

# Stakeholder Engagement Framework

June 2025



**Government of  
South Australia**

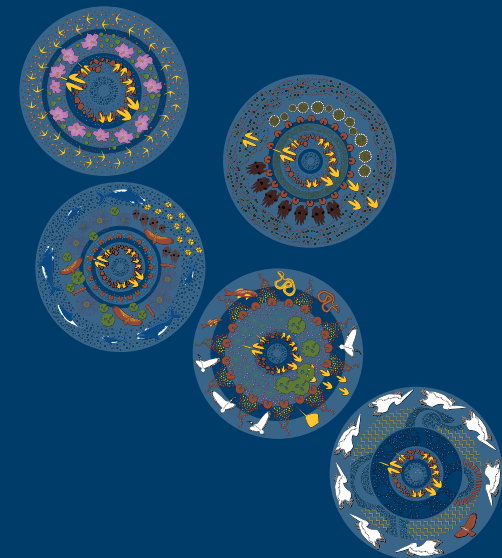


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## Acknowledgement of Country

We acknowledge the traditional custodians of the lands and waters of South Australia. We pay respect to Elders, past, present, emerging and future. We recognise the traditional custodians' unique connection to their lands and waters, language, lore, kinship and ceremony. Through this acknowledgement we commit to ongoing learning and understanding on our journey to reconciliation. We also pay respect to the cultural authority of Aboriginal and Torres Strait Islander people from other areas of Australia.





## Purpose

This business wide Engagement Framework (The Framework) is aligned to our strategy and guides our approach to engagement with external stakeholders. The framework establishes and promotes our aspiration, supports our people and contract partners and clearly articulates what stakeholders can expect from us when we engage with them.

As a business recognised for its continuous improvement, this Engagement Framework represents the next evolution of our engagement practices. Its development reflects growing stakeholder and community expectations for meaningful engagement and opportunities to contribute to and influence our work. This aligns with global trends in community participation, where organisations and communities increasingly recognise that effective engagement enhances outcomes for everyone.

This Engagement Framework seeks to support win / win outcomes with stakeholders and positions SA Water to effectively influence policy and decision making aligned to our strategic ambitions.

Designed as a practical reference, the Framework serves as a guide for detailed engagement planning and implementation across initiatives, projects, services and activities.

## Our commitment to engagement

We are committed to engaging with stakeholders and the community because we believe it strengthens the quality and effectiveness of our work and leads to mutually beneficial outcomes.

When done effectively, engagement:

- Builds trust and credibility, fostering positive and productive relationships with the community and stakeholders for mutual, long-term benefits.
- Enhances decision making quality, leading to better outcomes from projects, services and policies.
- Provides valuable insights by introducing new perspectives, local knowledge and potential solutions.
- Increases public awareness of our work while ensuring we understand the needs of the community and stakeholders.
- Reduces risk and conflicts, helping to mitigate adverse impacts on delivery timeframes, financial and other resources.
- Strengthens our brand and reputation as a credible, trusted and respected organisation.
- Enhances efficiency by reducing double handling and the need for rework.
- Strengthens communication, fosters collaboration and increases responsiveness.



## Defining engagement

Engagement involves proactively seeking and understanding values, perspectives, concerns and aspirations, and integrating them into decision-making processes.

It can be a one-time activity or an ongoing journey to ensure that stakeholder and community priorities and perspectives continually influence and shape initiatives, projects, services and activities.

Engagement spans a spectrum - from providing information and raising awareness to collecting data and feedback to inform decisions, through to empowering stakeholders and community to drive the decision-making process.

## Engagement principles

The following principles guide our engagement with stakeholders and the community. These principles should be applied when planning and delivering engagement activities for our initiatives, projects, services and activities.

By adhering to these principles, we are ensuring we fulfill our commitment to meaningful and effective engagement.



We genuinely engage stakeholders and community in what we do



We engage early and regularly



We engage in ways that are inclusive and respectful



We build productive and enduring relationships with our key stakeholders



We provide strategic engagement that is well-planned and well-resourced



We evaluate and improve our engagement processes



## How we will use this Engagement Framework

This Engagement Framework is for everyone within the business, including our contract partners, who contribute to the design and delivery of initiatives, projects, services and activities. Key areas of application include but are not limited to:

- Capital and major projects
- Key Stakeholder and Government relationship management
- Regulatory determination processes
- Project-based activities.

Additionally, this Engagement Framework will guide the development of an organisation wide Aboriginal Engagement strategy, which will align with the businesses Stretch Reconciliation Action Plan (RAP).

This initiative will aim to establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations through regular communication and engagement.

The table below outlines how we will interact with the framework including key responsibilities and strategic relationships with stakeholders.

## Relationship management

We have a diverse range of stakeholders with varying interests and levels of influence. To achieve the best outcomes from engaging with key stakeholders, it is essential to tailor engagement methods appropriately. The Engagement Framework seeks to build and strengthen positive, enduring relationships with key stakeholders to:

- develop and maintain effective working relationships
- foster a two-way exchange of information
- clearly define opportunities for stakeholders to influence decision making
- ensure a comprehensive understanding of stakeholder needs
- provide our people with greater clarity about our relationships with people from other organisations
- facilitate effective information sharing across the business
- escalate key issues and opportunities as needed.



## Who we are engaging with

Our business operates in a complex environment, requiring engagement with a diverse range of stakeholders and communities. The specific stakeholders and communities we engage with will depend on the unique details of each initiative, project, service or activity.

A key stakeholder is anyone who may influence, be affected or impacted by us, or have an interest in our strategic goals, future plans and/or operations.

Stakeholders that we engage with include (but are not limited to):



## Attachment 1: Engagement Spectrum and examples of engagement activities in practice

Increasing level of influence →

	Inform	Consult	Involve	Collaborate	Empower
Engagement goal	To provide stakeholders and the community with information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To gather information and feedback to inform our work.	To build relationships with stakeholders and the community to ensure concerns and aspirations are understood and considered.	To collaborate with stakeholders and the community to foster a mutual understanding of the issues and opportunities, develop solutions and work together to identify the preferred way forward.	To place final decision making in the hands of stakeholders and the community.
Promise to stakeholders and the community	We will keep you informed.	We will keep you informed, listen to and action your feedback. We will share feedback on how input was considered and incorporated into our work.	We will work with you to ensure concerns and aspirations are reflected in our work. We will share feedback on how input was considered and incorporated into our work.	We will look to you for advice and innovation to help shape solutions and will do our best to incorporate your advice and recommendations into the solutions.	We will implement what you decide.
Examples of what this looks like	Water Talks Website Social media Direct mail/electronic messaging Letterbox drop Media releases Publications Fact Sheets Frequently Asked Questions Information brochures Adverts Annual reports Webinars Media campaigns Static and staffed displays Open days Information sessions	Surveys Call for submissions Focus groups Information sessions Workshops Online forums Individual or small group meetings Consultative Committee Open days Drop-in sessions Static and staffed displays	SA Water Customer Challenge Group SA Water Peak Bodies Engagement Forum Workshops Stakeholder forums Advisory Panel Individual or small group meetings	Co-design processes Consensus building processes Deliberative processes Memorandums of Understanding Reference Group Expert Panel	Citizen Juries Voting

