility, accountability and stewardship.
- Develop stronger working relationships and ongoing collaboration.

Key technical messages

Technical key messages will vary through various stages of the project. However, overall key messages include:

- Coastal hazards (erosion, flooding, changes in groundwater), and sea level rise may impact the way we use and value our coastal and marine areas.
- Hazard magnitude, frequency and impact may potentially increase due to climate change.
- Decisions must reflect the *Marine and Coastal Act (2018)*, Policy and Strategy.
- We are working together, there is no right or wrong, we will collaboratively make decisions.
- Coastal management and adaptation are shared responsibilities, and we all have a role to play.
- Stakeholders each have their own priorities and it is challenging to balance them.

Audience

Most suitable for	Less suitable for
Delivery and management partners/authorities Other stakeholder groups/organisations (utilities, asset owners, etc.) Traditional Owners	Internal staff General public Foreshore users and community groups Academics / professionals

Process

NB. A stakeholder engagement plan can be developed to plan and guide the broader engagement approach, identifying the timing and purpose of necessary briefings. This can be helpful if there is likely to be multiple briefing sessions.

1. Clearly define and refine the purpose and required outcomes of the targeted briefing, ensuring alignment with the needs/interests of the audience.
2. Develop a tailored agenda that aligns with purpose. Recommend preparing two agenda versions - a public version and a facilitator version with extra details regarding the delivery of the session.
3. Include relevant presenters, with necessary expertise (if needed).
4. Confirm session timing and format (online, in-person). Book required rooms, venues, meeting links.
5. Identify attendees and distribute invite and agenda, (aim for at least 2-3 weeks' notice).
6. Considering the audience, tailor appropriate content and delivery format to help communicate key information – presentation slides, graphics, handouts, maps, posters.
7. Consider inclusion of activities/discussion to stimulate discussions to help obtain required insights and feedback. Ideas include Q&A, question prompts, polls, breakout group/rooms.
8. Develop, produce and print (or distribute) required materials (maps, timelines, handouts, activities, surveys, etc.).
9. Manage logistics to set up and carry out session.
10. Process outcomes of briefing and share with attendees post-session.

Tips and tricks

Tips and tricks to make stakeholder briefings successful include:

- Have a clear purpose on why you are engaging with this particular group.
- Tailor content and messaging for each group, consider what they will care about and how they will be impacted.
- A tailored stakeholder engagement plan can be used to guide the engagement approach, identifying key messages and desired outcomes for project stages, stakeholders and their needs.
- Group stakeholders where possible to provide efficiencies in briefing, e.g. utility providers.
- Provide two-way knowledge sharing and capacity building opportunities (e.g. include wave tank demonstration or capacity-building videos).
- Recruit the most relevant people from each stakeholder organisation to be involved.
- Keep people involved through regular update emails with key project outcomes or upcoming opportunities.



Ensure your messages are appropriate for the desired outcome and audience.

Use your organisation's engagement plan/principles and local context to tailor messaging.

Seek input from delivery partners to ensure messaging is consistent, coordinated, and up to date.

Accessibility

Options to improve accessibility could include:

- Online format for some meetings/workshops to encourage regional stakeholder to participate without travel limitations.
- Providing materials ahead of time for people to digest before key discussions.
- Tailor briefings to audience, e.g. culturally and linguistically diverse communities.

Potential risks

Risk	Mitigation
Inconsistent or contradictory messaging.	Maintain consistent messaging that aligns with the project and MAC Policy. Brief team members on the agreed messaging.

Lack of stakeholder 'buy in' or interest.	Provide tailored briefing documents and emphasise why the particular group should care (i.e. how they may be affected). Be clear on what you can both gain from the briefing opportunity.
Lack of capacity in stakeholder groups to understand content.	Provide briefing material suitable for the audience. Engage technical and engagement experts where required.
Considered 'tokenistic' engagement.	Take time to prepare materials tailored to the audience, highlight how and why their input is required and how it will inform project outcomes.
Views of single stakeholder dominates or spreads misinformation.	Trained facilitator whose role is to moderate the discussion. Set rules for the session to help manage the discussion. "Park" hot topics/issues, to allow others the space to add to the discussion.

Strengths and weaknesses

Strengths	Weaknesses
Can draw upon a variety of perspectives, knowledge and experiences across different groups.	Can be difficult to schedule and get everyone together or get the right people.
Builds relationships between a range of stakeholders.	Can be difficult to manage conflicting priorities between stakeholder groups.
Promotes in-depth discussion and shared exploration of ideas and opportunities.	Can be time intensive.

Indicative cost:	Medium (depending on number and frequency)	\$\$
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Tools, materials and resources

The tools, materials and resources required to run stakeholder briefings include:

- Staff time for planning and scheduling of meetings.
- Materials to inform discussions (pre-reading) and presentation materials tailored to each audience.
- Catering and workshop materials at in-person briefings (sticky notes, pens, etc.).
- Other tools where appropriate (e.g. maps, timelines, wave tank, etc.).

Difficulty level:



Moderate

Alternative for online delivery

- Use online meeting platforms such as Zoom™ and MS Teams™.
- Capitalise on online workshopping tools such as MURAL™ and Jamboard™.
- Use interactive knowledge building tools such as infographics and videos.



Wave tank demonstration at stakeholder briefings

Evaluation

Success of stakeholder briefings can be evaluated through:

- Post-briefing feedback (formal and informal).
- Quick poll survey or general reflections on sessions.
- Positive ongoing relationships.
- Stakeholder 'buy in' and future involvement

Examples and references

- Other activities that could be undertaken through stakeholder briefings may include the wave tank (see Tool #1) and coastal timelines (See Tool #2).

We acknowledge Victorian Traditional Owners and their Elders past and present as the original custodians of Victoria's land and waters and commit to genuinely partnering with them and Victoria's Aboriginal community to progress their aspirations.



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