

A Practical Guide to Community Engagement for Lismore City Council

First Edition

25 May 2010
ED2010/10246



This page has been intentionally left blank.

Document Control

This document is to be formally approved by the Executive Committee and thereafter modified by staff under the direction of that Committee.

All modifications will result in a new version of this document being published which will require formal signoff.

New versions will be published via Informer.

Practical Guide to Community Engagement for Lismore City Council

Produced by Wendy Johnson, Communications Coordinator

Acknowledgements

This Guide has been prepared with the assistance of a variety of texts and reference materials. The following organisations are acknowledged.

International Association for Public Participation (IAP2)
Moreland City Council
Liverpool City Council
The Phillips Group, Brisbane

Review and Revision

From time to time this Practical Guide will be revised to ensure it stays current and reflects staff feedback, new learnings, policy and procedure changes and/or amendments.

Assistance

For advice on Council's Community Engagement Policy or Practical Guide for Community Engagement, contact one of the following Council staff:

Name	Wendy Johnson
Title	Communications Coordinator
Name	Simon Adcock
Title	Corporate Services Manager

Community Engagement Policy

Lismore City Council's Community Engagement Policy 1.2.15 actively supports the principle that the '*community should have a say in decisions about actions that potentially affect their lives*'.

The aim of the policy is to create and foster a culture of partnership with the community through Democratic Practice, Accountability, Innovation, Accessibility, Equity and Sustainability.

Democratic practice Strengthen and improve Council decision-making by obtaining input from residents who are likely to be affected by, or interested in, particular decisions.

The democratic process will :

- Identify the community's views and concerns, tap into local expertise and understand community expectations
- Increase community awareness of Council's services, activities, processes and decisions.

Accountability Provide a process which sets out accountabilities and informs Council staff about how to conduct appropriate community engagement for different types of strategies, plans, services and operations.

The engagement framework must meet legislative requirements and related Council policies.

Innovation Provide an opportunity for information gathered to contribute to innovation in service or operational planning and delivery.

Accessibility and Equity Enable the development of an engagement process that is easily accessible and involves different communities of interest equitably.

Sustainability Ensure that the engagement framework enables appropriate decision making that contributes to a sustainable future for residents in the Local Government Area.

In support of Lismore City Council's Community Engagement Policy 1.2.15 this document has been prepared to guide to how and when engagement should occur within the community, and to meet the requirements of legislation, policies and procedures.

Planning for Community Engagement

In order to work out what engagement process you will need to implement for your project, you first need to know the details of your project. It is important that you take time to think through your project and to not make assumptions, as thinking through issues in the earlier stage will minimise issues that may arise later in the project.

Additionally, it is important to fully understand the implications of the project or issue on all those who might be affected during the consultation period and/or by the decision; namely Councillors and Council staff internally, and the community and other stakeholders, externally.

For those projects where legislation stipulates a particular engagement process, (e.g. *Environmental Planning and Assessment Act, 1979*) staff are required to undertake the engagement technique/s outlined in the legislation. If it is determined that a project is ranked higher in the practical assessment Engagement Techniques matrix, then the associated engagement techniques for that ranking should be implemented in conjunction with the legislative requirements.

Other matters to be factored into the planning phase include:

- why engagement should occur
- how much the community is likely to be impacted by the project
- the expectation of the community
- the community's ability to influence the decision
- Aboriginal and Torres Strait Islander Consultation guidelines
- legislative requirements, and
- Council's ability to engage.

The following is a checklist of information that you should ask yourself in this first step of understanding the project or issue. It will help you to understand the scope of the project and its impact on the community.

This checklist should be completed and included in your project plan.

Project Planning Proforma

PROJECT NAME: _____

PROJECT OFFICER _____

DATE: _____

Question	Prompt	Answer
WHAT You must be clear about what the objective / and outcome are because you need to come back to it to measure the success of the project and the community engagement strategies you have used.	What is the objective of the project?	
	What is the outcome for Council? What is the end result you need to deliver?	
	Does your project fall under legislation such as the <i>Environmental Planning and Assessment Act, 1979</i> . If so, the legislated requirement will take precedence.	Yes No
	Do Project Team members / your Manager / Executive understand your project objective and outcomes?	Yes No
	Are there any political issues you need to be aware of?	Yes No
	Does this need to go to Council?	Yes No
	Are there any assumptions that need to be tested?	Yes No Explain:
	Have you gathered / researched information on previous or similar projects?	Yes No Details:
WHY Community engagement processes should be considered in the planning of programs, the introduction or amendment of policies and the development of services.	Is there is a statutory obligation to engage with the community	Yes No
	Is the future use of a significant area of land is being decided?	Yes No
	Is there likely to be a significant impact, community concern or community interest in the issue and outcome?	Yes No Details:
	Is the decision of Council anticipated to have a significant impact of the economy, lifestyle or environment?	Yes No Explain:
	Is the decision or proposal likely to require substantial redirection of ratepayer revenue?	Yes No Details:
	Is there information needed by Councillors and / or Council staff about community needs and priorities, to ensure planning is appropriate and decisions are sound?	Yes No Details:
WHEN Think about the timeframe of your project and when community engagement comes into the process?	Is it possible within your timeframe to take a more active role in community engagement? Can your timeframe be adjusted to take this higher level of participation into account?	Yes No
	Does your timeframe fall within that of other key projects or issues and if so can you combine aspects of the work?	Yes No Details:

<ul style="list-style-type: none"> • before • during • after 	<p>Are there key issues that need to be addressed by a certain time, and if so can your project be delivered in stages?</p>	<p>Yes No</p>
<p>WHERE Think about where your project will impact, is it a local area or a region?</p>	<p>Describe the area / locality which is significant to the project.</p>	
	<p>Will the project only have an impact on a small area of the LGA?</p>	
	<p>Will the project impact on the whole community?</p>	
<p>WHO Clearly identify who your stakeholders are and not simply target those that are the loudest. It is important to involve those who may be impacted by your project.</p> <p>Will your project impact a particular group in the community, geographic area, a cultural group, an age group, a particular person? It is important to also note that often people fit into a number of groups in the community, for example a young person with a disability, an older Aboriginal person etc.</p>	<p>Councillors</p>	
	<p>Council staff</p>	
	<p>List all the stakeholders, including businesses, other government departments, residents, cultural, community / sporting organisations etc?</p>	<p>List stakeholders</p>
	<p>Have you accessed population data and other relevant information in Council's Community Profile on Council's website.</p>	
<p>HOW Does your project link to other Council projects and will you be doubling up? Could you combine your project with another Council initiative?</p>	<p>Which other Council program area can add to your research?</p>	
	<p>Could you use the resources / information available for other projects?</p> <p>It is important that you also recognise and understand legislative requirement and existing or upcoming Council policies and procedures that need to be adhered to, which may impact on the level of engagement you must undertake.</p> <p>All Council's policies and procedures are available on Council's internet and Intranet. Seek advice from ED's and Program Managers.</p>	

Levels of Engagement

The level of community engagement for a particular project or issue is determined using the Public Involvement spectrum developed by the International Association for Public Participation (IAP2). The IAP2 spectrum is based on a promise to the public and identifies techniques and methods that are appropriate for the engagement level identified.

The levels of community engagement range from inform to empower.

- » **Inform**—to provide the public with balanced and objective information to assist them in understanding the problem, alternatives, benefits and/or solutions
- » **Consult**—to obtain public feedback on alternatives, projects and/or designs
- » **Involve**—to work directly with the public throughout the decision-making process to ensure that community concerns and aspirations are consistently understood and considered
- » **Collaborate**—to partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.
- » **Empower***- where the public makes the final decision.

**Note: In the local government context elected representatives are empowered by the community through the democratic process to make decisions following input from the community and Council officers.*

Table 1 - IAP2 Spectrum

Increasing Level of Public Involvement		DEFINITION	PROMISE TO THE PUBLIC	EXAMPLES OF METHODS / TECHNIQUES
	Inform	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions	We will keep you informed	<ul style="list-style-type: none"> • advertising • public notices • media stories • website • newsletters • fact sheets • letters / correspondence • education campaigns
	Consult	To obtain feedback on analysis, alternatives and/or decisions	We will keep you informed, listen to and acknowledge concerns, and provide feedback on how your input influenced the decision.	<ul style="list-style-type: none"> • exhibition of plans • surveys • committees • public meetings • invitation to comment • focus groups • site inspections • interviews
	Involve	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	We will look to you for direct advice and innovation in formulating solutions, and we will provide feedback on how your advice and recommendations contribute to the decisions made.	<ul style="list-style-type: none"> • workshops • forums • surveys • site meetings and inspections • on-line consultation
	Collaborate	To partner with the public in each aspect on the decision, including the development of alternatives and the identification of the preferred solution.	We will look to your for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	<ul style="list-style-type: none"> • advisory groups • charette • revolving circle • deliberative forum
	Empower	The Council makes the final decision.*	Council will implement their final decision, informed by the community.*	<ul style="list-style-type: none"> • resolutions from Council meetings

Empower- where the public makes the final decision. *Note: In the local government context elected representatives are empowered by the community through the democratic process to make decisions following input from the community and Council officers.*

Many projects will move among the levels of involvement during their development.

For example, a roads upgrade project may start out in the 'Consult' level during the planning stage, but move to 'Inform' level during the construction phase. Some projects that start out at the 'Inform' level may go to 'Consult' or 'Involve' if the scope changes, and specific issues arise that require additional work.

Why Will Engagement Occur?

Community engagement processes should be considered in the planning of programs, the introduction or amendment of policies and the development of services where one or more of the following criteria occur.

- there is a statutory obligation to engage with the community
- the future use of a significant area of land is being decided
- there is likely to be a significant impact, community concern or community interest in the issue and outcome
- the decision of Council is anticipated to have a significant impact of the economy, lifestyle or environment
- the decision or proposal is likely to require substantial redirection of ratepayer revenue
- there is information needed by Councillors and Council staff about community needs and priorities, to ensure planning is appropriate and decisions are sound.

Key Factors for Community Engagement

There are two key factors that need to be considered prior to developing the engagement strategy for a project. They are:

- the impact of the project/issue on the community, and
- the level of engagement required from the IAP2 spectrum based on the:
 - Community's expectation of engagement
 - Council's ability to deliver the engagement program.

Impact on the Community

In order to know what level of impact the project will have the following must be considered:

- who is affected? *The more people will be impacted, the more say or influence people will want to contribute to the decision making*
- what specific area is affected? *Proposals can affect everyone living in an LGA, but only directly impact on the lifestyle or amenity of a small group.*

The table below outlines the four levels of impact and a brief description of each:

H LGA (High – LGA)	High level of impact on the whole or a large part of the Local Government Area (LGA).
L LGA (Lower – LGA)	Lower level of impact on the whole or a large part of the LGA.
H Local (High – Local)	High level of impact of a local nature, on a local area, a specific community or target group.
L Local (Lower – Local)	Lower level of impact of a local nature, on a local area, a specific community or target group.

IAP2 table

If the project under consideration is expected to have minimal impact on a resident or community member, then the impact is low. If the project is deemed to have a considerable impact on community member's lifestyle or amenity, then the impact is high.

To assess the level of impact it is helpful to place oneself in the position of an affected resident. A project may move between levels of impact at different times during the project.

For example; on the Goonellabah Sports and Aquatic Centre project, the wider community would generally be more interested and want a say about the new facilities and services offered, however the local community who reside, work or travel in the closer vicinity of the site would expect to be impacted more and might wish to be consulted about the visual aspect, hours of operation, traffic, lighting, noise, and how the project would affect their lifestyle.

In this case the engagement impact would be Level 2 and Level 3 accordingly and different engagement techniques would need to be implemented when engaging with the two different community's of interest.

Where there is doubt about the level of impact, please liaise with the Project Manager, other team members or the Communications Coordinator to determine the most appropriate ranking.

It is also important to continually reassess the level of impact over the life of a project. A review will ensure the engagement methodology is appropriate, as changing situations require different approaches.

Where the legislation stipulates a particular engagement process, (e.g. *Environmental Planning and Assessment Act, 1979*) the legislated process must be met. Legislation normally mandates the lowest acceptable level of engagement. If it is determined that a project deserves a higher ranking, then this ranking's associated engagement techniques will take precedence.

Level of the Engagement

After a decision is made on the level of impact, the level of engagement should be considered.

This decision is based on a balance between the community's expectation of engagement and Council's ability to engage. It would be counterproductive to conduct a community engagement process for a project where community input could not shape the final decision.

For example, some decisions are dictated largely by existing legislation, plans and policies and external input would not change the outcome. The following examples are indicative of the level of engagement used on various Lismore City Council projects in recent years.

The level of engagement was determined by the scope of the project, the way it would impact the community, community expectations, the time for engagement, staff resources and budget available.

Council initiative	Level of Engagement
Council's Management Plan and Economic, Environmental and Community Plans	<ul style="list-style-type: none"> » Consult » Involve » Collaborate
Council's annual budget	<ul style="list-style-type: none"> » Consult
Major projects with city-wide impacts, e.g. cultural centre, CBD road widening	<ul style="list-style-type: none"> » Consult » Involve » Collaborate
Site specific change of use affecting individuals in a neighbourhood or local area, e.g. increased car parking or road upgrade	<ul style="list-style-type: none"> » Involve

Policy development via Policy Advisory Groups	» Collaborate
Services and facilities planning or changes e.g. waste, recycling, parks, student education programs	» Consult » Involve » Collaborate
Applications made under the <i>Environmental Planning & Assessment and Local Government Acts'</i>	» Level of engagement determined by impact on the community (by planning section)
Rate increases or other service charge increases	» Consult

Community Expectation

The following worksheet is used to assess the level of community expectation.

Assessment Questions	Very Low	Low	Moderate	High	Very High
1. What is the probable level of difficulty in addressing the issue / project?					
2. What is the potential for public outrage related to the issue / project?					
3. How important are the potential impacts to the public?					
4. How much do major stakeholders care about the issue / opportunity to be addressed and the decision to be made?					
5. What degree of participation does the community appear to want?					
Count the number of checks in each column.					
Multiply number of checks by the weight	x1	x2	x3	x4	x5
Enter column score					
Add total of all five columns					
Divide total score by the number of questions					
Average Score.					

IAP2 worksheet

Score Indicates:

- 1-2 Very Low to Low – Inform
- 2-3 Low to Moderate – Inform or Consult
- 3-4 Moderate to High – Consult or Involve
- 4-5 High to Very High – At least Involve consider Collaborate

Council's Ability to Engage

The following worksheet will help assess Council's reasoning to engage on the project or matter being considered.

Assessment Questions	Very Low	Low	Moderate	High	Very High
1. What is the legally required level of public participation?					
2. According to Council policies and procedures, what is the level of public participation required?					
3. To what extent do LCC staff members believe that the public could help improve the outcome of the project?					
4. At what level do LCC staff members perceive the public interest in this project?					
5. What is the potential for the public to influence the decision making process?					
6. What level of media interest do you anticipate?					
7. What is the likelihood that the decision makers will give full consideration to the public input?					
8. What is the likely level of political sensitivity in the decision?					
Count the number of checks in each column.					
Multiply number of checks by the weight	x1	x2	x3	x4	x5
Enter column score					
Add total of all five columns					
Divide total score by the number of questions					
Average Score					

IAP2 worksheet

Score indicates:

1-2 Very Low to Low – Inform

2-3 Low to Moderate – Inform or Consult

3-4 Moderate to High – Consult or Involve

4-5 High to Very High – At least Involve consider Collaborate

Once these worksheets are completed there will be two perspectives on the appropriate level of community engagement. The last step is to merge these results in order to select an engagement level from the IAP2 spectrum. To do this, use the matrix below.

Level of Engagement

	1 - 2	2 - 3	3 - 4	4 - 5
	Inform	Consult	Involve	Collaborate
Community Expectation				
Council's Capacity for Engagement				
Average Score				

Where the Community Expectation and the Council's Rationale for Engagement are different take an average and round down, if necessary.

Engagement Techniques

Now that the impact and IAP2 spectrum level have been defined, the next step is to translate these factors into practical community engagement techniques. The following matrix will assist in defining the techniques that should be used. Clearly, different techniques will be more suitable in different situations.

To use the matrix simply plot the level of impact and the level of community engagement. This will assist in determining the engagement techniques that should be used.

Essential
Desirable
In Some Cases

	TECHNIQUE	LEVEL OF IMPACT			
		HIGH LGA	LOWER LGA	HIGH LOCAL	LOWER LOCAL
Inform	Inform through Council's Website				
	Issue Media Release				
	Provide Information to Contact Centre				
	Provide Information at Council Offices				
	Offer Face-to-Face Contact				
	Place Advert in Local Paper/Village News				
	Produce Fact Sheet				
	Direct Letter/Letterbox Drop				
	Radio Advert				
	Site Signs				
Consult	Public Exhibition – Inviting Feedback				
	Seek Feedback from relevant PAGs				
	Provide Suggestion Boxes				
	Conduct a Survey				
	Consult with Council				
	Use Website to allow feedback				
	Seek feedback via telephone through the CC				
	Public Meetings				
Involve	Focus Groups				
	Public Workshops (various styles)				
	World Café				
	Deliberative Forum				
	Conversation Circle				
Collaborate	Forums / workshop, etc				
	Advisory Groups				

Note – this techniques list is not fully comprehensive. Further methodologies may be considered and / or added.

Resources

Assessment Questions	Very Low	Low	Moderate	High	Very High
1. What level of financial resources is likely to be available to support community engagement?					
2. What level of human resources (staff) is likely to be available to support community engagement?					
3. What level of time resources is likely to be available to support community engagement?					

* When the project CE assessment results in the **inform/consult** level of the IAP2 Spectrum, staff should report the results to Ex-Com through the weekly dot points

* When the project CE assessment results in the **involve/collaborate** level of the IAP2 Spectrum, staff should report the results to Ex-Com through a report to the monthly Ex-Com meeting.

• In all cases, a report on how the community engagement will be resourced should be included.

Getting the project underway

Once the techniques have been identified it is important for the project manager to get the team together to ensure a joint understanding of the following aspects of the job:

- Scope of project
- Timing of engagement
- Techniques being used for engagement
- Stakeholders – internal and external
- Issues and risks
- Approvals processes for communication materials
- Project protocols for dealing with community members and the media
- Evaluation mechanisms (Key performance indicators – refer pages 14 of this guide)
- Reporting mechanisms.

At the start up meeting it will be important to agree on the key messages, the promise being made to the community by the type of engagement being used and how their feedback will be used.

It will be the responsibility of the project manager to ensure the team adheres to agreed messaging and project protocols.

Action Planner

Now the engagement techniques have been selected it is important to map out when these activities will be implemented against the timeframe for the project.

Example – Action Planner

Timeframe	Activity	Due date	Person responsible
Project start up			
Week 1	Develop key messages for project as a team		Whole team
	Agree on the promise to the community (what are the negotiables and non-negotiables of the engagement process)		Whole team
	Agree on how the community input will influence the decision made and how you will convey this to the community		
	Write letter for distribution		Project officer
	Write copy for advertisement		Project officer
	Write web copy		Project officer
	Prepare information pack for Customer Contact Centre		Project officer
	Copy approved		Project manager
Week 2	Write poster copy		Project officer
	Write fact sheet copy		Project officer
	Liaise with media officer to prepare media plan / media release about project		Project officer
	Copy approved		Project manager
	Brief Customer Contact Centre		Project manager
Implementation			
Week 3 - 4	Upload web copy		Webmaster
	Distribute letters to community		Project officer
	Advertisements published		
	Media release issued		Media officer
	Manage enquiry line		Project officer
	Capture feed-back		Project officer
	Host meetings with key stakeholders/and/or impacted residents		Project manager and project officer
Week 5 - 8	Host information displays		Project manager and project officer
	Individual meetings continue		Project manager and project officer
	Capture feed-back via enquiry line and comment forms		Project officer
Close out			
Week 8 - 10	Analyse information received		Project officer
	Prepare report on findings for Council consideration		Project officer Approved by Project Manager
	Report back (media release or letter) outlining how input will shape the next stage of project or decision being made and let the community know		Media officer/Project officer
	Update project status on the website		Webmaster
	Evaluate community engagement program		Project team
	Capture lessons learnt and prepare final report for future projects		Project team

Evaluation

Effective evaluation of community engagement activities is imperative to the ongoing development of Community engagement methods. Feedback and monitoring are encouraged throughout the whole of the process.

The 'technique appraisal' attached is a useful tool to assess the ongoing delivery of the community engagement. It is recommended that one of these be completed for each element of the consultation process.

Some suggested Key Performance Indicators are outlined below to evaluate the engagement process. A report should be prepared at the finalisation of every community engagement process and filed in the TRIM system for future reference.

Example – Developing Key Performance Indicators (KPI's) for CE project

Key performance indicator		What will be measured	How to measure each indicator
Process Measures	Timeliness of information provision	Information was distributed X working days prior to engagement	Review activities against nominated timeframe
	Response to enquiries made by Council officers during the engagement process	All general enquiries were responded to within X hours by phone If technical information was required information was provided via email within X working days	Audit database and track when enquiries were received and when they were answered
	Written responses	All written enquiries were responded to within X working days	Audit database and track when enquiries were received and when they were answered
Output measures	Clarity of information	>X% of residents in the targeted group stated the information was easy to read and appropriate for the engagement process	Conduct random phone survey of residents within project area or do a door knock in project area and do face-to-face survey (obtain robust sample)
	Awareness of project	> X% of residents are aware of the project	
	Opportunity to participate	>X% of residents knew they had the opportunity to participate	
Outcomes	Satisfaction with the engagement process	>X% of residents were satisfied with the engagement process	Review media reports and letters to the editor throughout the process and include in final report.
	Satisfaction with how community input influenced the decision/s made	>X% of residents were satisfied that Council had demonstrated how their input had influenced the decision/s made	

Example - Technique Appraisal Proforma

PROJECT	2010 Proposed Special Rate Increase
CONSULTATION TYPE	Community Meeting
LOCATION	Tregeagle
DATE -	March 1, 2010
ATTENDANCE Councillors	Dowell, Smith, Yarnall, Graham, Battista, Meineke, Clough
Management / Staff	P O'Sullivan, B McAlister, G Hemsworth, R Santin, S Adcock, W Johnson
Community members	Tregeagle 23
AGENDA	Welcome Acknowledgement of Country Introduction Presentations – Business; Environment; Roads Question Time - <i>please state your name and the topic of your question.</i> Conclusion Close
HANDOUTS	Information flyer – agenda, Councillor profiles, How the general rate is spent, précis of presentations
	Forum nomination forms, feedback forms
FEEDBACK	The poor condition of roads Lack of confidence in Council's management of existing funds Guarantees that the extra money for roads will be spent as promised Scepticism that Council will listen to the community The impact on the budget of the MOAC Unequal increase among ratepayers Hardship of rate rise on low/fixed income earners Some support for the environment levy Business owners are not supportive of a rate increase – the business environment is tough.
OUTCOME	Show of hands

Example – Report to Program Manager, Ex-Com or Council (as appropriate) – prior to consultation

COMMUNITY ENGAGEMENT PLAN

PROJECT NAME

PROJECT COORDINATOR

PROJECT BACKGROUND / OVERVIEW

OBJECTIVES

PRINCIPLES

This consultation process has been developed within the framework of Council’s draft Community Engagement Policy and is underpinned by the following principles:

-
-

TECHNIQUES

According to the IAP2 spectrum and Council’s draft Community Engagement Policy :

- the level of consultation for this project is xxxxxxxx and
- the engagement techniques outlined as **essential** are: xxxxxxxx

Inform	Inform through Council’s Website
	Issue Media Release
	Provide Information to Contact Centre
	Place Advert in Local Paper/Village News
Consult	Public Exhibition / Inviting Feedback
	Consult with Council
	Use Website to allow feedback
Involve	Public Workshops
Collaborate	Forums / workshop, etc

Example only

KEY ELEMENTS OF CONSULTATION PROCESS

Using a table, describe techniques and how they will be applied. Suggested elements may include: Methodology / Key Activities / Who is Responsible / Time frame

KEY MESSAGE/S

PROMISE BEING MADE TO THE COMMUNITY BY THE TYPE OF ENAGAGEMENT BEING USED AND HOW THEIR FEEDBACK WILL BE USED

RESOURCES

EVALUATION KPI’S

FINAL REPORT

DEFINITIONS

Community	-	people who live, work, study, visit or use the facilities and services in the Lismore Local Government Area.
Policy	-	Council's Community Engagement Policy is a short but succinct and meaningful description of what community engagement means for Lismore City Council and the community it serves.
Framework	-	overarching structure (this document)
Guidelines	-	how to prepare for engagement (the tools used to develop the strategy)
Strategy	-	defines the process (the steps in the process)
Process	-	how we engage (practical application)
