Public Engagement Framework
Consultation Draft

VICTORIA
State Government

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Acknowledgment of Aboriginal land and peoples

We acknowledge Aboriginal people as the First Peoples and Traditional Owners and custodians of the land and water on which we all rely. We acknowledge that Aboriginal communities are steeped in traditions and customs, and we respect this. We acknowledge the continuing leadership role of the Aboriginal community in striving to redress inequality and disadvantage and the catastrophic and enduring effects of colonisation.

Welcome

The Victorian public has increasing expectations of government to be transparent, to listen to citizens, tailor services to local areas and continually improve our decision making. The Public Engagement Framework (the Framework) is for the whole of Victorian Government. It will support all practitioners with strategic consistency, measures, tools and evidence of performance. Ultimately this will lead to better engagement experiences for citizens.

Victoria has great examples of public engagement, but our challenge is to make it a whole of government priority and lift the quality of our engagement activities. The Framework will strengthen our approach to engaging with Victorians. It articulates our aim to work together to make better decisions and improve public participation. That means building stronger relationships and engaged communities. It also means making sure our workforce and systems are set up to support engagement. We will make accessibility a focus of engagement and better support our diverse communities. We will also be more transparent in how we use the information people provide us. Lastly, we will share final outcomes of people's contributions, making sure we close the loop.

We are committed to enabling quality public engagement to ensure everyone in Victoria can exercise their right to participate in the conduct of public affairs under the Charter of Human Rights and Responsibilities. The Framework embeds the Victorian Public Service Values in the way we undertake engagement with the public. We look forward to working with you to embed the Framework across the Victorian Public Service.

01

Introduction

The Victorian Government commits to meaningful, principled and inclusive public engagement. This recognises the right of all people in Victoria to participate in the conduct of public affairs, freedom of expression and equality. Providing opportunities for people to take part in civic life also builds more resilient communities. Inclusive engagement can support better decisions about infrastructure, regulation, policy and services. The Framework provides principles, how-to guidelines and measures for engagement evaluation. It aims to strengthen meaningful engagement practices in Victoria.

The Framework

OVERVIEW

The Framework shows the government's commitment to:

- A consistent public engagement vision for Victoria.

- Establishing principles and definitions for engagement.

- Providing a how-to guide for the design and delivery of engagement.

- Defining evaluation outcomes, indicators and measures.

- Informing Victorians about what they may expect from public engagement.

WE BUILT THIS TOGETHER

Engagement specialists from across the Victorian Government collaborated to develop the Framework. They considered existing and emerging practice, new research, ideas, policies and barriers. The Framework applies to the whole of Victorian Government. This consultation draft will be released for public engagement. Feedback will be considered for the final version of the Framework.

PUBLIC ENGAGEMENT DEFINITION

Public engagement is a planned process to support decision making. It encourages people to get involved in decisions that are of interest to them. Engagement refers to a range of opportunities including:

- educating people about a topic (i.e. road safety or health awareness);

- obtaining feedback on a project (i.e. planning new schools); and

- working with stakeholders to address local issues (i.e. local traffic safety and planning).

Public engagement activities may include:

- Workshops, forums, reference groups or consultative committees.

- Deliberative, participatory budgeting and co-design processes.

- Online discussion forums, surveys, mapping tools or social media commentary.

- Submissions, feedback forms or questionnaires.

- Fact sheets, newsletters, displays or letters.

- Focus groups, interviews, phone surveys or door-knocks.

Vision, goals and outcomes

The public engagement vision is *Working together to make better decisions and improve the lives of Victorians*.

The vision was endorsed by the Victorian Secretaries' Board in 2018. It provides an overarching policy frame for public engagement.

Alongside the vision are two domains (community and system) and a series of outcomes. The domains outline the priorities for building stronger relationships and engaging with Victorians. The outcomes focus on engagement success for the community and government.

Domain 1: Building stronger relationships and engaged communities	Domain 2: A public sector that engages effectively with Victorians
COMMUNITY OUTCOMES	SYSTEM OUTCOMES
People are involved People engage and know their views have been listened to and used by Government	**Our workforce values engagement and uses it to inform decisions** Our workforce has the skills, resources and competencies to engage with Victorians effectively
People have choice and flexibility People can choose how they would like to be involved	**Our systems enable engagement** We will make better use of data and information, and insights from public engagement to inform government decision making
Communities are well represented We collect representative views and build strong relationships with communities	

> " Working together to make better decisions and improve the lives of Victorians. "

Legislation, policy and best practice

LEGISLATION AND POLICY

Public engagement is embedded in a broad range of legislation, regulations and directives. They guide why, when and how Victorians are engaged on government projects and decisions.

Legislation and policies that have informed the Framework are:

- *Charter of Human Rights and Responsibilities Act 2006*
- *Code of Conduct for Victorian Public Sector Employees 2015*
- *Disability Act 2006*
- *Equal Opportunity Act 2004*
- *National Statement on Ethical Conduct in Human Research 2018*
- *Outcomes Reform in Victoria 2018*
- *Privacy and Data Protection Act 2004*
- *Public Administration Act 2004*
- *Public Participation in Government Decision making, Better Practice Guide, Victorian Auditor-General's Office 2015*
- *Subordinate Legislation Act 1994*
- *United Nations Declaration on the Rights of Indigenous Peoples 2007*
- *Victorian Aboriginal Affairs Framework 2018-2023*
- *Victorian Guide to Regulation 2016*
- *Victorian State-Local Government Agreement 2014*
- *Victoria's Value Creation and Capture Framework 2016.*

How does good engagement benefit government?

Engagement enables government to make decisions that take into consideration the rights, needs, preferences and values of the public. It enhances the process of sustainable decision making by drawing on the public's knowledge and experience.

Public engagement can help identify issues early, so they can be addressed. Additionally, engagement can help the public to understand the decision making process. Good engagement leads to increased public confidence and trust in government.

PUBLIC ENGAGEMENT BEST PRACTICE

The Public Engagement Framework provides a guide to best practice. It builds on the values and standards developed by the International Association of Public Participation (IAP2), and nuances this for the Victorian Government context.

IAP2 is a leading organisation in public engagement practice. IAP2 has a series of tools which support the delivery of engagement, including:

- **Core Values:** informing best practice engagement and defining expectations of the process.
- **Public Participation Spectrum:** defining the role of the public in engagement processes.
- **Code of Ethics for Public Participation Practitioners:** a guide for ethics in public engagement.
- **Quality Assurance Standard:** describes the important elements of public engagement processes.

Engagement practitioners must be familiar with the IAP2 values, spectrum and standard. These tools should be used to inform engagements with the public.

How does good engagement benefit the public?

Public engagement benefits people by providing opportunities to exercise their right to take part in decision making. These decisions support our systems, policies, services, infrastructure and legislation. They ultimately affect our lives.

Engagement is a process to build knowledge, share feedback and ideas, discuss priorities and / or identify solutions. It also provides opportunities to hear other people's views and learn from their experiences. Good public engagement leads to stronger communities by involving people in creating better outcomes for everyone.

Victorian Government engagement principles

Outlined below are the six proposed public engagement principles.
The principles are of equal importance. They underpin the design
and delivery of all Victorian Government public engagement.

Principle 1 MEANINGFUL	The process of public engagement must be meaningful. This means developing a clear purpose and objectives. The purpose, objectives, negotiables and non-negotiables are shared and understood. The public must have adequate time, resources and opportunities to take part in a genuine way prior to a decision being taken. The public should have agency to take part in the decisions that affect their lives. The decision-makers are accountable for considering the views of the public.
Principle 2 INCLUSIVE	Public engagement is inclusive and accessible. This enables effective engagement and the full participation of all involved. The public have opportunities to influence the problem definition. The engagement design is human-centred. Asking the individual or group how they would like to participate, and designing the process accordingly, demonstrates respect.
Principle 3 TRANSPARENT	It is important to be clear and open about all aspects of the public engagement process. This means sharing information about the project, its background and rationale. It also means explaining why elements are non-negotiable (cannot be influenced by the public), and why other elements are negotiable (can be influenced by the public). The level of influence the public has in the decision making process should be communicated at the outset. Sharing and encouraging diverse opinions will help to create a greater understanding of the broad range of community views and values.
Principle 4 INFORMED	The public are given the knowledge, resources and opportunity to take part in engagement. This ensures they can provide informed contributions. The public need to receive relevant, tailored and timely information about the project. They also need to understand their role in the decision making process. The public need to be informed of the opportunities to take part in engagement. They need to understand how their contributions will be considered. This includes sharing any relevant legislation and standards. Having an informed public, leads to more effective engagement outcomes.
Principle 5 ACCOUNTABLE	We are accountable for the quality of public engagement. Early in the engagement, we make participants aware of how their contributions will be used in the decision making process. We plan for, and are clear about how their privacy is protected. Throughout the engagement, the public's concerns or requests should be addressed. At the end of the engagement, participants are advised how their input affected / or did not affect, the decision. This is known as 'closing the loop'. Finally, public engagement is measured and reported on, to increase accountability and trust.
Principle 6 VALUABLE	Public engagement outcomes create value should create value for the Government, the community and the decision making process. Value creation can include social, economic and environmental value. This can be illustrated through regulation change, policy and service design, or infrastructure delivery. Value is delivered through the appropriate and efficient use of resources. Value also includes building social licence with the public and the reduction of financial and reputational risks to government. Value also applies to participants and their time. There may be circumstances where it is appropriate to reimburse participants for their time. In particular, when people are engaged often, give many days of time or have an ongoing role. Another consideration may be where participants have economic barriers to participation. Support could include (but is not limited to) arranging transport, childcare and / or catering.

" Having an inclusive and accessible engagement results in diverse voices being heard by decision makers and the broader public. "

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How-to guide for public engagement

How-to guide

Eight steps to design, deliver and complete public engagement

1. **DEFINE** the purpose of the engagement.
2. **UNDERSTAND** stakeholder and community interests, values and opportunities for engagement.
3. **DESIGN** an appropriate engagement process.
4. **DELIVER** genuine and respectful engagement.
5. **REVIEW** and interpret the engagement information and data.
6. **APPLY** the outcomes of the engagement to inform the decision making process.
7. **EVALUATE** the success of the engagement and share lessons learnt.
8. **REPORT** feedback and 'close the loop' on the public engagement.

This section details the eight steps. There are also recommended points for review during the process. At these points, managers are prompted to review and authorise progress to the next stage of engagement. Resources to support the eight steps will be provided in the final online version.

1 Define

DEFINE THE PURPOSE OF THE ENGAGEMENT

Key activities and considerations:

- Document the project scope, timelines, budget, decisions to be made and engagement objectives.

- Where relevant, work with technical or content experts. Create a shared understanding of the value the engagement will bring to the decision making process.

- Identify the negotiables and non-negotiables.

- Identify the level of community and stakeholder influence.

- Consider if a representative view is required.

- Consider the legal and / or policy context.

- Consider if a joined-up government approach could support the engagement.

- For place-based engagements, consult widely with other government departments and the community. This should include Regional and Metropolitan Partnerships and local government. Collaborate to identify local connections, opportunities and constraints.

- Determine an evaluation process to measure the effectiveness of the engagement.

Recommended points for review:

- Do you have documented authorisation, budget, the right people and a clear purpose?

- Is the team ready for the engagement? Consider cultural competency and engagement skills.

- Do you have an understanding of the engagement within the broader project management cycle?

- Have you considered the potential access and inclusion issues for the engagement?

- Have you considered the times when the public may not be available? This includes public holidays, religious days of significance, cultural events, school holidays and caretaker periods.

- Have you considered other engagements occurring, or recently occurred in the area? Or engagements with the same stakeholders? Could you adjust your approach to consider partnering or changing the timing of the engagement?

WHAT DOES THIS MEAN FOR VICTORIANS?

Victorians have a clear understanding of the purpose of public engagement and how their participation can influence the decisions.

2 Understand

UNDERSTAND STAKEHOLDER AND COMMUNITY INTERESTS, VALUES AND OPPORTUNITIES FOR ENGAGEMENT

Key activities and considerations:

- Identify stakeholders as those with an interest, those who may be affected, and those who could influence the decision.

- Engage across departments to understand projects and engagement already completed. Also consider new projects in the planning phase.

- Build an understanding of the community demographics, history, trends and local issues.

- Consult community leaders, community organisations and local government representatives. Consider group memberships and representation to ensure all community voices can be heard.

- Build a deeper understanding of the community and their preferences for engagement.

- Gauge community willingness and capacity to take part in the engagement. Understand what the community needs to know to build capacity for informed participation.

- Identify opportunities for partnerships and long-term relationships within the community. Where this exists, consider opportunities to align engagement with the community priorities. This may involve collaboration and coordination across government agencies.

- Identify if there are other projects engaging with similar communities. Consider any opportunities to collaborate.

- Respond to the potential accessibility needs of participants for engagement. Consider who could be left out of the engagement and then create flexible and targeted approaches for inclusion. Consider the location and venue, the facilitator, the written materials, the timing, and other elements that demonstrate respect for the needs of our diverse communities.

- Understand stakeholder and community-specific interests and values.

- Consider previous projects, historical context including racism and discrimination, conflict or divisions within the community or current community issues. How could this influence participation and the objectives of the engagement? For example, consider the questions you might ask.

WHAT DOES THIS MEAN FOR VICTORIANS?

Victorians have access to public engagement opportunities that are relevant, inclusive and accessible.

③ Design

DESIGN AN APPROPRIATE ENGAGEMENT PROCESS.

Key activities and considerations:

- Identify opportunities to stage the engagement. Align the stages to fit in with project objectives, timeframes and milestones.

- Plan inclusive and accessible communications and methods to support the engagement.

- Use the engagement objectives, negotiables and non-negotiables to inform engagement questions.

- Select engagement methods and tools and collect relevant and measurable information.

- Use more than one engagement method to provide people with options for participation.

- Consider the collection of both quantitative and qualitative information. Agree on an approach to information management and data analysis. Consider the longevity of the data and any other projects that have an interest in the outcomes. In doing so, consider cultural safety and provide the opportunity for free, prior and informed consent.

- Develop the communications and information for the engagement process. What does the public need to know to help them make informed decisions?

- Identify the resources, systems and time required to deliver the engagement. Where the project timeframes are likely to be long-term, consider how you will keep the public up to date.

- Ensure that any personal information collected from participants complies with the Information Privacy Principles (IPP). Personal information is defined as any information or opinion that could reasonably identify an individual. Special restrictions apply to the collection of health and sensitive information.

- Consider potential risks and mitigation plans for the engagement.

- Ensure compliance with relevant legislation and regulations.

- Determine an approach to manage out of scope queries or issues. Consider referral pathways.

- Ensure there is a safety plan in place. It should consider the specific engagement activities and the occupational health and safety of staff and the public. It should also include emotional and physical wellbeing. Safety plans should provide clear mechanisms for staff to seek support during or after an engagement process.

Recommended points for review:

- Do you have documented authorisation for the engagement approach? Does it include project negotiables and non-negotiables?

- If you have project partners, have they endorsed the engagement approach?

- Are you collecting personal, health or sensitive information? Have you checked with your privacy officer whether this complies with the IPPs? Do you require a privacy collection notice?

WHAT DOES THIS MEAN FOR VICTORIANS?

Victorians have access to a range of inclusive and accessible engagement activities that are well planned.

4 Deliver

DELIVER GENUINE AND RESPECTFUL ENGAGEMENT.

Key activities and considerations:

Consider the barriers to engagement and ensure all activities are inclusive and accessible. Examples include:

- ensuring venues and locations are accessible and welcoming
- providing information in alternative formats including languages other than English
- ensuring the format and materials are culturally safe. Consider an experienced and culturally sensitive facilitator when required
- providing Auslan interpreters
- additional support for participation may be necessary. This could include travel expenses, accommodation or catering.

- For face to face events, prepare an Acknowledgement of Traditional Owners or organise a Welcome to Country. Further advice and an interactive map are provided in the online resources.
- Do not make assumptions about participants. Always ask what people need. They are the most reliable source of information about their own needs.
- Go to where the people are to undertake face-to-face engagement. For example, local events, activity centres, existing reference or community groups.
- Prepare to be flexible and adapt the process if and when necessary.
- Deliver engagement activities at days, times and locations that are accessible to the public.

- At the outset of the engagement, describe to the public how their involvement will influence decision making.
- Use clear, accessible and appropriate language, graphics and imagery throughout the engagement.
- Provide appropriate lead times when promoting the project to the public.
- Provide the public with enough time to take part in engagement processes and give feedback. Avoid holiday periods and cultural or religious celebrations.
- Provide communications and information in advance of engagement activities to support informed participation.
- Provide written information in a format that is accessible and in plain English. For example, engagement documents should be fewer than 10 pages or provide a summary.
- Use structured agendas or intentionally plan for an open agenda approach. Use accessible, engaging materials tailored to the community.
- Facilitate opportunities for content experts and decision-makers to take part in the engagement.
- Ensure staff attending face-to-face public events understand the scope of their role, the service they can provide and the intention of the engagement.
- Train staff in developing communication and engagement strategies. This should include training in cultural safety and inclusion of people with a disability.

- Provide opportunities for participants to give feedback about the engagement process.
- Provide a timeframe of when participants can expect feedback and how feedback from the engagement will be shared.
- Communicate to the public how their data will be used for a specific outcome i.e. for a report, and in the future.

Recommended points for review:

- Were the objectives met for the delivery of the engagement?
- Is more engagement required to meet the objectives?

WHAT DOES THIS MEAN FOR VICTORIANS?

Victorians are supported to participate by having the knowledge to provide informed contributions to the engagement.

5 Review

REVIEW AND INTERPRET THE ENGAGEMENT INFORMATION AND DATA

Key activities and considerations:

- Where possible, review information and data with participants to ensure correct interpretation.
- Identify gaps in participation and information needs that are still to be addressed.
- Collate the information collected during each engagement activity in a standardised format.
- Identify data and information that is out of scope of the engagement.
- Identify any engagement bias or limitations which may have affected the process. If any are found, consider rectifying actions.
- Consider the appropriate balance of quantifiable and qualifiable reporting.
- Analyse the data and information to identify themes, priorities and preferences.

WHAT DOES THIS MEAN FOR VICTORIANS?

Victorians' contributions to the public engagement are used in the decision making process and treated with respect.

6 Apply

APPLY THE OUTCOMES OF THE ENGAGEMENT TO INFORM THE DECISION MAKING PROCESS

Key activities and considerations:

- Where appropriate, provide opportunities for the public to work with decision-makers to make decisions together.
- Confirm how the engagement contributed to the decision.
- Provide data and information to project team and decision-makers for their consideration.
- Prepare the internal report in a clear and succinct format for decision-makers.
- Share the engagement outcomes with the other relevant projects identified in the design phase.

Recommended points for review:

- Do you have the authorisation to share the project outcomes publicly?
- Have you considered the most appropriate format/s and communication method/s for sharing the outcomes? Consider learnings from engagement delivery.

WHAT DOES THIS MEAN FOR VICTORIANS?

Victorians understand how decisions have been made. They know how their contributions informed the decision making process.

7 Evaluate

EVALUATE THE SUCCESS OF THE ENGAGEMENT AND SHARE LESSONS LEARNT

Key activities and considerations:

- Review engagement at the end of each stage to identify opportunities to improve practice.
- Undertake a reflective 'lessons learnt' discussion with colleagues and share outcomes. Consider if you can include the community in this discussion.
- Understand the impact the engagement has had on community.
- Evaluate the engagement process using a monitoring and evaluation process.

WHAT DOES THIS MEAN FOR VICTORIANS?

Victorians participate in public engagement that is evaluated and contributes to improved practice.

8 Report

REPORT FEEDBACK AND 'CLOSE THE LOOP' ON THE PUBLIC ENGAGEMENT

Key activities and considerations:

- Provide feedback to participants before decisions are being made.

- Report back to participants their feedback and confirm they have been heard correctly.

- Acknowledge participants' contributions to the engagement process.

- Communicate the next steps of the engagement process with participants and stakeholders. This includes findings, outcomes and timing for next steps.

- Publish updates and final outcomes of engagement on key engagement forums and channels.

- Where relevant, continue to work with local community members to support delivery of project outcomes.

WHAT DOES THIS MEAN FOR VICTORIANS?

Victorians are provided with timely reporting on the engagement process and outcomes.

03

Evaluation approach

This section details the outcomes framework for public engagement. It defines how we will measure our progress towards achieving the outcomes. The indicators and measures have been set up to help us establish a baseline for current practice. They are intended to evolve with regular reporting over time.

Evaluation approach

Outcomes	Indicators	Measures
People are involved People engage and know their views have been listened to and used by Government	1. Increase participation in public engagement.	Proportion of projects that involve the public in decision making. Proportion of people who have participated in public engagement more than once. Proportion of people who participated in public engagement for the first time.
	2. Increase transparency in how public engagement informs decision making.	Proportion of people who report that they were informed about how their views informed decision making.
People have choice and flexibility People can choose how they would like to be involved	1. Increase participation in the design and delivery of engagement processes.	Proportion of public engagement projects that involve people in the design and delivery. Proportion of people who report that they know how to engage in government decision making.
	2. Increase accessibility of public engagement projects.	Proportion of public engagement projects that offer a variety of engagement options / methods. Proportion of people who report that participation in public engagement was accessible. Proportion of people who report that they have used varying engagement options. Proportion of public engagement activities delivered through digital solutions.
Communities are represented We collect representative views and build strong relationships with communities	1. Increase involvement and engagement with communities to better understand their needs.	Proportion of projects that include building and maintaining continuing relationships with communities. Proportion of public engagement projects designed and delivered in partnership with communities.
	2. Increase diversity in public engagement.	Proportion of public engagement participants from diverse backgrounds / cohort groups, by cohort groups. Proportion of people who feel that the public participation met their needs.

A PUBLIC SECTOR THAT ENGAGES EFFECTIVELY WITH VICTORIANS

Outcomes	Indicators	Measures
Our workforce values engagement and uses it to inform decisions Our workforce has the skills, resources and competencies to engage with Victorians effectively.	1. Increase skills and capabilities in public engagement.	Proportion of staff who have completed engagement training and / or skills development. Proportion of staff who have undertaken diversity training or have demonstrated understanding and experience working with diverse communities. Proportion of staff who report that they used their training / skills to design and deliver engagement activities. Proportion of staff who report they have the skills and knowledge to design and deliver diverse public engagement activities.
	2. Increase leadership and support to enable quality public engagement.	Proportion of public engagement activities / projects allocated suitable time and resources. Proportion of leaders who report that they use public engagement feedback to support decision making (by the focus areas of service, policy, regulation, legislation and infrastructure).
Our systems enable engagement We will make better use of data and information, and insights from public engagement to inform government decision making.	1. Increase coordination and collaboration across the VPS	Proportion of public engagement activities delivered in partnership, by partnership type i.e. community, cross-government.
	2. Increase use of data and evidence to inform decision making.	Proportion of public engagement activities informed by data and evidence from previous engagements. Proportion of public engagement activities where findings were reported back to the community / participants. Proportion of public engagement activities where the decisions made were reported back to the community / participants.
	3. Increase evaluation and reporting of public engagement activities / processes.	Proportion of public engagement projects evaluated and findings reported. Proportion of public engagement activities where findings and decisions made were reported (by reporting type i.e. internally across government, externally to community / participants.

The implementation of the outcomes framework is supported by a evaluation and monitoring plan.
The evaluation and monitoring plan provides:

- Guidance and tools for how evaluation data will be collected and reported
- Roles and responsibilities for the collection
- Reporting requirements for each outcome
- Timing for annual reporting.

The evaluation and monitoring plan aligns to the Victorian Government's Outcomes Reform Framework.

Our promise to the public

BY IMPLEMENTING THE FRAMEWORK WE COMMIT TO ENSURING THAT PEOPLE:

- Have a clear understanding of the purpose of public engagement. This includes how the public participation will influence the decision making.

- Can choose from a range of engagement activities that are accessible and inclusive. This includes enabling full and active participation.

- Are supported with the knowledge to provide informed contributions to the engagement. This means that communications are in plain language and are accessible.

- Can see that their contributions to the engagement are put to use and treated with respect.

- Understand how decisions have been reached. This includes how their contributions informed the decision making process.

- Can take part in public engagement that has a positive impact on the community.

- Are provided with timely reporting on the engagement process and outcomes.

Where you can go to learn more

The Framework can also be accessed online. The online version includes links to resources and materials. These resources support the implementation of the Framework.

Next steps

There are several actions that will support implementation in 2020. This is to ensure we can deliver on the commitments of the Framework.

- Building awareness of the Framework across the Victorian Public Sector.

- Programs and systems required to support implementation will continue to be improved.

- Implement an annual reporting process to establish a baseline and measure progress overtime.

Appendix A: Definitions

The following table details the key definitions for common terms used in the Framework.

Accessibility	Accessibility is the ability to access and benefit from a process, system, service or product. If something is accessible, then anyone can directly access or use it, regardless of their ability, location, language, culture, time and resources, or any other differentiating factor that contributes to the diversity of our communities.
Collaboration	The process of working together to solve a problem.
Communication	Sharing or exchanging information or ideas, using a range of methods.
Community	A group of people who live in the same geographical area or have a shared background, interest, affiliation or membership.
Consultation	Seeking feedback or advice on a select topic or project.
Deliberation	A method of engagement process with a select group of participants. The process focuses on a defined issue. It weighs up options and provides recommendations to decision-makers.
Diverse community	The different types of people which make up a community. Diversity includes race, ethnicity, gender, sexual orientation, socio-economic status, age, disability, religious beliefs, political beliefs, or other ideologies.
Domain	A logical structure for grouping related outcomes, and a line of sight from an outcome to a vision.
Free, prior and informed consent	This term comes from the United Nations Declaration on the Rights of Indigenous Peoples. It recognises their rights and makes specific mention of Free, Prior and Informed Consent as a prerequisite for any activity that affects their ancestral lands, territories and natural resources. It is linked to the human right of self-determination.
Inclusion	The practices that allow all people to feel valued and respected. This is irrespective of age, disability, gender, religion, sexual preference or nationality. This is evident when anyone who wishes to can fully participate. This means they can access, understand, and contribute their perspectives and talents to the engagement.
Joined-up government	The public understanding that government is one entity. This approach encourages streamlined engagement, systems and processes for the public. It creates efficiency through shared data, effort and impact for the community.
Outcomes	Articulate what success looks like and reflect our ambition for Victoria. They are clear, unambiguous and high-level statements. They are about the things that matter for people and communities.
Outcome indicators	Specify what needs to change to achieve a desired outcome and set the direction of change. Outcome indicators reflect the key drivers and influences on progress towards an outcome.
Outcome measures	Provide specific detail about what will change and how we know if we are making progress. Outcome measures are the specific way we know or count the size, amount or degree of change achieved.
Partnership	Two or more people or organisations working in a formalised relationship with a clear sense of purpose. Accountabilities and responsibilities are shared.
Place-based	Approaches defined by a geographic location. They are collaborative, long-term approaches to build communities.
Process	A relationship between key steps, activities, tasks, policies and / or resources.
Public	Individuals who live, work, visit or have an interest in a defined place.
Public engagement	Public engagement is a planned process with a specific purpose. It involves working with individuals and groups to encourage active involvement in decisions that affect them or are of interest to them.
Stakeholders	Individuals or organisations, which affect, or can be affected by project decisions. Organisations can include not-for-profit and community-based groups, business and industry, and volunteer networks. They may also include other departments or agencies across federal, state and local government.
Systems	The structure, processes and tools that support the delivery of the Framework.