



MWH

BUILDING A BETTER WORLD

CENTROC CARBON PLUS

STAKEHOLDER CONSULTATION PLAN

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Not for Public Release

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REVISION SCHEDULE

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1. INTRODUCTION

Central NSW Councils (Centroc – see Figure 1) has obtained grant funding for a Carbon Plus Study under the Planning Component of the Australian Government’s *Water for the Future* initiative through the Strengthening Basin Communities Program. The aim of this feasibility study is to investigate potential solutions to minimise the carbon impact of securing the water supply of the Centroc region. The demand management program and infrastructure needs of the region over the next 50 years to improve the security of water supply were documented in the Centroc Water Security Study (MWH, 2009).

This Stakeholder Consultation Plan outlines the stakeholder consultation activities planned as part of this study including the consultation objectives, methodology, approach and tools that will be utilised. This plan is a sub-plan to the overall Project Plan which sets out the study goals, resources, activities and project timeline.

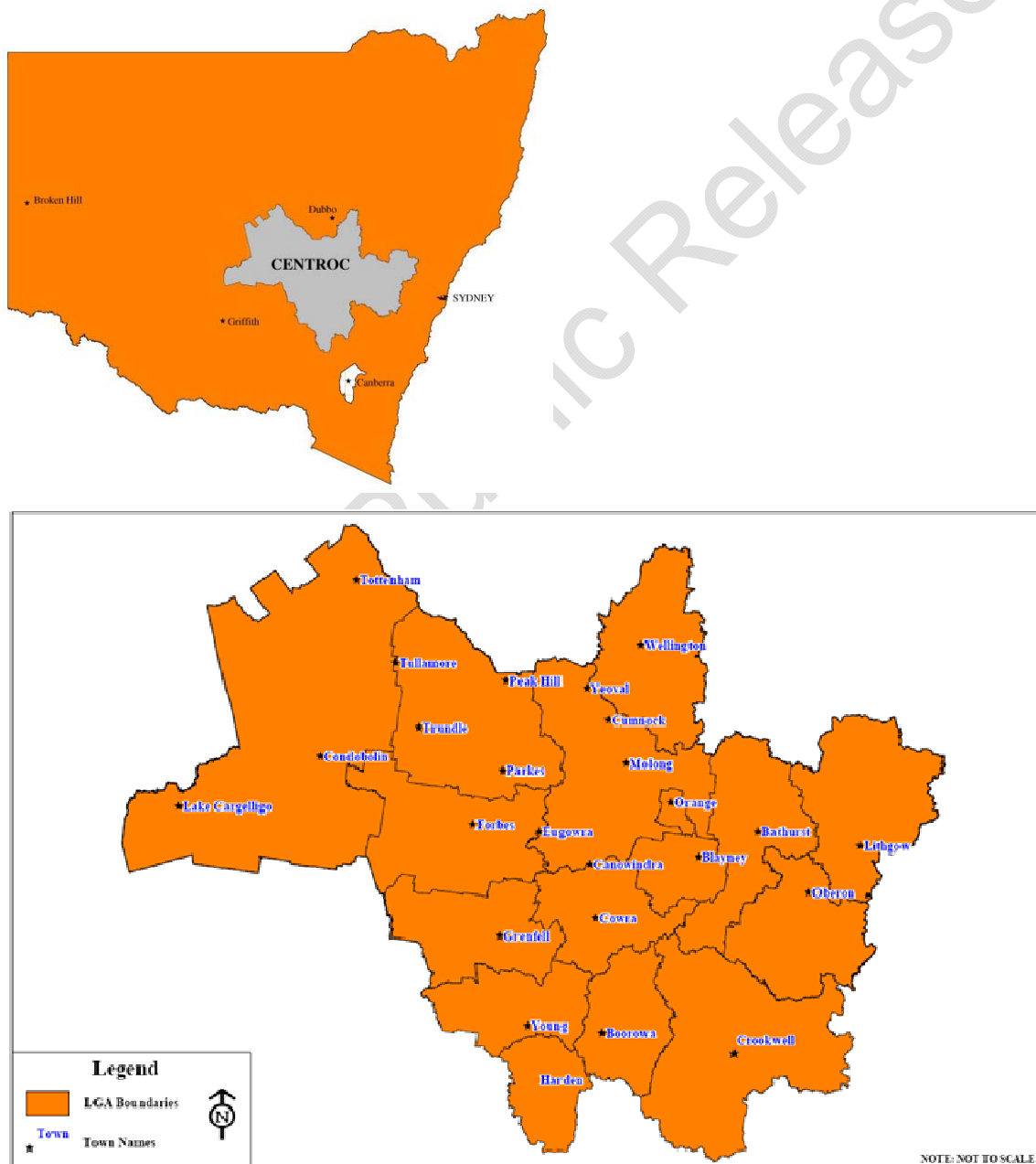


Figure 1: The Centroc Region

1.1 BACKGROUND

In response to the worst drought on record for the region, Centroc undertook to complete a Water Security Study to investigate and recommend solutions to improve water supply security across the Centroc region.

The water security study considered the catchment and potential water management options. A comprehensive list of options was considered including infrastructure links networking town water supplies and improving efficiency of water delivery, new and innovative water supply opportunities, re-use options for effluent and stormwater, demand management, water pricing and trading and water management structures. The study was completed in a catchment context considering the potential for mutual benefits to towns, irrigators, mining interests and water dependent environmental assets. The water planning approach adopted represented best-practice and is in line with the ambitions set out in the National Water Initiative.

The approach to this study was built on three key principles:

1. Stakeholder engagement with a Project Reference Group, Technical Group, Steering Committee and the Centroc Board;
2. Consideration of the economic, social, environmental (triple bottom line – TBL) impacts of the choices for water security improvement to inform decision making; and
3. The integration of the management of water resources, recognising the need for holistic approaches to water management.

The key recommendations of the Water Security Study included:

- **Water Conservation and Demand Management:** Underpinning the strategy adopted was the need for continued efforts, building on the work already done by the Centroc member councils, towards ensuring efficient town water demands. A region-wide water conservation and demand management strategy was recommended including aspects such as a residential retrofit of inefficient water fixtures, continuation of the Water Efficiency Labelling and Standards Scheme (WELS), continuation or expansion of Water Conservation Education programs to improve efficient water use and audits of Non-Residential Water Users to identify leaks and potential areas for improvement.
- **The recommended region-wide strategy (Strategy 2a) included:**
 - Lake Rowlands Augmentation;
 - Lake Rowlands-Millthorpe Pipeline (CTW Trunk Mains D and F duplication);
 - CTW-Orange Pipeline via Millthorpe;
 - Lake Rowlands to Gooloogong Pipeline (CTW Trunk Mains P and C duplication);
 - Gooloogong-Forbes Pipeline (including connection to Parkes);
 - Woodstock-Cowra Pipeline (presently in planning);
 - Orange-Molong Creek Dam pipeline (lower priority action resulting from the level of surety around the security of Molong. There is an existing pipeline from Molong Creek Dam into which this new pipeline would connect);
 - New minor storage and water treatment facilities at Cumnock (note: the potential for a pipeline connection to CTW will be carried through the next phase of planning);
 - New minor storage water treatment facilities at Yeoval (note: the potential for a pipeline connection to CTW will be carried through the next phase of planning);
 - New minor storage at Condobolin (off-stream from Lachlan River);
 - New pipeline replacing existing channel and minor storage at Lake Cargelligo (note: a groundwater system has received emergency funding);

- Burrendong-Wellington Pipeline;
- Chifley-Bathurst Pipeline;
- Chifley-Oberon Pipeline; and
- Belubula Creek-Cadia Hill pipeline (already available).

In November 2009, the Centroc Board adopted the recommendations of the Centroc Water Security Study.

1.2 KEY PROJECT DRIVERS

The Centroc member Councils recognise the need to be sustainable and to minimise the carbon impact of water security, as well as the need to proactively mitigate its impact on climate change and to adapt to the impacts of climate change. In addition, a key requirement in the securing grant funds for water projects is not only the demonstration of water efficiency (such as the demand management program which Centroc has committed to continue to progress across the region), but also demonstration that in managing water resource issues, consideration is also given to energy resource management. This is particularly important in terms of reducing emissions to mitigate climate change.

The Centroc Water Security Study took into account energy in a number of ways:

- The demand management program: the recommended program was developed through the consideration of the cost-benefit of a wide variety of water efficiency options. In deriving the cost-benefit equation, the saving of both water and greenhouse gases (from the saving of hot water and the reduction in treatment and transfer costs) was included in the assessment. In fact, the water efficiency program will potentially offset the energy consumed in operating the new infrastructure by in the order of 30%.
- Using a triple-bottom-line approach that used the minimisation of energy as a criterion to select the recommended strategy.

However, a comprehensive assessment of the carbon impact of the proposed scheme is required, as is a plan to ensure that those emissions are minimised and offset. In so doing, the provision of the energy required to power the water security strategy infrastructure elements and the opportunities to mitigate the carbon emissions, raise the potential for new and innovative approaches to renewable energy and participation in the carbon economy. This is the basis for the development of The Carbon Plus Study in Central NSW.

The Carbon Plus Study offers a unique opportunity to holistically confront and manage the challenges facing the communities of the Central Region of NSW. It brings together a number of critical elements to enable the communities of the region to be strengthened and to adjust to climate change. The Carbon Plus Study will provide:

- A way to address the carbon emissions from the water security strategy, so that the water security strategy does not exacerbate the climate change problem;
- A comprehensive community engagement program that seeks to engage and involve the community in planning for its future and in adaptation processes;
- Developing opportunities to enhance the sustainability and productivity of the region through improved landscape and ecosystem health and economic development; and
- Development of an implementation plan for the Carbon Plus and Water Security Strategies so that both strategies can be implemented in a co-ordinated and holistic way.

1.3 PROJECT SCOPE

The scope of this project is to undertake a strategic level planning assessment of the options to sustainably manage the carbon emissions of the adopted water security study and to develop a plan of action to implement the most appropriate of those options in parallel with the continued implementation of the recommendations of the water study.

Project will be conducted in six stages (Figure 2):

1. Develop sustainability assessment framework and indicators: these indicators will form the basis of assessing the carbon management options to identify the most appropriate options from a triple bottom line (TBL – economic, social and environmental) basis.
2. Develop a stakeholder consultation plan: identify key stakeholders and engage them in the process of developing and assessing the options considered in the Carbon Plus Study. The adopted plan will then be implemented during the course of the project.
3. Prepare forecasts for identified indicators including carbon emissions: before attempting to solve a problem, it is important to understand (and where possible, measure) the extent of the issue. Developing forecasts of carbon emissions from the existing water supply system and comparing those to the forecasts as a result of implementing the Water Security Study recommendations helps to quantify the extent of potential impact of the program.
4. Identify options for carbon neutrality and improved sustainability outcomes: in this phase, a wide spectrum of potential management actions will be identified and assessed (against the TBL defined in phase 1) to identify the most suitable actions to adopt for the Centroc region. This assessment will include identifying opportunities to:
 - a. avoid generating emissions;
 - b. substitute fossil fuel generated power with renewable or alternative energy sources;
 - c. ensure the purchase of sustainable materials; and
 - d. to offset emissions through sequestration and offset programs.
5. Develop implementation plans: following determination of the actions to be put in place to manage the impact of the water security program on carbon emissions, an implementation plan will be developed showing the anticipated timing, capital and operating costs for the recommended sustainability improvement strategies for the region.
6. Reporting: the study process and findings will be documented in a comprehensive technical report.

Built into our approach is stakeholder input to the planning process obtained through a series of facilitated workshops. This integrated approach to planning and engagement was successful in the Water Security plan and helped to identify mutually beneficial outcomes. The process also added to the depth of options considered and the level of support for the overall strategy finally adopted. The promise made to stakeholders in terms of their involvement in this project will be similar to the previous project: a commitment to keep them informed, listen to and acknowledge their concerns and to provide feedback on their input influenced decision making.

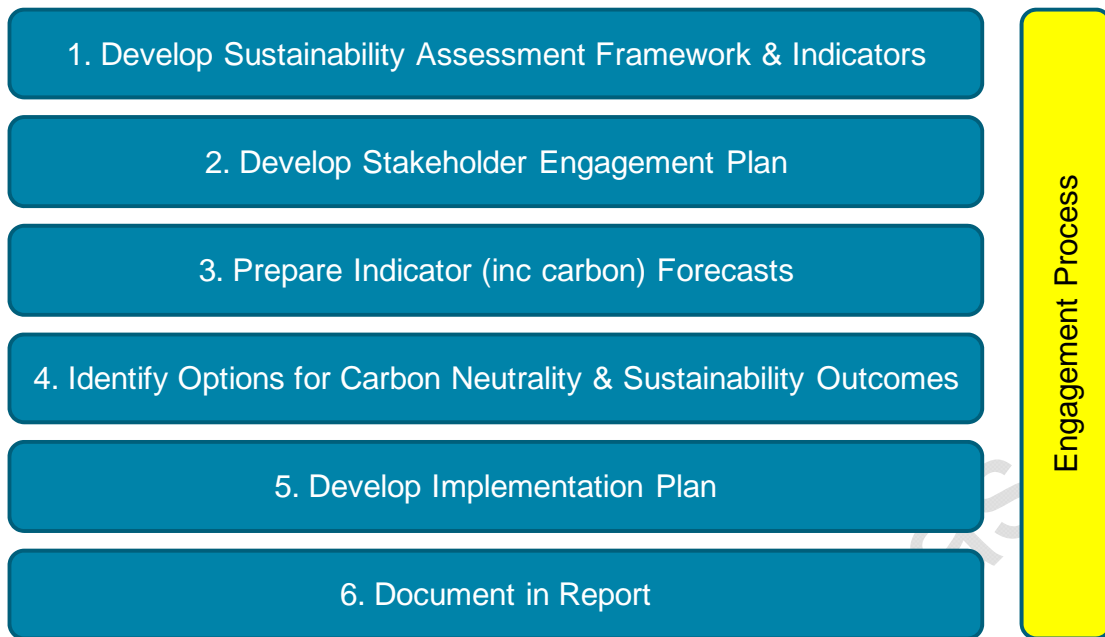


Figure 2: Study Process

1.4 STAKEHOLDER CONSULTATION APPROACH

As noted earlier, water security and carbon management are crucial to the future of the Central NSW Region. Options for energy provision and carbon management associated with securing water supply will have economic, social and environmental impacts and the potential trade-offs of each will need to be considered by stakeholders. Early and inclusive consultation with the appropriate stakeholders is a vital element to the success of the project.

The approach set out in the NSW Government *Handbook for Community Engagement in the NSW Planning System*, which was successfully applied in the development of the Water Security Study to engage stakeholders throughout the process, has been adopted for the Carbon Plus Study.

Engagement of the community can be undertaken at a number of levels (see Appendix A). As this study is a high level, regionally focussed, feasibility investigation, it is appropriate to undertake consultation to seek the views of particular stakeholders in order to improve study outcomes.

The consultation approach (see 'consult' in the spectrum at Appendix A) has the following characteristics:

- Goal: to obtain stakeholder feedback on analysis, alternatives and/or decisions.
- Commitment: defined stakeholders will be kept informed, listened to and their concerns and aspirations acknowledged and feedback provided on how public input influenced the decision.

This goal and commitment will be communicated to all stakeholders throughout the engagement process.

2. CONSULTATION PLAN

This section sets out the nature and implementation plan for the study consultation activities.

2.1 OBJECTIVES

The objectives of the stakeholder consultation for this study are:

- To obtain a better understanding of community expectations, values and priorities with respect to water supply security and the management of associated carbon emissions;
- To engender a sense of stakeholder involvement and ownership of the study outcomes;
- To provide an opportunity for capacity building in local communities;
- To improve study outcomes with the stakeholder ideas and local knowledge brought to the project;
- To increase study credibility; and
- To meet policy requirements for community involvement.

2.2 GUIDING PRINCIPLES

Stakeholder consultation will be guided by the following principles:

- Be proactive. Engage the community and stakeholders early in the process;
- Be open and honest in any communications;
- Be inclusive. Ensure stakeholders have access to the process and information about the study;
- Be responsive. Respond to stakeholder contact in a timely manner; and
- Honour commitments made.

2.3 STAKEHOLDER ANALYSIS

The following have been identified as internal study stakeholders:

1. Centroc: including the Council's which Centroc represents, the Project Steering Committee and other elements of the Centroc governance structure.
2. The local water utilities within the study area – the owners of the current infrastructure and the planned infrastructure under the regional water security program.
3. NSW Office of Water: the key NSW regulatory agency for local water utilities.
4. Country Energy: the primary energy utility currently operating in the region and the service provider for the majority of the existing energy needs of the local water utility businesses.
5. Bathurst, Orange and Dubbo (BOD) with respect to their Sustainability Program for the region – a regional partnership of the three councils for knowledge sharing and joint service delivery.
6. Federal Government: the Department of Environment, Heritage, Water and the Arts is the funding entity for the Centroc Carbon Plus project.

The following have been identified as external study stakeholders:

1. Local communities within the study area.
2. Water using economic entities including irrigation and mining entities.
3. Renewable energy interest groups within the study area.
4. Catchment managers for the Lachlan and Macquarie rivers.
5. Indigenous communities within the study area.

6. Central Western Farmers.
7. Central West Regional Development Australia.
8. State Water Corporation.
9. Department of Environment, Climate Change and Water (NSW).
10. Department of State and Regional Development (NSW).
11. Department of Primary Industries
 - a. Agriculture
 - b. Mineral Resources

Each of these stakeholders, and the intended engagement process for each, is discussed in further detail in the following sections.

2.3.1 CENTROC

Centroc represents over 236,000 people covering an area of more than 70,000 square kilometres comprising the following local government entities: Bathurst Regional Council, Blayney Shire Council, Boorowa Shire Council, Cabonne Council, Cowra Shire Council, Forbes Shire Council, Harden Shire Council, Lachlan Shire Council, Lithgow City Council, Oberon Council, Orange City Council, Parkes Shire Council, Weddin Shire Council, Wellington Council, Young Shire Council and Central Tablelands Water County Council.

Centroc has the governance arrangements set out in Figure 3, which illustrates how the Infrastructure Group oversees the Carbon Plus Study. The objectives referred to in these arrangements are:

- Objective 1: Regional Sustainability
- Objective 2: Regional Cooperation and Resource Sharing

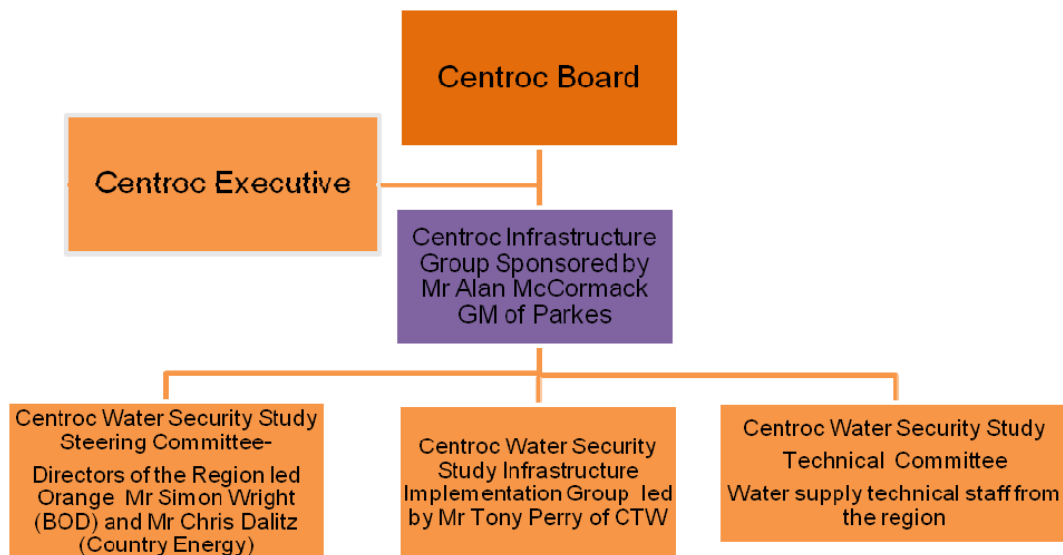


Figure 3: Organisational Structure (Centroc Carbon Plus Project)

The Centroc Executive Officer, and primary point of contact for this study, is Ms Jennifer Bennett.

A Project Steering Committee (PSC) has been constituted for this study. In addition to the Centroc Executive Officer, the PSC is comprised the following representatives:

- Chris Dalitz, Country Energy;
- Chris Devitt, Orange City Council;

- Kent Boyd, Parkes Shire Council;
- Lee Chapman, Centroc;
- Owen Johns, Wellington Council;
- Russell Deans, Bathurst Regional Council;
- Simon Wright, Bathurst, Orange, Dubbo (BDO); and
- Tony Perry, Central Tablelands Water.

The PSC will be engaged in the study through a series of planned meetings (see Section 2.7).

2.3.2 LOCAL WATER UTILITIES

The consultation aims of this study include the building of capacity within local communities and the improvement of study outcomes by the incorporation of local knowledge.

To facilitate this, the Centroc Infrastructure Group (IG - (Table 1) will be engaged in the study through a series of workshops (see Section 2.7). This group is presently chaired by the General Manager of Parkes Shire, Alan McCormack and represents the Centroc membership in terms of infrastructure planning priorities from a technical perspective.

Table 1: Infrastructure Group (Member Councils Committee)

NAME	POSITION	ORGANISATION
Jenny Bennett	Executive Officer	Central NSW Councils (Centroc)
Wayne Bennett	Director - Cowra Operations	Cowra Shire Council
Kent Boyd	Executive Committee Member, Director of Infrastructure	Parkes Shire Council
Lee Champan	Compliance and Cost Savings Program Manager	Central NSW Councils (Centroc)
Russell Deans	Water and Sewer Manager	Bathurst Regional Council
Chris Devitt	Director of Technical Services	Orange City Council
Ray Graham	Director of Engineering	Forbes Shire Council
Owen Johns	Director of Technical Services	Wellington Council
Chris Lane	Water and Waste Manager	City of Lithgow Council
Mark Loaney	-	Midwestern Regional Council
Alan McCormack	Sponsoring General Manager and Chair of Infrastructure Group	Parkes Shire Council
Tony Perry	General Manager	Central Tablelands Water
Leigh Robins	Director of Engineer	Oberon Council
Robert Staples	Engineering and Technical Services Director	Cabonne Council

2.3.3 NSW OFFICE OF WATER

The Office of Water (NOW) delivers the NSW Government's policy and reform agenda for the water and energy sectors in this state. NOW provided the grant to assist in the delivery of the Water Supply Security Study. An officer of NOW, Mr Stephen Palmer, participated in the PSC for the Water Security Study.

Mr Palmer, or an alternative from the NOW, is to be invited to participate as a member of the PSC or Project Reference Group (PRG) for the project. The decision as to which group the NOW will be represented in will be left with NOW to determine.

2.3.4 COUNTRY ENERGY

Country Energy is currently the primary energy service provider to the local water utilities represented by Centroc. Country Energy made offer of their advice to the development of the Centroc Carbon Plus Study which was accepted by the Centroc Board.

Mr Chris Dalitz has agreed to participate as a member of the PSC.

2.3.5 BATHURST, ORANGE AND DUBBO ALLIANCE (BOD)

The Bathurst Orange Dubbo (BOD) Alliance has employed a Sustainability Program Manager, Mr Simon Wright, in order to deliver a sustainability strategy for the alliance. Mr Wright has considerable experience in the energy sector and as part of his role as the Sustainability Program Manager for BOD, he has a responsibility to build capacity in sustainability across the region. In this capacity, the Centroc Board endorsed the involvement of Mr Wright as a member of the PSC.

2.3.6 DEPARTMENT OF ENVIRONMENT, HERITAGE, WATER AND THE ARTS

The Federal Department of Environment, Heritage, Water and the Arts (DEWHA) is the funding entity for the Carbon Plus project. The department has funded this project under the planning component of the *Sustaining the Basin Communities* grant program.

In providing this funding, DEWHA aims to encourage communities to plan for a sustainable future in which less water will be available for extractive purposes.

The department will provide project funding in arrears following the demonstrated completion of milestones. The department will not directly participate in the project, but through the milestone reporting process, will oversight the project outcomes.

The Centroc Executive Office will retain responsibility for developing and submitting progress reports to DEWHA however the MWH project manager will assist in providing support information about progress of the six deliverables under the Carbon Plus Study.

2.3.7 EXTERNAL STAKEHOLDERS

The Centroc Executive has recommended the use of a Project Reference Group (PRG), to be managed by the PSC, to assist in the development of this study and its recommendations.

The proposed stakeholders to be invited to participate in this group are set out in Table 2. This group comprises the membership of the PRG set up as part of the Centroc Water Security Study, and suggested additional members who represent interests related to sustainable and renewable energy and development. The proposed membership of the PRG is to be reviewed and finalised by the Centroc Board at the meeting of the 27 May 2010.

Where necessary, participants will be paid a meeting attendance fee directly by Centroc to facilitate their involvement.

The PRG will be engaged in the study through a series of workshops (see Section 2.7). These workshops will be tailored to draw out stakeholder concerns and aspirations and to obtain stakeholder feedback on the study analysis, alternatives and proposed decisions.

Table 2: Proposed Project Reference Group

NAME	POSITION	ORGANISATION
Angus Arnott	Catchment Officer	Lachlan CMA
John Blunt	Stock and Domestic	Central West CMA
Grant Christopherson	Regional Coordinator, Renewable Energy Precincts	Department of Environment, Climate Change and Water
Mary Ewing	Executive Officer	Lachlan Valley Water
Russell Hill	Aboriginal Representative, Catchment Management Aboriginal Communities	Lachlan CMA
Diana Kureen	Local Government Liaison Officer	Central West CMA
Alister Lockhart	Lachlan Valley Water Customer Service	Lachlan Valley Water
Norm Mann	-	Community Representative
Alvaro Marques	Community Economic Development Manager, Western Regions	NSW Department of State and Regional Development
Robert McCutcheon	-	Macquarie Food and Fibre
David McDonald	Chairman	Lachlan Renewable Energy Association
Meredith McPherson	Project Officer Regional Economic Development Strategy	Central West Regional Development Australia
Dennis Moxey	Chair Lachlan Valley Water Customer Service	Lachlan Valley Water
Miles Naude	Manager Ore Processing	Northparkes Mines
Stephen Palmer	Manager Planning	NSW Office of Water
Jana Pickles	Deputy Chair	Central NSW Tourism
Andrew Wannan	Environment Manager	Newcrest Mining
Bruce Watson	Winner of Nuffield Australia 2009 Scholarship	Parkes Area Farmer
James Williams	Orange Local Aboriginal Land Council	Central West CMA
TBA	-	State Water
TBA	-	Central NSW Business Chamber

It is recognised that there may be some commercial aspects to the options under development that may mean the level of reporting to external stakeholders on options may have to take into account the protection of potential commercial opportunities for the member Councils. As a representation of the community as a whole, and is a government service rather than commercial function, this is viewed as low risk, but the level of information on options will be assessed in relation to this concern prior to the stakeholder engagement activities at step 4.

2.4 OTHER STAKEHOLDERS

Other stakeholders which may observe the study include:

- Infrastructure Australia (IA): advises governments, investors and owners of infrastructure concerning nationally significant infrastructure priorities, policy and regulatory reforms desirable to improve the efficient utilisation of national infrastructure networks, options to address impediments to the development and provision of efficient national infrastructure, the needs of users; and possible financing mechanisms. IA is a potential source of funding for the recommendations of the study.
- National Water Commission (NWC): is the lead Australian Government agency for driving national water reform under the National Water Initiative - Australia's blueprint for how water will be managed into the future. The NWC is a potential source of funding for the recommendations of the study.
- A variety of State and Federal Ministers. The various grant programs in place at State and Federal level represent potential sources of funding for recommendations of the study

At this time, these groups are not planned to be part of the formal stakeholder engagement process for developing the study. The advocacy role of the Centroc Board is viewed as a more appropriate avenue for the lobbying and relationship development required with respect to these stakeholders.

The Centroc Executive Officer and the IG Chair will keep the Centroc Board informed of the project to enable this function.

2.5 CONSTRAINTS AND OPPORTUNITIES

The following constraints on consultation activities have been identified and strategies to respond developed:

Table 3: Constraints, Opportunities, Strategy

CONSTRAINT/OPPORTUNITY	STRATEGY
Geographically spread stakeholders	<ul style="list-style-type: none"> • Use of Webex facility to allow conferencing of the parties. • Project Steering Committee meetings to have teleconference hook up and Webex facilities. • Meetings to be held in Orange (where possible) as this central location optimises driving times. Meetings to be supported by Webex facilities. • Meetings to commence at 10.00 am and conclude by 4 pm to facilitate attendance. • PRG to be paid an attendance fee by Centroc where necessary.
Large number of stakeholders with different interests	<ul style="list-style-type: none"> • Transparent and inclusive consultation process.

CONSTRAINT/OPPORTUNITY	STRATEGY
Focus of this study is on town water supply security and offsetting the carbon impact of the required infrastructure program	<ul style="list-style-type: none"> Study communications are to highlight where options under consideration also benefit other water users and economic entities including irrigation, mining and energy interests.
Complex issues with political, environmental and human interest elements	<ul style="list-style-type: none"> Facilitated workshops to maintain focus and avoid side-tracking into unnecessary detail or to areas with limited opportunity for realistic assessment. Planned media liaison. Document control on all information released to stakeholders. Clearly defined roles and responsibilities of all stakeholders to be set as part of initial meetings with each group
Opportunity to promote carbon planning and management knowledge and skills transfer	<ul style="list-style-type: none"> Consultation strategy includes elements designated to the technical function and the sharing of technical expertise.

2.6 ROLES AND RESPONSIBILITIES

The roles and responsibilities of Centroc and MWH in terms of stakeholder engagement are set out in Table 4.

Table 4: Stakeholder Consultation Roles and Responsibilities

ENTITY	ROLE AND RESPONSIBILITY
CENTROC	<ul style="list-style-type: none"> Meeting coordination: venue provision, audiovisual equipment and catering arrangements. Workshop coordination: venue provision, audiovisual and teleconferencing equipment and catering arrangements. All media liaison and media management strategy for the study. Costs involved in participant meetings including: catering, facility hire, Webex, travel and other reimbursements.
MWH	<ul style="list-style-type: none"> Meetings: invitations, agendas, meeting materials, minutes and their circulation Workshops: briefing materials, facilitate, technical expertise and presentations, summary materials. Media: development of technical input to media releases by Centroc

2.7 CONSULTATION ACTIVITIES

Table 5 sets out the planned consultation activities for this study against each of the six project stages. The timing of these activities is set out in the project plan.

Table 5: Planned Consultation Activities

CONSULTATION ACTIVITY	DESCRIPTION	STAKEHOLDER OPPORTUNITY	OUTCOMES
Stage 1: Develop sustainable assessment framework and indicators			
Workshop 1: Identify key sustainability considerations, appropriate indicators and relative weightings.	The sustainability framework will be developed in a facilitated half-day workshop with the PSC and IG.	PSC and IG will have the opportunity to influence the sustainability framework that will be developed by the project team.	Agreed triple bottom line sustainability assessment framework describing key sustainability impacts, indicators and proposed assessment weightings
Stage 2: Develop and implement stakeholder consultation plan			
Consultation Plan: Develop a stakeholder consultation plan.	A consultation plan will be developed outlining consultation groups, activities and tools to be applied throughout the project. The plan will define the workshops and other project related meetings. This plan will also document how the success of the engagement process will be measured and improved. The PSC will review and approve the consultation plan.	The PSC and the Centroc Board will have the opportunity to influence the nature of the consultation activities for the project.	Planned engagement outcomes achieved. Study outcomes benefit from engagement.
Preparation of engagement materials.	This activity will involve preparing briefing papers, presentation materials and summary papers for all planned engagement workshops set out in the consultation plan. This will also include preparation and analysis of feedback on workshops obtained from participants.	The PSC will have the opportunity to influence the nature of materials to be presented to the PRG.	Planned workshops to ensure workshop outcomes are achieved.
Development of media information for Centroc media liaison	On an as needs basis, this activity will involve developing technical input to Centroc media releases.	The PSC will have support from the technical team in liaising with the media.	Accuracy of Centroc media releases.

CONSULTATION ACTIVITY	DESCRIPTION	STAKEHOLDER OPPORTUNITY	OUTCOMES
Development of marketing material for the project outcomes to assist in lobbying	At the conclusion of the Carbon Plus Study, an 8 page summary brochure outlining the combined water security and carbon plus study outcomes will be developed.	The PSC and IG will have marketing collateral for project profile raising.	Concise, lay person, description of the study outcomes.
Stage 3: Prepare forecasts for identified indicators (including carbon emissions)			
Workshop 2: Forecast emissions for current and future system operation (PSC and IG).	Workshop with PSC and IG to review ISA modelling forecast emissions projections and to develop a list of potential of options to improve sustainability performance and achieve Carbon neutrality for consideration in next phase.	The PSC and IG will have the opportunity to provide feedback on the baseline and predicted future assessments of emissions before the modelling work is concluded to ensure local knowledge is incorporated.	Agreed forecasts of TBL (including emissions) for the study period under current operation and with the Water Security Plan in place.
Workshop 3: Forecast emissions for current and future system operation (PRG).	Workshop with PRG to review sustainability framework and forecast emissions projections. Input to options identification	The PRG will have the opportunity to provide feedback on the sustainability framework and emissions projections to ensure local knowledge is incorporated. The PRG will also have the opportunity to provide input to the regional options identification activities to ensure a wide net of local and regional opportunities is considered.	Stakeholder feedback on forecasts.
Stage 4: Identify options for carbon neutrality and improved sustainability outcomes			
Workshop 4: Ranking and short-listing of options (PSC and IG)	The options will be ranked and shortlisted on the basis of the derived Triple Bottom Line score. Factors such as technical feasibility will also be considered in the shortlisting process. The ranking and shortlisting process will be undertaken in consultation with the PSC and IG in a prioritisation Workshop.	The PSC and IG will have the opportunity to inform the process of shortlisting of options based on the assessments undertaken by the project team.	Prioritised package of options to improve sustainability outcomes of the Water Security Plan
Workshop 5: Ranking and short-listing of options (PRG)	Workshop with PRG to review ranking and shortlisting of options.	The PRG will have the opportunity to provide feedback on the shortlisting of options including consideration of potential mutual benefit and implementation opportunities.	Stakeholder feedback on ranking and shortlisting.

CONSULTATION ACTIVITY	DESCRIPTION	STAKEHOLDER OPPORTUNITY	OUTCOMES
Stage 5: Develop implementation plans			
Workshop 6: Identify required implementation activities (PSC and IG)	Preparation of the implementation plan will occur in consultation with the PSC and IG in a half-day facilitated workshop.	The PSC and IG will have the opportunity to influence the implementation plan developed by the project team before it is finalised.	Costed implementation plan aligned with Water Security Plan implementation activities
Workshop 7: Identify required implementation activities (PRG)	Workshop with PRG to review implementation plan.	The PRG will have the opportunity to provide feedback on the planned implementation approach before it is finalised to ensure opportunities for collaboration are identified and captured.	Stakeholder feedback on implementation plan.
Stage 6: Prepare consolidated report			
Presentation of project outcomes to Centroc Board	The final report will be presented to the Centroc Board for endorsement by end July 2011.	The Board will have the opportunity to review the recommendations of the study prior to adoption.	Final project report detailing outcomes of the sustainability improvement and Carbon neutrality plan
Project Management related Engagement Activities			
Hold Project Commencement Meeting	As described in task name.	NA	Centroc PSC informed of project progress and the management of time, budget and quality of the deliverables.
Hold Progress Meetings			
Complete Project Review Teleconference/ Report			

Checklists setting out the approach to facilitated meetings / workshops are given in Appendix B.

2.8 PROJECT COMMUNICATIONS

The management of study communication lines is important to ensuring project success.

There has been significant public and media interest in the Centroc Water Security Project. At times, information that was confidential to the project has inadvertently been made available to the media by stakeholders prior to endorsement by the Centroc decision-makers including the Board. For this reason, it is critical that:

- No project team members discuss the project with the media or any other stakeholder other than members of the PSC without the written permission of the Project Manager of the Centroc Executive Officer.
- No written materials, figures or other documentation should be provided to the media or any other stakeholder without the written permission of the Project Manager of the Centroc Executive Officer.

2.8.1 COMMUNICATION MANAGEMENT

The approach to communication management for this study is set out in Table 6.

Table 6: Communication Management

ASPECT	APPROACH
Media	<ul style="list-style-type: none"> • All media enquiries to MWH are to be directed to the Centroc Public Relations Officer via the MWH project manager • All media releases are to be made by the Centroc Public Relations Officer • All materials prepared for the media are to be prepared consistent with Centroc's Media Liaison Policy. The key requirements of this policy are: <ul style="list-style-type: none"> - Use of the templates for Media Releases. This includes the provision of dot points providing further background information to Mayors when the release is to be made via a General Manager - The Centroc Chairperson is the only authorised spokesperson for media enquiries. In absence of the Chairperson, the Executive Secretary is Centroc's official spokesperson. In absence of both the Chairperson and Executive Secretary, the Executive Officer is delegated to select a suitable member to act as official spokesperson. - Where a Centroc generated media release involves commentary made by the Mayor, Councilors or staff from a member of Council, it must be released to media via the General Manager of that Council.
Stakeholder Complaints and Enquiries	<ul style="list-style-type: none"> • All complaints expressed to MWH are to be directed to Centroc Executive Officer via the MWH project manager. • All enquires are to be directed to MWH project manager. Enquiries are to be documented and forwarded to the Centroc Executive Officer.

2.8.2 KEY MESSAGES

The key messages for stakeholders are:

- Water security underpins the continued economic development and prosperity of the Central NSW Region.
- A program of demand management actions and infrastructure solutions has been developed to improve water supply security.
- Centroc member Council's recognise that for sustainable development of the region in the face of climate change, the two significant and co-dependent resources of water supply and energy use must be managed strategically, adaptively and in an integrated fashion.
- Centroc member Council's want to ensure the program is long-term sustainable by minimising the carbon impact of water security and investing in appropriate renewable energy strategies and other mitigation options.
- Funding from the State & Federal government for water is increasingly tied to greenhouse gas emissions reduction.
- The study is a strategic level planning assessment of the options to sustainably manage the carbon emission and other potential sustainability impacts of the proposed water security study
- The study will result in a plan of action to implement the most appropriate of those options in parallel with the continued implementation of the recommendations of the water study.

- The study will consider management options based on the principles of avoidance of energy consumption, substitution of energy sources, substitution of materials inputs with more sustainable alternatives and offsetting of emissions.
- Centroc will engage its member communities in planning for a sustainable future. This study will be supported by a specific engagement plan.

2.8.3 STYLE AND BRANDING

With the exception of media releases (see Section 2.8.1) all public documentation for this study will adopt the following style and branding requirements:

- Co-brand Centroc logo and MWH logo;
- Arial 11 Point

2.9 MONITORING AND EVALUATION

The key monitoring and evaluation strategy to be employed for this stakeholder engagement plan will be the dissemination and analysis of workshop feedback forms at the conclusion of each of the planned workshops. The information obtained will be used to highlight any need to modify the planned approach and to inform stakeholder consultation processes downstream of this study (i.e. when feasible options go to more detailed planning). The stated objectives of this plan will be incorporated into feedback forms to assist in evaluating the stakeholder consultation plan.

3. REFERENCES

Centroc Website, centroc.com.au

GMAC, 2008, Centroc 2008-09 Management Plan.

GMAC, 2008, Media Liaison Policy

GMAC, 2008, GMAC Business Paper 30 October 2008.

IAP2 Website, http://www.iap2.org/associations/4748/files/IAP2%20Spectrum_vertical.pdf

Planning NSW, 2008, Community Engagement in the NSW PLANNING SYSTEM,
www.iplan.nsw.gov.au/engagement/

Not for Public Release



APPENDIX A

COMMUNITY ENGAGEMENT SPECTRUM

Release

Not

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
P2 GOAL:	P2 GOAL:	P2 GOAL:	P2 GOAL:	P2 GOAL:
To provide the Public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC:	PROMISE TO THE PUBLIC:	PROMISE TO THE PUBLIC:	PROMISE TO THE PUBLIC:	PROMISE TO THE PUBLIC:
We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
EXAMPLE TOOLS:	EXAMPLE TOOLS:	EXAMPLE TOOLS:	EXAMPLE TOOLS:	EXAMPLE TOOLS:
Fact sheets Web sites Open houses	Public comment Focus groups Surveys Public meetings	Workshops Deliberative polling	Citizen Advisory Committees Consensus-building Participatory decision-making	Citizen juries Ballots Delegated decisions

Source: IAP2 International Association for Public Participation. Blue highlight indicates the chosen place on the spectrum for this study.



APPENDIX B

CONSULTATION CHECKLISTS

Not for Release

Not for Release

CHECKLIST FOR STAKEHOLDER GROUP SETUP

- Clearly describe the purpose of the stakeholder groups, and the issue to be considered.
- Describe where in the spectrum the stakeholder group sits. Be particularly clear about the extent to which input provided can influence the outcome of the process.
- Invite prospective stakeholder group members to participate, clearly explaining the group's purpose and benefits as well as the commitment required.
- Collect participant information for the group. Basic information should include:
 - name
 - occupational position and organisation
 - address
 - special needs for instance if teleconference facilities are required
- Evaluate the stakeholder register periodically.

Source: IAP2 International Association for Public Participation

CHECKLIST FOR STAKEHOLDER WORKSHOPS/MEETINGS

- Clearly describe the purpose of the stakeholder workshop session, and the issue to be considered.
- Clearly define objectives and measurements for success.
- Describe where in the spectrum the stakeholder workshop session sits. Be particularly clear about the extent to which input provided can influence the outcome of the process.
- Allow an appropriate period of notification — 10 days minimum.
- Be clear in the publicity about the purpose of the meeting, location, how to get there, and who the presenters are.
- Ensure that the venue is accessible for all and reasonably close to the notification area. Choose a location which is suitable – comfortable, accessible, private, and a safe place to talk.
- Consider a day and a time that will best suit the invitees. Avoid holidays, days of religious significance, normal working hours.
- Make sure that refreshments are available.
- Ensure audio visual aids are booked and supplied for the event.
- Make sure presenters/facilitator arrive early enough to meet each other, for a pre-meeting briefing, and to test equipment.
- Ensure presenters have name tags.
- Have an attendance sheet available at the entrance(s) to the venue.

- Ensure adequate staff are available and well prepared.
- Allow significant time for preparation of the display material.
- Ensure all handouts are marked with sequentially numbered identification codes as 'controlled copies'.
- Ensure all handouts are collected at the end of meetings and sequential codes checked for completeness.
- Describe what will happen to the views expressed and how they may influence the matter under consideration.
- Make group members aware of ethical issues especially their own confidentiality.
- Reassure participants that views will not be linked to individuals' identity.
- The facilitator should set the ground rules around the discussion and introduce themselves and the notetaker.
- The facilitator should have a list of questions or topics to help guide the process.
- Ensure presenters, or the facilitator, understand place-based issues and is prepared to answer difficult questions.
- Get someone to record or to take notes about the discussion.
- Use a flip chart to help people see the issues while they are talking.
- Researchers should write up their notes and the flip chart notes.
- Prepare briefing papers and feedback forms. Feedback forms should closely follow the presentation material. They should also include relevant questions for general identification of respondents. This enables later analysis to correlate types of feedback with certain respondent groups.
- All information should be marked as 'Draft for Consultation'.
- Report the summary of feedback received in a table form without elaborate analysis.

Source: IAP2 International Association for Public Participation