COMMUNICATIONS AND COMMUNITY ENGAGEMENT STRATEGY

INTEGRATED WATER RESOURCE MANAGEMENT OF THE UPPER COLLIE CATCHMENT

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Prepared for the Department of Water
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1) Overview

A comprehensive Communications and Community Engagement Strategy is required to guide the Department of Water’s interaction with stakeholders, and the broader community, during the development of the next management plan following on from the release of the Upper Collie water allocation plan.

The focus of this strategy is to:
- highlight how Water For the Future (WFTF) funded projects and outcomes are laying foundations for the next planning phase;
- secure widespread acceptance of the department’s management of the Upper Collie catchment through the development and maintenance of positive working relationships between the department and industry, community and other stakeholders;
- develop risk-aware proactive responses to negative media coverage of Upper Collie water issues;
- raise community and industry awareness of the need for innovative methods to secure the long-term availability of water resources in the catchment, as well as the costs of inaction;
- keep the community, industry and other stakeholders updated on the current planning process and engaged in long-term future planning of the Collie catchment, and
- achieve positive media acknowledgement of the department’s broad planning framework as an integral part of its ongoing commitment to good water resource management in the region.

To support the implementation of the strategy, a suite of communications materials will be developed.

NOTE: Communication requirements will change as the management plan is developed and this strategy (and the incorporated activity schedule) should be updated on a quarterly basis. Water is a key community and stakeholder issue and while it remains under significant scrutiny, the communications strategy is a ‘live’ document and may be updated more frequently if required to maintain currency, flexibility and functionality.

It should also be noted that the success or otherwise of the communications and community engagement strategy is reliant upon the effectiveness of internal and team communications across the project. Without an integrated approach, where all team members recognise that they have a role in the communications process, success will be constrained.
2) Current context

Better water management has enjoyed a greater national focus in the past decade and Federal Governments have made funding available through the National Water Initiative/ WFTF funding to help improve water resource management across the country. The NWI also requires water reform obligations to be achieved for continued funding.

The Upper Collie Catchment includes the surface water resources of the Upper Collie River, its tributaries and the reservoirs of the Wellington and Harris dams as well as the groundwater resources of the Collie Coal Basin.

Collectively, these water resources support a variety of uses and values including coal mining and power generation, public water supply, irrigated agriculture, recreation and tourism and the maintenance of cultural, aesthetic and ecological values. Over time, the pressures on and the competition for these water resources has grown.

The Department of Water is the State Government agency responsible for water resource management across the State. Following the development of a water allocation plan for the Upper Collie in 2009, the department is now preparing for the next management plan due for completion in 2013.

Managing the complex nature of the Upper Collie Catchment is a key priority. A key driver for this project is that high-value groundwater is currently being used for low-value industrial purposes. This coincides with under-utilisation of significant water resources in the Wellington Reservoir, the quality of which could be improved with more effective resource management.

The three key objectives of water resource management in the Upper Collie catchment are:

1) to maximise the use of existing water resources,
2) to maximise water availability for a growing and wide variety of industry needs, and
3) to improve water quality and health of the ground and surface water systems.
3) Research

The research for this project has focused on:

- site visits and meetings with key personnel,
- informal discussions with a selection of community and industry stakeholders, and
- reading of papers and background materials supplied by the Department of Water.

4) Situation analysis

As part of the research and investigations that will inform the planning process, the Department of Water (with part funding from the Federal Water For The Future initiative) undertook a series of individual projects. These project outcomes will form the foundation for the future planning phase, for the Upper Collie catchment, and as such are key communication components of the strategy.

These projects included, among others:

- addressing the salinity of the Wellington Reservoir,
- addressing over-allocation of groundwater from the Collie Coal basin,
- the use of ‘voids’ associated with former coal mining operations, and
- improving water use efficiencies in the Collie Irrigation District

For the purpose of this strategy, we have grouped these projects under five broad priority headings which are:

- water use and supply,
- water quality,
- water allocation,
- mine dewatering, and
- void management

However, previous research indicates the community is becoming tired of continued consultation without any apparent results. Some stakeholders feel ‘over consulted’ and just want to see the recommendations implemented. Others who have been involved in previous projects say they want more input into the decision-making process when future land use management and water management strategies are developed.

The key element of the strategy outlined below will be to provide readily accessible information for the broader community and stakeholders to ensure their support and participation as the department continues to work towards the development of a management plan for the catchment.
Providing a balanced level of engagement has the capacity to engage the community in a meaningful and effective manner that can result in a positive outcome for all participants. It is generally assumed that even opponents of particular initiatives will endorse them if there has been a genuine attempt to engage them in the process.

An important part of the strategy will be highlighting the continuing work associated with the Collie River Salinity Recovery project. This project seeks to reduce salinity levels in the Collie River and Wellington Dam. It is expected that an announcement regarding this project will be made in the near future. Clearly, this will create significant interest and a separate communications strategy and community engagement plan has been prepared. It will be important to work closely with that project team to ensure consistency of key messages and that a coherent narrative applies to both projects.

5) Issues management and risks

The communications strategies and their key messages need to take account of the following issues and risks:

- there is a community perception that much activity is being undertaken but nothing seems to happen. There could be a perception that activity is unfocussed, irrelevant or at worst, that no-one appears to be in overall control,
- the community has been over-consulted on water issues in the past which could adversely impact the acceptance of new water management strategies. An adequate answer must be provided for the question: ‘How is it going to be different this time?’
- there may be negative media stories if special interest groups, such as recreational groups, hi-jack the wider debate over issues e.g. losing access to recreation areas.

It is recommended that all communication strategies focus on ‘engaging’ with the community and stakeholders by providing information and regular updates on progress of the development of the plan, rather than forming community reference groups or running more focus groups. The community will have the opportunity to provide comment and have a say without the need to form rigid consultation parameters.

Above all, the Department should aim for transparent and inclusive engagement with the community and stakeholders, particularly on issues such as recreational use of waterways which have the capacity to ignite furious community debate.

A risk matrix identifies potential risks and suggested means of countering those risks has been prepared as Appendix 2 of this document. Like the strategy itself, this risk matrix should be updated on a regular basis during the life of the project.
6) Goal of strategy

The goal of this strategy is to guide communications and community engagement during the development of the next management plan for the Upper Collie Catchment to achieve positive community and media relations.

The communication objectives of this strategy are to:

- identify all relevant stakeholders,
- achieve and maintain the support of these stakeholders,
- communicate, as appropriate, the progress of the Department of Water’s investigations, research, planning and other initiatives as it moves towards the development of the management plan in 2013 to stakeholders and the broader community,
- engage stakeholders in the future management planning process,
- promote understanding of the Department of Water’s long-term vision for water management for the entire state, using the Upper Collie Catchment planning process as the catalyst for this communication,
- provide a summary of the communication methods and procedures that will ensure stakeholders are provided with information in a timely, open and cooperative manner,
- effectively manage the reputations of the Department of Water with stakeholders, the media, and the broader community, and
- achieve positive media coverage to raise awareness of the planning process while addressing any negative coverage.

7) Target stakeholders

Five stakeholder categories have been identified for the purposes of this strategy. They are:

**Category 1: The Community - Peak stakeholder groups and individuals, directly associated with the community, local government, environment and recreational groups.**

These include:

**Local government and residents’ groups**

- Collie Shire
- Shire of West Arthur
- Buckingham Residents
- Cardiff Progress Assoc
- Collie Weeds and Waterways Advisory Committee
Recreation groups
- RecfishWest
- Collie to Darkan Rail Trail Group
- WA Trout and Freshwater Angling Association
- Bunbury Bushwalking Club
- Bibbulmun Track Foundation
- SW Canoe Club

Environmental groups
- Collie Conservation Group
- Wellington National Park Group
- SW Catchments Council
- Leschenault Catchment Council

Category 2: Indigenous - The strong indigenous community in the Collie area, comprises 2.9% or nearly one in 30 of the total population. The waters of the Upper Collie catchment are of great importance to the local Nyoongar people.

- Ngalang Boodja Council
- Gnarla Karla Boodja claimant group
- SW Aboriginal Land and Sea Council

Category 3: Industry
These include:

Mining and Energy
- Wesfarmers Premier Coal
- Griffin Power
- Griffin Coal Mining Company
- Verve Energy
- Worsley Alumina
- Industry associations: Collie Chamber of Commerce and Industry; Bunbury Wellington Economic Alliance; Chamber of Minerals and Energy
- Collie Basin Management Planning Group
- Lake Kepwari Working Party

Horticulture and Agriculture
- Harvey Water
- Vegetables WA
- WA Fruit Growers Association
- Wine Industry Association
• WA Farmers Federation
• Pastoralists and Graziers Association

Plantations
• Forest Industries Federation

Others
• Perdaman Industries
• SW Development Commission

Category 4: Government agencies specifically associated with the development and environmental sectors.

These include:
• Water Corporation
• Water Corporation (SW Region)
• Department of State Development
• Department of Planning
• Department of Environment and Conservation
• Department of Agriculture and Food
• Department of Mines and Petroleum
• Department of Sport and Recreation
• Collie Coal Mine Environmental Group
• Forest Products Commission

Category 5: Parliamentarians –
• Minister for Water
• Ministers for Agriculture, State Development and the Treasurer,
• Local MP Mick Murray (Member for Collie)
• Other relevant MPs
8) Key messages

There are a range of key messages for this project. The over-riding messages include:

- Careful management of the Upper Collie Catchment is integral to Western Australia’s future prosperity. The Department of Water’s management plan must take into account a range of competing interests. **Successful management of the Upper Collie catchment requires a finely balanced approach**

- The Department of Water has been undertaking a range of investigations and research so that the decisions regarding the future management of the catchment are robust and long term. **The Department of Water has the technical skills and expertise to effectively plan for the future of the catchment.**

- The Department of Water is a responsible manager of water resources in the Upper Collie catchment. **Upper Collie is a working catchment which the Department manages responsibly to meet the competing needs of its stakeholders.**

- Increasing demand for water in the Upper Collie catchment for power generation, industry and the local community makes water allocation planning a top priority. **There is enough to supply current demand – but it must be correctly and fairly managed if future demand is to be met.**

- Approximately 80% of coal mined in Collie is used to generate 42% of Western Australia’s electricity. Water is a strategic resource which must be managed wisely for the benefit of the entire community. **Without Collie’s water, WA’s lights go out!**

A series of second-tier key messages have also been developed. These include:

- Improved accounting and monitoring of industrial water use will allow more efficient delivery of different quality water for appropriate uses. **Smarter water use benefits the whole community.**

- Industrial and community innovation is strongly encouraged to help secure long-term future availability of the catchment’s water resources. **Everyone has something to contribute.**

- Water use has been a much-debated issue in the region for many years. All sectors of the community must contribute to developing future policy and desired outcomes if decisions are to obtain widespread support. **Stakeholders must understand future policy and intended outcomes if decisions are to obtain widespread support.**
• There are limitations to what can be achieved given that there is a finite “pot” of water to be shared among a range of stakeholders, all of whom have differing and often competing needs. *The community needs to work together to ensure that a fair and equitable outcome for all stakeholders is reached.*

• This project is focused on reaching the best outcomes for all stakeholders. *Success will depend on working in partnerships across the community to ensure secure water options for the future.*

• Future water management strategies to conserve and improve water management are being formulated right now. *It’s a long process – but progress is being made.*

• Everyone has a vested interest in making a positive contribution to future water management strategies. *This issue affects not only everyone living in the catchment, but throughout WA.*

• Active participation leads to greater understanding of the complex issues involved. *Getting involved is the first step towards making a difference.*
9) Tactics and tools

The communications and community engagement strategy for the Upper Collie Catchment has been developed to address each stakeholder category under an over-arching suite of communication tools that has been designed to capture the interest and understanding of all stakeholder groups - particularly the broader community.

Informal research conducted by Mills Wilson, and more formal research conducted by Beckwith Environmental Planning Pty Ltd (2007) gives a picture of a community weary of consultation and tired of continued talk but no action.

To counter this mood, the project should be “launched”, probably by the Minister in Collie at a suitable location. The launch should provide information on milestones that will mark the project and the date by when it should be finalised. A timeline that provides some “backbone” to the project will help give the community comfort that things are happening and to a schedule. Any required deviations from the schedule should be properly communicated.

While a core group of the broader community (environmental groups, recreation groups) can be expected to have a continuing interest in plans for the future of the catchment, it appears that a significant section of the community “just wants something done”! They are aware of the urgency of the current situation, but lack confidence that anything different is going to happen.

The over-arching suite of communication tools have been designed to make it very clear to the community that something is happening, and that there is a finite timeframe in which this will be done.

This suite of tools will be used to communicate with the broader community. More focused strategies have identified the communication tools which will be used to inform other stakeholder groups, including the “community” category which has taken into account identified environmental, recreational and community groups with a particular interest in this issue.

OVER-ARCHING TOOLS

Design icon and tag line for the catchment
A separate design icon and tag line should be developed to clearly identify the catchment, its importance and the timeline for this project. We envisage something along the lines of “Planning for 2013 and Beyond”.

This design icon and tag line should be used (along with the Department of Water’s own logo) on all communication materials. (See draft materials Appendix 6.)

Signage
Billboards at strategic locations throughout the catchment area should reflect the logo and brand described above. The copy on the billboards should point to the
working nature of the catchment, the research and investigations being undertaken to inform the management plan which will be completed in 2013, and provide a web address for further information.

These initiatives will send a strong signal to the community that the Department of Water is actively working to secure the future of the catchment.

Partnerships with major industry stakeholders could reduce the cost of this initiative. For instance, Premier Coal could be asked to meet the cost of a billboard that focused on water disposal operations being undertaken in the catchment.

The signage should reflect the five broad project areas:
- Water use and supply
- Water quality
- Water allocation
- Mine dewatering
- Void management

For example, signage could be erected at Lake Kepwari with copy pointing to the successful use of mine voids as recreational sites. Signage in the Collie township could point to the partnerships that are working together to improve the river quality. Further signage near the Premier Coal site could outline the dewatering and discharge measures that have been established. Signage at Harris Dam could outline more general water use and supply issues, and an appropriate location for water allocation could be erected to identify progress on allocation issues.

Each of these sites could form the basis of a tour through the catchment that would provide a coherent overview of the planning process.

**Website**

Establish a dedicated Upper Collie Catchment website that can be accessed via the regional page. The website should be colourful and contain interactive graphics (as per the governance section of the department’s website) so that stakeholders and members of the broader community who visit the site are encouraged to explore further.

Alternatively, a cross-agency website dedicated to the Upper Collie project could be a more effective approach. This would require significant coordination between agencies to develop the most effective use and dissemination of information. This could be managed by the Department of Regional Development in conjunction with the Department of Water. Other agencies which could be involved include Water Corporation, Department of State Development, Department of Planning, Department of Environment and Conservation, Department of Agriculture and Food, Department of Mines and Petroleum, Department of Sport and Recreation, the Collie Coal Mine Environmental Group and the Forest Products Commission.
Crisp and interesting copy and design should clearly outline the planning process, its goals, its progress and all Collie-specific communication materials. The site should also hold reports and research papers that are relevant to the project, but under summaries that clearly explain the relevance and importance of the research.

Effective use of a website requires regular updating, so people who visit seeking new information don’t assume that because the first page of the site has not changed, there is no point in exploring further. A new picture and a new piece of information should be added to the website when new information is available, or at least monthly.

The department could offer hot links to supporters’ sites if they have material outlining their contributions or role in the project (for example, the Department of State Development and the Water Corporation). This might encourage them to add such material to their sites.

**Audio visual**

We have suggested a schools or TAFE partnership (see community strategy below) that may provide the Department with on-going video “updates” from students and the people working on the investigations. We would envisage that these updates be included on the website. Because of the lead time required to organise the schools partnership (we envisage 2011, 2012 and 2013), a short program which outlines the project with vision that clearly shows the viewer that catchment and issues it faces, could be included on the site in the short term.

Any updates and/or stand alone programs can also be distributed to stakeholders and incorporated in display materials (see below).

**Display materials**

A public information display will be developed for use in high-traffic areas such as local libraries, town halls, council offices or sporting facilities, helping ensure that the work being done on the strategy reaches a wide community audience.

It is recommended that the displays be free standing, double-sided, and includes copies of the fact sheets, contact details, and information on how to become actively involved.

Potential sites for the display (on a rotating basis) include:

- Collie Visitors’ Centre
- Collie Information Centre
- Collie Shire Offices
- Margueritte Wilson Centre
- Offices of Mick Murray MLA

A mobile display can also be a useful tool at public meetings and forums.
The display does not have to be confined to the Collie region - it could be used in the wider South West community (the SWRDC offices or Bunbury council offices) as well as at events such as the Royal Show.

For effective use of the display, ideally a Department of Water representative will be on hand to answer questions, encourage people to take brochures, and engage in positive dialogue about the department’s activities in the Collie region.

**Brochures**

A series of brochures should be produced to cover:

- The Way Forward - to outline the rationale, timeframe, key milestones, background and challenges as the Department of Water continues its important work to develop a management plan that will guide the future management of the catchment.
- The projects that are being undertaken under these priority areas. They should be simple and engaging and aimed at the general community (without being patronising or simplistic). Draft brochures prepared for this project cover:
  - Wellington Reservoir
  - Healthy Rivers - Optimisation of water use
  - Mining Impact

Other subject-specific brochures could be developed as required during the course of the project.

Draft only examples of brochures are included as Appendix 6 of this document.

**Fact sheets**

Fact sheets should be prepared for each individual project being undertaken by the Department of Water. These can afford to be more technical in nature, and can be used in conjunction with the more general brochures. The fact sheets should be updated as necessary. The draft fact sheets prepared for the project are:

- Development of a Collie Water Utility
- Development of Harris-Wellington reservoir model
- Upper Collie Water Allocation Plan
- Desalination plant business case
- River Action Plan

Draft only examples of these fact sheets are included in Appendix 6 of this document.
Media partnership
The preferred option in any communications strategy is to achieve media coverage through unpaid means - through media releases and the selling of story ideas. However, this strategy does not guarantee results.

We recommend developing media partnerships with the Collie Mail, Golden West Network and possibly a local radio station. For the Collie Mail, for instance, we suggest a full page “advertorial” on a regular basis to outline the progress of the project. This means the Department stays in control of the messages. It also contributes to a developing relationship with the publication.

GWN News is reportedly the most successful regional news bulletin in Australia in terms of reach - it claims eight out of 10 people in regional Western Australia regularly watch their bulletin. A partnership with GWN (in return for some advertising spend, some of which may be off-set as community service announcements) in return for an update story in the bulletin on a regular (say quarterly) basis could be very valuable in terms of raising the profile of the Department of Water’s efforts in the Collie catchment.

Media releases should be issued to selected print and electronic media over the life of the project.

The most significant media outlets to be targeted would include:

- Local and regional newspapers, including Collie Mail, South Western Times;
- Television news (GWN and WIN in particular);
- Local/community radio stations. ABC Radio, especially South West Morning and Drive programs and Rural Hour (would have similar local interest as Murray-Darling issues do in the east);
- *The Australian*;
- *The West Australian*;
- *The Sunday Times*;
- Radio news and talkback programs;
- AAP Information Services;
- Rural publications;
- *WA Business News*;
- *Intersector*; and
- Appropriate industry publications.

Media liaison should be undertaken with key outlets and journalists, while media releases and proactive editorial should be prepared and circulated in line with key project milestones, for example, completion of first workshops, results of first workshop, announcement of next workshop, and the distribution of issues paper/s.
Positive news stories should be generated throughout the life of the project. Public support should be tracked through monitoring of letters to the editor, from feedback received directly to the Department of Water, and by reviewing the tone and frequency of media coverage. Issues should be managed proactively and responses to the media should be prompt and effective.

The Department of Water spokesperson/people should be identified and media training should be undertaken if required.

Third party advocates from a range of community groups and industries who are impacted by the project should be identified and informal discussions should take place with these individuals to confirm their support and agreement to join an independent ‘pool’ of interview talent for the media.

All media enquiries will be managed by the Department of Water’s Public Affairs function.

**ENGAGEMENT WITH STAKEHOLDER GROUPS**

Appropriate levels of stakeholder engagement throughout the life of the planning process, and the commitment level involved for each stakeholder group, is tabled as follows:

| LEVEL OF ENGAGEMENT | INFORM  
|---------------------|-----------------|----------------|----------------|----------------|
|                     | We will keep you informed by providing balanced and objective information to assist you in understanding the problem, alternatives and/or solutions | CONSULTATION  
|                     | We will keep you informed, listen to and acknowledge any concerns, and provide feedback on how your input influenced the process | INVOLVEMENT  
|                     | We will work with you to ensure your views are directly reflected in the alternatives developed and provide feedback on how your input influenced the decision | COLLABORATION  
|                     | We will look to you for innovation in formulating solutions and incorporate your advice and recommendations into the decision-making process to the maximum possible extent |

| 1. Community | ✓ | ✓ |
| 2. Indigenous | ✓ | ✓ | ✓ |
| 3. Industry | ✓ | ✓ | ✓ |
| 4. Govt Agencies | ✓ | ✓ | ✓ |
| 5. Parliamentarians | ✓ |

*Table 1: Preferred stakeholder engagement levels*
Note that the engagement stops short of ‘empowerment’, which is essentially handing over control of the planning process to interested parties, or implementing everything they desire – clearly incompatible with competing stakeholder agendas.

COMMUNICATION AND ENGAGEMENT

The over-arching suite of tools forms the basis of the communication strategy, with separate engagement strategies for each of the stakeholder categories. The communication process (newsletters, updates, briefings etc) will include progress reports of initiatives and success stories which will inform the final plan.

Elements of each strategy will, in some cases, be common to the others.

The following table outlines the over-arching communications strategy and the individual strategies developed for particular stakeholder groups.
Table 2: Over-arching communications strategy with tools common to all stakeholder groups, and individual strategies for particular stakeholder groups.
STAKEHOLDER CATEGORY 1: COMMUNITY
Peak stakeholder groups and individuals, directly associated with the community, local government, environment and recreational groups.

Engaging with community interest groups is a critical aspect of this project. This group is not generally inclusive of licensed water users and therefore have a different perspective on how water should be used. It is imperative that the community is provided with the information to make informed judgments about water planning and key issues so that the final management plan will be widely accepted and approved.

This is an opportunity for the Department of Water to demonstrate global best practice in community engagement. In particular, it is an opportunity to highlight the department’s on-going partnership with the Shire of Collie, such as the department’s advisory role on the Collie Weeds & Waterways Advisory Committee.

This strategy has been developed with a specific focus on community engagement. There are two reasons for this:

- The Collie community is relatively small, high in involvement and complex in nature, requiring a targeted approach specifically tailored to balance stakeholder interests and the outcomes sought by the Department.
- The strategy has a much greater chance of gaining acceptance and support if community stakeholders feel they have a voice in the development of solutions to ensure the future viability of the catchment.

Communication tools
A variety of communication tools should be used to disseminate information to community stakeholders - those stakeholders with a particular interest in the issue, rather than the broader community who will be informed through the overarching, more general strategy. These could include stakeholder functions, briefings, and catchment tours.

School/education partnership
We recommend forming a schools partnership with the Collie Senior High School’s geography and media faculties. This partnership would have to be carefully developed so that the activities undertaken reflected the geography/social studies curriculum but, for instance, involving the students in salinity testing projects or any of the other investigations being undertaken would have some value. In particular, we would recommend getting the school’s media department involved in the project, to film and edit monthly updates on the project which could be posted on the website.

This style of partnership has a number of valuable positive aspects - by engaging the students, their parents become engaged. The monthly website updates could engender a “who’s on the website this month?” attitude that would encourage parents, relatives and friends to access the website.
A primary schools initiative may be easier to implement than the curriculum-based studies mentioned above. This could involve local primary school students linking up with department staff who are working on various aspects of the management plan, and providing regular reports on GWN’s weather segment, perhaps once a month. There are a number of projects that students could look at and report on – stream diversions into Wellington Reservoir, ecosystem studies in Upper Collie River, checking on the trees and pastures planted to reduce salinity, river rehabilitation, marron re-stocking, and cultural sites and significance.

**Workshops and ‘open house’ meetings**

A series of workshops could be run throughout the period of the project to explore issues of concerns, challenges, and hear about the progress of the various projects.

Also, ‘open house’ meetings could be called as required, offering a less formal type of engagement than public meetings to provide information and one-on-one contact for specific aspects of the development of the plan. An open house meeting can be an appropriate forum in a situation where small numbers of people indicate their desire for more information, or want to raise issues of interest. Rather than arranging a formal public meeting, an “open house” at the Department could be arranged. This could mean a period of perhaps two hours during which time those people who have raised issues or have queries can meet with department staff to learn more about the issue, or discuss their concerns.

**E bulletins**

As well as the advertorial update in the Collie Mail, e bulletins should be issued regularly to inform key stakeholders of the progress of projects, milestones reached etc.

**Tours of catchment**

Tours of the catchment could be offered to interested stakeholders who want to see progress on some projects or to get a clearer idea of the issues involved. Depending on interest, these could be offered quarterly or bi-annually.

**Presentations**

A PowerPoint presentation should be developed for use at presentations to different stakeholder groups, the media and the general public. The presentation should be tailored to suit each audience as required.
STAKEHOLDER CATEGORY 2: INDIGENOUS

The strong indigenous community in the Collie area, comprising 2.9% or nearly one in 30 of the total population. (*The waters of the Upper Collie catchment are of great importance to the local Nyoongar people.*)

The two key indigenous bodies in the Collie region are the Ngalang Boodja Council and the SW Aboriginal Land & Sea Council.

It is imperative that appropriate DoW staff consult with Aboriginal community members to ensure effective and meaningful engagement with the Nyoongar community.

DoW has established positive working relationships with Nyoongar representatives on a number of past projects, and this will be advantageous for the engagement phase of the management plan.

Positive engagement with key contacts in the local Aboriginal community will provide insight into the appropriateness of planned activities and pave the way for a two-way exchange of ideas and actions.

In the first instance we recommend meeting with the Ngalang Boodja Council to determine their thoughts and issues regarding the catchment, and working with them to ensure those concerns are taken into consideration.

Suggested activities include:

- Young Nyoongar students at the Collie TAFE be encouraged to be active participants in the community engagement strategy, perhaps through conducting stakeholder tours of important cultural areas in the Upper Collie catchment, and
- a partnership between the Nyoongar community and schools in the region to pass on local indigenous knowledge of the region to the next generation.
STAKEHOLDER CATEGORY 3: INDUSTRY

Industry must continue to be kept up-to-date with the latest research and planning for the catchment. As a major partner in the project, industry groups will be critical to its success and will require the highest level of collaboration. The department will seek the assistance and cooperation of industry to formulate solutions and seek recommendations and advice before the development of the final plan. In fact, the department would expect that industry groups’ own research would be available for peer review and inclusion as part of the planning process.

The department already has close relationships with industry in the region and these relationships should be built on as the project progresses.

This should include:

- Establishing high-level industry group. This group should include senior executives of each of the leading industry groups, who should meet on a six-monthly basis to assess progress made and to highlight areas of concern and/or potential issues. This group would be coordinated by the department.

- Establishing a second-level industry group comprising personnel nominated by industry to meet with the department on a more regular basis (we suggest at least quarterly) to contribute to the planning process and to highlight issues and concerns. This group could also include representatives of industry in the Kermerton Industrial Park, Worsley Alumina and any other relevant industries in the broader Collie Catchment.

- Making regular presentations to both groups re progress made.

- Ensuring regular updates and e bulletins are circulated to all industry stakeholders.

STAKEHOLDER CATEGORY 4: GOVERNMENT AGENCIES specifically associated with the development and environmental sectors.

There are a number of Government agency stakeholders for the Upper Collie catchment project. These agencies are major partners in the project and their support and input will be critical to its success. As with industry, the department will seek the assistance and cooperation of relevant agencies to formulate solutions and seek recommendations and advice before the development of the final plan.

To ensure full collaboration with agencies we suggest:

- Establishing a group of officers from relevant agencies which would meet every second month, or as required, to keep all agencies informed of progress and issues. While acknowledging that agency personnel have heavy
workloads, this is a project of local and state-wide importance and as such needs to have a dedicated group to ensure all government stakeholders are kept aware of issues and potential problems

- Making regular presentations re progress being made. These should be made to the group of agency representatives at all meetings, and to specific agencies as and when required

- Ensuring regular updates and e bulletins are circulated to all agency stakeholders.

**STAKEHOLDER CATEGORY 5: PARLIAMENTARIANS**

Members of Parliament should receive copies of all communications, with appropriate briefings where required.

The Minister for Water should be the first to be briefed on the progress of planning initiatives to ensure full support before other stakeholders are engaged. Other Cabinet colleagues, such as ministers for agriculture, treasurer and state development, might also need to be included to ensure they are able to respond on relevant issues as required.

Local Member of Parliament Mick Murray is an active and influential member and his support will be important. Protocol usually dictates that local MPs, especially when in Opposition, should only be briefed with the knowledge and approval of the relevant Minister.

The Premier, other Cabinet colleagues and MPs (especially of surrounding electorates and those that might represent affected upstream catchments) should be briefed as necessary.

Given that the project is part of the National Water Initiative and that individual projects have been funded by WFTF, the Federal Government is a key stakeholder. Parliamentarians who should be included at a Federal level include the Minister for Climate Change and Weather, and the Members for Forrest and O’Connor.

**10) Budget**

Realistic budget allocation for implementation and ongoing management of the communications and community engagement strategy is essential to ensure that key deliverables are achieved within the timeframe. See Appendix 5 for budget details.
11) Evaluation

The success or otherwise of the communications campaign can be measured by the following indicators:

- all relevant stakeholders associated with the project have been identified,
- the support of these stakeholders has been achieved and maintained,
- communication on the progress of the Department of Water’s investigations, research, planning and other initiatives during the development of the management plan in 2013 has been undertaken with the relevant stakeholders (including the community),
- the Department of Water’s long-term vision for water management for the entire state has been promoted, using the Upper Collie Catchment project as the catalyst for this communication,
- communication methods and procedures provided stakeholders with information in a timely, open and cooperative manner,
- the external reputations of the Department of Water has been effectively managed with stakeholders, Members of Parliament, the media, and the broader community, and
- the expectations of all stakeholders has been managed – including managing risks, and addressing negative media coverage.

Measurements of success can include:
- the level of support, or otherwise, reflected in media comment from stakeholder groups,
- letters to editors,
- talkback callers,
- MPs comments, and
- Industry comments/responses.

12) Review and updates

This communications strategy will be updated on a six-monthly basis. However, as previously mentioned, the management of the Upper Collie catchment is a key community and stakeholder issue and while it remains under significant scrutiny, the communications strategy is a ‘live’ document and may be updated more frequently if required to maintain currency, flexibility and functionality. At the very least, it should be reviewed on a three-monthly basis.
## APPENDIX 1: COLLIE REGION STAKEHOLDERS AS AT MARCH 2010

<table>
<thead>
<tr>
<th>STATE GOVERNMENT AGENCIES</th>
<th>CONSERVATION GROUPS</th>
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<tbody>
<tr>
<td>Dept of Agriculture and Food</td>
<td>Collie Conservation Group</td>
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<td>Dept of Planning</td>
<td>FORESTRY</td>
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<tr>
<td>Dept of Environment &amp; Conservation</td>
<td>Trees South West</td>
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<tr>
<td>Dept for Mines &amp; Petroleum</td>
<td>INDUSTRY</td>
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<tr>
<td>Dept of State Development</td>
<td>Economic Interest Groups</td>
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<tr>
<td>Dept of Sport &amp; Recreation</td>
<td>Collie Chamber of Commerce &amp; Industry</td>
</tr>
<tr>
<td>SW Development Commission</td>
<td>Bunbury Wellington Economic Alliance</td>
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<tr>
<td>SW Catchments Council</td>
<td>Mining &amp; Energy</td>
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<th>LOCAL GOVERNMENT</th>
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<tr>
<td>Collie Shire</td>
<td>The Griffin Group</td>
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<td>CATCHMENT GROUPS</td>
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<tr>
<td>Wesfarmers</td>
<td>Wesfarmers Premier Coal</td>
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<td>Leschenault</td>
<td>Verve Energy</td>
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<th>SALINITY</th>
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<td>Collie Salinity Recovery Committee</td>
<td>BHP Billiton Worsley Alumina</td>
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<th>WATER SERVICE PROVIDERS</th>
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<tr>
<td>Harvey Water</td>
<td>SW Aboriginal Land &amp; Sea Council</td>
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<td>Water Corporation</td>
<td>TOURISM</td>
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<td>Pastoralists &amp; Graziers Assoc - WA</td>
<td>Australia South West</td>
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<td>WA Farmers Federation, Perth</td>
<td>RecfishWest</td>
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<th>LOCAL RESIDENT GROUPS</th>
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<td>Collie to Darkan Rail Trail Group</td>
<td>Bunbury Bushwalking Club</td>
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<td>Buckingham Residents</td>
<td>WA Trout &amp; Freshwater Angling Assoc</td>
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<td>Cardiff Progress Assoc</td>
<td>Bunbury Wellington Economic Alliance</td>
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<th>COLLIE MISCELLANEOUS</th>
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<td>Collie Basin Management Planning Group</td>
<td>Bibbulmun Track Foundation</td>
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<td>Collie Coal Mine Environment Com.</td>
<td>SW Canoe Club</td>
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<td>Lake Kepwari Working Party</td>
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<td>Collie Weeds &amp; Waterways Advisory Committee</td>
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<tr>
<td>Wellington National Park Group</td>
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<td>Collie TAFE</td>
<td>Collie Public Library</td>
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<td>Collie Snr High School</td>
<td>Roche Park Recreation Centre</td>
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<td>Allanson Primary School</td>
<td>Margareta Wilson Snr Citizens Centre</td>
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<td>Amaroo Primary School</td>
<td>Mine Workers Institute</td>
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<td>Fairview Primary School</td>
<td>MEMBERS OF PARLIAMENT</td>
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<td>Collie Catholic Primary School</td>
<td>Mick Murray – MLA</td>
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<td>Wilson Park Primary School</td>
<td>(Adjacent MPs and those in affected catchments)</td>
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APPENDIX 2: RISK MANAGEMENT MATRIX

In broad terms, the communications risks for this project can be summarised as:

- political expectations not met,
- delays – the project is not completed on time (already the 2012 timeframe has been adjusted to 2013),
- complaints from stakeholders,
- environmental issues,
- economic v social issues,
- Aboriginal/cultural issues, and
- media campaigns of a negative nature.

The risks and actions associated with the broad risks are outlined below. The communication strategy has addressed these risks and it is assumed that the strategy itself will minimise any negative impact. However, some risks and issues will require a more focussed reaction when they arise. While it is impossible to predict all potential risks and develop a particular response at this stage of the process, the communication strategy should be a document that is continually updated to address any issues as they arise.

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<tr>
<th>RISK/ISSUE</th>
<th>CONSEQUENCE</th>
<th>STAKEHOLDERS</th>
<th>OPERATIONAL ACTION</th>
<th>COMMUNICATION ACTION</th>
<th>KEY MESSAGE</th>
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<td>GENERAL</td>
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<td>Political expectations are not</td>
<td>The Department of Water is caught between the political process</td>
<td>All stakeholders</td>
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<td>The department is working to a timetable that will result in a management</td>
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<td>met.</td>
<td>and the desire of the community to have a workable and robust plan</td>
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<td>Ensure early engagement with stakeholder groups to gain support for the project.</td>
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<td>plan for the catchment</td>
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<td>In particular, that there is a</td>
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<td>Implementation of</td>
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<td>change of government before the</td>
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<td>communication activities as outlined in the communication strategy, with appropriate nuancing</td>
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<td>project.</td>
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<tr>
<td>plan is completed and implemented, there is a change of policy or there are changes in funding arrangements</td>
<td>to manage water into the future The department is seen to be powerless and impotent in delivering a basic water management strategy</td>
<td></td>
<td>Seek guidance from Minister’s response to independent review Escalate to Director General for support and direction</td>
<td>as required by changing circumstances</td>
<td>by 2013. If this deadline is not met for any reason, the department will continue to work through issues to ensure a comprehensive plan is prepared and ready to implement at the appropriate time. This is a critical issue for all Western Australian and the decisions made now will impact on the State’s future. The development of the plan must be carefully considered and not rushed, and it must meet both community and government expectations.</td>
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<td>The planning process is delayed. It is possible that the delay will centre around confusion regarding the final form of the plan - a statutory management plan or a water management plan</td>
<td>The DoW is seen as incompetent and not up to the task of managing the State’s water needs</td>
<td>All stakeholders</td>
<td>Ensure that timelines are strictly adhered to. Be open and transparent about potential delays and the reasons for those delays. If there is delay for any reason, ensure that realistic revised timelines are implemented.</td>
<td>Communications materials (newsletters, e-bulletins etc) to address the delay and reasons for the delay as soon as possible. All communications materials should reiterate the raft of water reform initiatives for Collie, and the need for all stakeholders to be aware of those options and to take a real interest in the outcome.</td>
<td>This project is focused on the development of a management plan that ensured the best outcomes for all stakeholders. The legislative requirements that will ultimately frame the final plan depend on the political process, rather than a bureaucratic process. The department will continue to work in partnerships across the community to ensure secure water options for the future.</td>
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<tr>
<td>Stakeholders do not believe they have a</td>
<td>That the ultimate plan is not accepted by</td>
<td>The community, most likely community groups</td>
<td>Continue to engage stakeholders in the</td>
<td>Appropriate responses to each issue to be</td>
<td>There are limitations to what</td>
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<td>voice in the project and attempt to derail the process, or ensure that their concerns override the broader goals of the plan</td>
<td>significant sections of the community. That “ginger groups” will hijack the engagement process</td>
<td>involved in environmental and recreational</td>
<td>process by offering briefings and information</td>
<td>developed as and when required. This could involve a media campaign to address particular issues, ad/or a series of briefings with individual groups to ensure complete understanding of the range of options and the need to balance competing interests.</td>
<td>can be achieved given that there is a finite “pot” of water to be shared among a range of stakeholders, all of whom have differing and often competing needs. The community needs to work together to ensure that a fair and equitable outcome for all stakeholders is reached.</td>
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<td>Environmental groups (or other special interest groups) mount a concerted campaign which does not recognise the needs of certain stakeholder groups over the needs of the environment</td>
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This project is focused on reaching the best outcomes for all stakeholders. Success will depend on working in partnerships across the community to...
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<tr>
<td>The sensitivities of Aboriginal heritage and culturally significant sites is not taken into account in the overall planning process</td>
<td>The department is seen to be heavy-handed and lacking sensitivity. Unless the views of the indigenous people are taken into account and a sound working relationship with the indigenous community is maintained, the final outcome may be delayed or hindered.</td>
<td>Aboriginal groups and the wider community</td>
<td>Maintain close engagement with Aboriginal groups throughout the process. Wherever possible, involve indigenous groups with ongoing investigations or projects. DoW to continue to consider and recognise the culturally sensitive nature of the catchment to traditional owners.</td>
<td>Ensure that all communication materials outline the cultural sensitivities relating to the catchment. Face-to-face meetings with indigenous stakeholders. Develop partnership with indigenous groups that form a core communications function. Pursue media opportunities which involve indigenous input throughout the life of the project. Dedicated web page on the Upper Collie Catchment Communication and Community Engagement Strategy.</td>
<td>ensure secure water options for the future. The department understands the culturally sensitive nature of the catchment and the strong links the indigenous community has with the Collie River in particular. The department will work closely with the indigenous groups in the region to ensure the final management plan has limited impact on significant areas, while recognising the balance of industry and other community.</td>
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<tr>
<td>Economic v social (lifestyle) issues - that competing issues from groups (such as environmental and recreational groups, and from industry and farming, for example) overtake the more fundamental need for a workable management plan.</td>
<td>The intent of the process is lost as attention is focused on second order issues. Although the issues of are important to individual groups, the main focus of the project will be lost in argument and controversy about access for recreation.</td>
<td>All stakeholder groups, but particularly the groups making most “noise” and gaining most traction in the community and the media.</td>
<td>Ensure early engagement of all stakeholder groups to ensure complete understanding of the wide ranging elements of the plan.</td>
<td>Monitor community and media response regarding these issues. React with appropriate media releases/responses. One-on-one meetings/briefings with relevant stakeholders. Offer site tours for relevant stakeholders to ensure they understand the needs of other users.</td>
<td>That in formulating the management plan and throughout the decision-making process, the competing needs of all stakeholders will be taken into consideration. There are limitations to what can be achieved given that there is a finite “pot” of water to be shared among a range of stakeholders, all of whom have differing and often competing needs. All sections of the community and all stakeholder groups need to work.</td>
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<tr>
<td>COMMUNITY</td>
<td>A perception that management of the catchment (and in particular the Collie River) is haphazard and things will not change.</td>
<td>That the community engagement element of the project will not be taken seriously and will be regarded as “just another bureaucratic process”</td>
<td>All community groups and stakeholders</td>
<td>Ensure early engagement with all relevant stakeholder groups. Facilitate inter-agency working group through the SWDC</td>
<td>Active participation leads to greater understanding of the complex issues involved. Getting involved is the first step towards making a difference. Everyone has a responsibility to make a positive contribution to future water management strategies. This issue affects everyone living in the catchment.</td>
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<td></td>
<td>Together to ensure that a fair and equitable outcome for all stakeholders is reached.</td>
<td>Ensure all stakeholders and the general community are aware of the water reform possibilities that could be considered during the planning process. Regular updates about the progress of the development of the planning process. Fact sheets that detail the robust science underpinning the project. Signage throughout the catchment to alert the community to the potential changes.</td>
<td>Ensure all stakeholders and the general community are aware of the water reform possibilities that could be considered during the planning process. Regular updates about the progress of the development of the planning process. Fact sheets that detail the robust science underpinning the project. Signage throughout the catchment to alert the community to the potential changes.</td>
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<td>Community concern that the Collie River,</td>
<td>That the community will not be convinced that</td>
<td>The Collie community</td>
<td>DoW to continue to work with Weeds and</td>
<td>Communications materials to point to</td>
<td>That the success of the healthy rivers</td>
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Water use has been a much-debated issue in the region for many years. All sectors of the community must contribute to developing future policy and desired outcomes if decisions are to enjoy widespread support.
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<td>which is the most visible part of the catchment, is clogging up with nardoo, while the DoW “fiddles” with a management plan that will not be completed until 2013</td>
<td>any real value will be forthcoming from a management plan, because while the “science” is being assessed, the river continues to be degraded. The river is the “face” of the catchment and it is being ignored.</td>
<td>Waterways Committee to develop solution to weed problems If possible, contribute to a strategy that will contribute to a successful outcome Maintain relationship and on-going partnership with the Collie Shire to address the problem</td>
<td>the department’s on-going partnership with the committee to solve the problem. Updates, media releases etc to point to actions taken and to reinforce fact that the health of the Collie River is a key element of the management plan, and the department will continue to support the work the Shire is doing, and to offer technical advice where appropriate . Make the health of the river a key part of the media partnership with the Collie Mail, to reinforce the fact that the department is supporting people on the ground to address</td>
<td>program is dependent on community partnerships and community involvement. While the department has no jurisdiction regarding the weed problem in the river, it is prepared to work with the Shire to help address the issue. Community partnerships is the key to successful outcomes.</td>
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<td>As pools continue to remain low, a community perception that mining is the cause (ie, a backlash against industry)</td>
<td>That the community believes that a management plan will simply ensure the continued drawing of water from the catchment to support industry, so disengages from the community engagement process.</td>
<td>The Collie community, indigenous, recreational and environmental groups, and the wider community</td>
<td>Maintain engagement will all stakeholder groups and ensure appropriate information is provided</td>
<td>All communications material to point to the scientific investigations which will form the basis of the plan. Regular updates about results and implications of investigations. Fact sheets that detail the robust science underpinning the project Implementation of communication activities as outlined in the communication strategy</td>
<td>Increasing demand for water in the Upper Collie catchment for power generation, industry and the local community makes water allocation planning a top priority. However, approximately 80% of coal mined in Collie is used to generate 42% of Western Australia’s electricity, so industry’s needs are important. But the water resource which must be managed wisely for the benefit of the entire community.</td>
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<td>That promises made so far have not been kept (such as Lake Kepwari being turned into a community recreation area), so there is no expectation of a management plan that will make any difference to the community</td>
<td>The community disengages with the community engagement process because of a perception that this is another bureaucratic exercise that has no real community value</td>
<td>The community, in particular recreation groups</td>
<td>Encourage early resolution of issues such as the Lake Kepwari opening (as well as work on the Collie River and other visible projects) to encourage the community to believe in the intent of the project</td>
<td>Communication materials to make clear that responsibility for Lake Kepwari does not lie with the department, but that the department is working constructively with other government agencies to ensure the opening of the lake for recreation as soon as possible.</td>
<td>The Lake Kepwari project is an example of government and industry working together for the benefit of the community, and using sound environmental science.</td>
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**ECONOMIC**

| Unless a meaningful management plan for the Upper Collie Catchment is developed the long-term future of the energy industry is not secure, therefore the long-term future of Western Australia is not secure | Continued withdrawal of water from the catchment without proper control could ultimately lead to “the lights being turned off” in Western Australia, and in the short term, place increasing pressure on the ability of the coal mining and energy production functions to continue without interruption. | Industry, and the community of Western Australia | Ensure early engagement of all stakeholder groups to ensure complete understanding of the wide ranging elements involved in the planning process and the urgent need for a comprehensive plan to be developed and, ultimately, implemented | All communication materials should outline the need to ensure a robust and comprehensive planning process to ensure the needs of all stakeholders at a local level are taken into account, but that the catchment is a working catchment that a significant area of Western Australia relies | Careful management of the Upper Collie Catchment is integral to Western Australia’s future prosperity. The Department of Water’s planning process must take into account a range of competing |

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*Upper Collie Catchment Communication and Community Engagement Strategy*
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<td>The Department of Water has been undertaking a range of investigations and research so that the decisions regarding the future management of the catchment are robust and long term.</td>
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<td></td>
<td>The Department of Water is a responsible manager of water resources in the Upper Collie catchment.</td>
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<td>Increasing demand for water in the Upper Collie catchment for</td>
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<tr>
<td>RISK/ISSUE</td>
<td>CONSEQUENCE</td>
<td>STAKEHOLDERS</td>
<td>OPERATIONAL ACTION</td>
<td>COMMUNICATION ACTION</td>
<td>KEY MESSAGE</td>
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<tr>
<td>That water optimisation options, such as the introduction of a water utility, are not taken up by industry</td>
<td>That water allocations are exceeded, that water availability declines and industry is unable to obtain necessary supply.</td>
<td>The community of Western Australia, and the Collie community,</td>
<td>Put in place policy/assessment options to be taken up with industry partners (for example, develop a water and electricity strategy)</td>
<td>Ensure communications materials clearly outline options available. Maintain face to face briefings with industry to ensure a measured and collaborative approach to the planning process so all stakeholders are considered.</td>
<td>That the planning process for the Upper Collie Catchment is critical to the on-going prosperity of all Western Australians. There are limitations to what can be achieved given that there is a finite “pot” of water to be shared among a range of stakeholders, all of whom have differing and often competing needs. Industry has a</td>
</tr>
<tr>
<td>RISK/ISSUE</td>
<td>CONSEQUENCE</td>
<td>STAKEHOLDERS</td>
<td>OPERATIONAL ACTION</td>
<td>COMMUNICATION ACTION</td>
<td>KEY MESSAGE</td>
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<td>responsibility to act in a responsible manner to ensure appropriate outcomes for all stakeholders.</td>
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</tbody>
</table>
### APPENDIX 3: PROJECT TIMELINE

<table>
<thead>
<tr>
<th>DATE</th>
<th>ACTIVITY</th>
<th>MATERIALS/ACTIONS REQUIRED</th>
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</thead>
</table>
| May 2010   | Ensure all communications materials completed, signed off and ready to be issued | → Completion and submission of project results which will form the basis of fact sheets, specific brochures and overarching brochures  
→ Development of design icon and tag line to apply to all communications  
→ Development of copy for billboards (where possible in collaboration with industry partners)  
→ Establish media partnerships  
→ Initiate discussion with Collie Senior High School regarding education partnership |
|            | Website to be completed and tested ready for upload                      | → Drafting content  
→ Sourcing images  
→ Design and layout |
|            | Prepare for briefings with specific stakeholders as required              | → Prepare PowerPoint  
→ Ensure availability of relevant facts sheets, brochures etc |
|            | Prepare for Community Information Session (or Open Day, which could also be project launch) | → Prepare public information display  
→ Event management  
→ Direct mail  
→ Advertisements  
→ Media statement |
| Issue first quarterly newsletter/e-bulletin | → Prepare copy and images  
  → Source news items  
  → Issue to appropriate stakeholders |
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<tbody>
<tr>
<td>Invitations to stakeholder briefings</td>
<td>→ Prepare invitations and issue</td>
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</tbody>
</table>
| Conduct stakeholder briefings as required | → Prepare PowerPoint  
  → Ensure availability of relevant facts sheets, brochures etc |
| Upload website | → Liaise with DoW re website upload |
| First community update through media partnership | → Prepare copy for Collie Mail  
  → Cope to include invitation to community open day/launch |
| Conduct open house/project launch | → Direct mail  
  → Photographer  
  → Advertisements in local press  
  → E-bulletin editorial  
  → Media release |
| Website update | → Updated copy and images  
  → News items |

**July 2010**

<table>
<thead>
<tr>
<th>Monitor first month of communications and update communication strategy as required</th>
<th>→ Review document</th>
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<tbody>
<tr>
<td>Issue media releases as required and as appropriate</td>
<td>→ Prepare and issue releases</td>
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**August 2010**
<table>
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<tr>
<th>September 2010</th>
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</table>
| **Prepare materials for September e-bulletins, newsletter and community update in Collie Mail** | → Prepare copy and images  
→ Source news items |
| **Issue second e-bulletin, newsletter (if required) and community update in Collie Mail** | → Use materials prepared in August  
→ Issue to appropriate stakeholders |
| **Conduct stakeholder briefings as required** | → Prepare PowerPoint  
→ Ensure availability of relevant facts sheets, brochures etc |

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<tr>
<th>October 2010</th>
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<tr>
<td><strong>Monitor communications and make updates to communication strategy as required</strong></td>
<td>→ Review document</td>
</tr>
<tr>
<td><strong>Issue media releases as required and as appropriate</strong></td>
<td>→ Prepare and issue releases</td>
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<tr>
<th>November 2010</th>
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</table>
| **Prepare materials for December e-bulletins, newsletter and community update in Collie Mail** | → Prepare copy and images  
→ Source news items |

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<th>December 2010</th>
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</table>
| **Issue third e-bulletin, newsletter (if required) and community update in Collie Mail** | → Use materials prepared in November  
→ Issue to appropriate stakeholders |
| **Conduct stakeholder briefings as required** | → Prepare PowerPoint  
→ Ensure availability of relevant facts sheets, brochures etc |
| **Fact sheet updates** | → Review and copy amendments  
→ Image updates  
→ Consideration of any new fact sheets required |
<table>
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<tr>
<th>Year 2011</th>
<th>→ Design and upload onto website</th>
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<tbody>
<tr>
<td>Continue with program of quarterly e-bulletins, newsletters and community updates. Regularly review communication responses and update communication strategy as required. Update website regularly. Monitor fact sheets and update as required Continue stakeholder briefings as required Issue media releases (pro-active and responsive) as required</td>
<td></td>
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<tr>
<td>Year 2012</td>
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<tr>
<td>Continue with program of quarterly e-bulletins, newsletters and community updates. Regularly review communication responses and update communication strategy as required. Update website regularly. Monitor fact sheets and update as required Continue stakeholder briefings as required Issue media releases (pro-active and responsive) as required</td>
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APPENDIX 4: DISSEMINATING INFORMATION TO STAKEHOLDERS

The following table indicates which communication and consultation activities should be considered for each objective and stakeholder group within a broad (three-year) timeframe:

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<tbody>
<tr>
<td>Secure widespread acceptance for water resource management from community, industry and other stakeholders;</td>
<td>Community</td>
<td>Promote branding, logo and tagline;</td>
<td>Promote branding, logo and tagline; Updated web.</td>
<td>Promote branding, logo and tagline.</td>
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<td></td>
<td>Indigenous</td>
<td>Early engagement with appropriate Aboriginal community members by selected DoW staff;</td>
<td>Continue engagement with appropriate Aboriginal community members by selected DoW staff;</td>
<td>Continue engagement with appropriate Aboriginal community members by selected DoW staff;</td>
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<td>Run open house sessions as required;</td>
<td>Run open house sessions as required;</td>
<td>Run open house sessions as required;</td>
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<td>Invite indigenous groups to take an active role in school partnerships;</td>
<td>Invite indigenous groups to conduct tours of culturally significant areas;</td>
<td>Invite indigenous groups to conduct tours of culturally significant areas;</td>
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<td></td>
<td>Invite indigenous groups to conduct tours of culturally significant areas;</td>
<td>Regular updates (by meeting, e bulletin or direct)</td>
<td>Regular updates (by meeting, e bulletin or direct)</td>
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<td></td>
<td>Industry</td>
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<td>Agencies</td>
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<td>Community</td>
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<td></td>
<td>Indigenous</td>
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Through a variety of community engagement methods, ensure that the community, industry and other stakeholders have a voice in the long-term future of water management in the catchment.

**Objective**

**Stakeholder**

**Delivery**

**Year 1 (2010)**

**Year 2 (2011)**

**Year 3 (2012)**
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<tr>
<td>Ensure that the community, industry and other stakeholders are kept informed of progress and that their issues and concerns are being noted (and, if appropriate, acted on)</td>
<td>Community, Indigenous Industry Agencies</td>
<td>Website updates; Quarterly updates mailed to stakeholders;; Brochures; Fact sheets; E bulletins;</td>
<td>Website updates; Six-monthly updates mailed to stakeholders; Updated brochures; Updated fact sheets; E bulletins;</td>
<td>Consultation on the final draft of the Statutory management Plan with all stakeholder groups; Media briefings; Engage local champion and project stakeholder to speak with media.</td>
</tr>
<tr>
<td>Demonstrate that the Department of Water has taken a leadership role in the development and implementation of the water resource management projects</td>
<td>Community, Indigenous Industry Agencies</td>
<td>Signage; Fact sheets; Brochures; Displays; Website information; E bulletins; Positive media stories on project developments.</td>
<td>Signage; Fact sheets; Brochures; Displays; Website information; E bulletins; Positive media stories on project developments.</td>
<td>Media statement for release of Statutory management Plan; Website information; Fact sheets; E bulletins; Positive media stories on project developments.</td>
</tr>
<tr>
<td>Ensure consistency of messages across Government ministers and staff</td>
<td>Community</td>
<td>Regular briefings at key milestones; Draft media statements.</td>
<td>Regular briefings at key milestones; Draft media statements.</td>
<td>Regular briefings at key milestones; Draft media statements.</td>
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<tr>
<td>Objective</td>
<td>Stakeholder</td>
<td>Delivery</td>
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<td>Year 1 (2010)</td>
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<td>Year 3 (2012)</td>
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<tr>
<td>Objective: Stakeholder: Delivery: Year 1 (2010)</td>
<td>Indigenous Industry Agencies</td>
<td>Regular briefings at key milestones;</td>
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<td>Regular briefings at key milestones;</td>
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<td></td>
<td>Regular briefings at key milestones;</td>
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<tr>
<td>Achieve positive media coverage and raise awareness of the project</td>
<td>Community</td>
<td>Issue regular, pro-active media releases and story suggestions; Form media partnership with local paper, GWN and/or local radio station</td>
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<td>Indigenous Industry Agencies</td>
<td>Issue regular, pro-active media releases and story suggestions; Continue close liaison with media partners.</td>
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<td>Develop opportunities for pro-active media stories around the launch of the Statutory Management Plan; Continue close liaison with media partners.</td>
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<tr>
<td>Respond to and/or negate any negative coverage</td>
<td>Community</td>
<td>Media interviews with appropriate DoW staff; Ministerial briefings; Media briefings; Engage local champion and project stakeholder to speak with media.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Indigenous Industry Agencies</td>
<td>Media interviews with appropriate DoW staff; Ministerial briefings; Media briefings; Engage local champion and project stakeholder to speak with media.</td>
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<tr>
<td></td>
<td></td>
<td>Media interviews with appropriate DoW staff; Ministerial briefings; Media briefings; Engage local champion and project stakeholder to speak with media.</td>
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<tr>
<td>Educate the community about the need for new, world-class and innovative methods to secure the long-term benefits of the project</td>
<td>Community</td>
<td>Signage; Website information; Audio visual updates; Displays;</td>
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<td>Signage; Website information; Audio visual updates; Displays;</td>
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<td></td>
<td></td>
<td>Signage; Website information; Audio visual updates; Displays;</td>
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</tr>
<tr>
<td>term future of the catchment</td>
<td>Indigenous Industry Agencies</td>
<td>Brochures; Fact sheets; E bulletins; Tours of catchment; Pro-active media stories;</td>
<td>Brochures; Fact sheets; E bulletins; Tours of catchment; Pro-active media stories.</td>
<td>Brochures; Fact sheets; E bulletins; Tours of catchment; Pro-active media stories.</td>
</tr>
<tr>
<td>Maintain key stakeholder confidence in the State Government in general,</td>
<td>Community</td>
<td>Regular briefings; Direct mailout; Media releases; Web site information; Fact sheets;</td>
<td>Regular briefings; Direct mailout; Media releases; Web site information; Fact sheets; E bulletins.</td>
<td>Regular briefings; Direct mailout; Media releases; Web site information; Fact sheets; E bulletins.</td>
</tr>
<tr>
<td>and the Department of Water in particular.</td>
<td>Indigenous Industry Agencies</td>
<td>Regular briefings; Direct mailouts.</td>
<td>Regular briefings.</td>
<td>Regular briefings.</td>
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<td></td>
<td>Agencies</td>
<td>Regular briefings.</td>
<td>Regular briefings.</td>
<td>Regular briefings.</td>
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APPENDIX 5: BUDGET DETAILS

Ongoing costs associated with the project include:

Logo branding design:
Logo/branding design $1000.00

Branding applied to the following:
Signage – large format billboard $500.00
8pp A4 brochure $960.00
First 4pp A4 brochure $620.00. Subsequent 4 x 4pp A4 brochures @ $420.00 each
First 2pp fact sheet $410.00. Subsequent 2pp fact sheets @ $210.00 each

DESIGN AND APPLICATION
$5,800
Printing:

2000 x 8pp A4 brochures $1385.00 (The Way Forward)

2000 x 4pp A4 brochures $753.00 each (five subject specific brochures)

2000 x 2pp A4 fact sheets $690.00 each (seven fact sheets)

PRINTING:
$9,865

Website:

Design visual for basic homepage including supply of all elements to department’s web developer $650.00

WEBSITE DESIGN
$650

Comprehensive website development including interactive graphic components

COMPREHENSIVE WEB DESIGN AND APPLICATION INCLUDING INTERACTIVE GRAPHICS
$9,500

E bulletin:

Design of first 1pp e-bulletin $260.00. Subsequent 1pp e-bulletin @ $135.00 each

E BULLETIN
$260
Advertising Collie Mail:

Full page colour $792.35
Half page colour $448.55

Signage:
Design, 2400 x 1200mm sign on 25mm x 25mm galvanized frame clad with 0.6mm colourbond sheet, full colour digital print with anti-grafitti over-laminate, legs 2 x 78 x 36mm galvanized tube, including installation

SIGNAGE (SIX SIGNS INCLUDING INSTALLATION) $8,800

Direct mail:
Printing of 3500 x 2pp A4 material for direct mail for insertion in Collie Mail $1,200
Insertion of A4 direct material in Collie Mail $332

DIRECT MAIL $1,532

Display:
Design and construct of portable display for multiple use $3,150.00

DISPLAY $3,150

Note: All prices are exclusive of GST
APPENDIX 6: DRAFT COMMUNICATION MATERIALS PREPARED

Please note that all materials displayed here are in draft format and not to be reproduced without checking current status and relevance with the appropriate officers of the Department of Water.

Corporate Identity

UPPER COLLIE CATCHMENT
Planning for 2013 and beyond

eBulletin
Healthy Rivers
Improving stream and water quality management of the Upper Collie catchment

Healthy Rivers is funded by the Commonwealth Government under the Water Smart Australia initiative. Funding has been allocated to a number of projects to identify and manage the current state of Upper Collie River catchments.

Upper Collie River Action Plan
The Upper Collie River Action Plan is an important initiative to improve the health of the river and its surrounding environment. It includes a range of actions and strategies to achieve this goal.

- Identification of key issues and strategies
- Implementation of Best Practice Guidelines
- Funding for projects to implement these strategies

Healthy Rivers Partnership
The Healthy Rivers Partnership is a collaborative approach to managing the health of the Upper Collie River catchment. It involves a range of stakeholders, including local councils, farmers, businesses, and community groups.

- Development of a Catchment Plan
- Implementation of Best Practice Guidelines
- Funding for projects to implement these strategies
Impact of mining on the Collie Basin

Upper Collie Catchment Communication and Community Engagement Strategy

Page 56
Fact Sheets
Fact Sheets
Visual of basic website homepage

Media release