

Communication strategy



Chaffey Dam upgrade and augmentation

2014

Chaffey Dam stage two safety upgrade and augmentation

Communication plan

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Appendices

Appendices 1-4 have been removed from this document for privacy reasons.

Appendix five: Chaffey Dam SSI Stakeholder Communication for Planning Approval Requirements

Chaffey Dam stage two safety upgrade and augmentation Communication plan

1 Background

Chaffey Dam is located on the Peel River about 45km south east of Tamworth. The dam is owned and operated by State Water Corporation and is one of seven State Water is upgrading to meet NSW Dams Safety Committee requirements for extreme floods.

The dam safety upgrade is being completed in two stages, stage one was completed on time and on budget in February 2011, making the dam more able to withstand an extreme flood.

The Tamworth regional community and Peel Valley irrigators called for the dam to be augmented from its current 62,000 megalitres to hold 100,000 megalitres for water security for the growing city and water users.

Years of investigations and community consultation have taken place to determine the most suitable options and included formation of a Chaffey Dam Upgrade community reference panel.

Investigations identified that augmentation should be undertaken with stage two of the dam safety upgrade for technical and economic reasons.

In February 2011, funding for the augmentation was awarded by the NSW and Australian governments and Tamworth Regional Council.

As project managers, State Water Corporation will manage the augmentation and stage two safety upgrade. The environmental approval process included consultation with affected stakeholders regarding the impact from the increased full supply level from the augmented dam.

Additional funding (including contingency funds) was delivered from funding parties to overcome inherent and contingent risks during construction bringing the total project budget to \$50M.

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2 Communication goals and objectives

Goal a: No delays to the project from community concerns

Objectives:

1. Identify all key stakeholders by February 2011.
2. Consult with affected stakeholders through the Environmental Impact Assessment process
3. Hold two events attended by key stakeholders and media to celebrate commencement and completion of project
4. Update project web page as project progresses
5. Issue media releases at key points throughout project
6. Form community construction liaison group with quarterly meetings on progress as primary forum for key stakeholder consultation.

Goal b: Minimise negative correspondence to Ministers

Objectives:

1. Keep local MPs and Mayor informed at key milestones and additionally on an as-needs basis
2. Keep all key stakeholders informed and provide avenues for feedback/resolving issues directly with State Water
3. Set community expectations around project deliverables and impacts through communication of realistic timelines and any changes

Goal c: Ensure the funding partners' communication requirements are satisfied.

Objectives:

1. Acknowledge funding partners on communication materials in accordance with the communication and media protocols in section 10 of this document.
2. Establish communication lines and clear approvals process with funding partner representatives.

3 Communication strategy

- Proactive communication to build a positive project reputation and reduce impact of potential negative communications.
- Manage key stakeholders' expectations by keeping them up-to-date on developments, environmental matters and potential impacts and providing an avenue for feedback and issue resolution
- Build relationships with journalists by providing accurate, informative and useful stories, timely responses to enquiries and high quality photos
- Develop information hot-spots at key locations in the community
- Communicate progress internally to build knowledge within State Water Corporation and enable staff to be project champions

4 Tools and tactics

- **MP and Minister briefings:** To keep MPs and Minister informed of potential project issues, as required
- **Fact sheets:** Produced internally, distributed directly to key stakeholders and to general community/interested parties via information hotspots
- **Webpage:** sub-sections off dam safety upgrades pages on State Water website; regularly updated
- **Media releases:** At key project points and general updates to local media, industry publications, customer service committee, key stakeholders and State Water staff. Media releases and media comment to abide by media protocols in section 10 of this document.
- **Letters:** to key stakeholders at key project points
- **Issues and feedback register:** A register of potential and realised project communication issues and feedback to be managed by the communication lead.
- **Information hotspots:** Posters with information on why the upgrade is happening, what it involves, photos of construction, information sheets at visitor information centres, libraries, MP offices and council reception areas.
- **Presentations and site tours:** To community groups and associated organisations on request.
- **Newsletters:** Include articles in internal State Water newsletters to educate staff on the project.
- **Award submissions:** Submissions for key engineering or construction awards depending on success of project.

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- **Photos:** Taken throughout the project and distributed to media, uploaded to State Water website, Flickr page and Twitter as appropriate.
- **Videos:** Footage to be compiled throughout the project and edited into a video for uploading onto State Water's YouTube channel (www.youtube.com/statewatercorp).
- **Merchandise:** Consider producing project caps for project team, construction team and key stakeholders.
- **Meetings:** Community Construction Liaison Group (CCLG) meetings to act as the key stakeholder consultation mechanism throughout construction. Meetings to be held quarterly meetings with landholders, State Park and identified local groups as well as the designated environmental representative. Attended by State Water representatives and contractors to provide project updates and a forum for feedback/issue resolution. Other meetings to be held include GC21 for project team, Program Control Group, External stakeholder steering committee (with funding partners) and internal steering committee.
- **Social media:** All media releases to be tweeted via State Water Twitter account (www.twitter.com/statewater). Project photos may also be tweeted.
- **Ceremonies:** Ceremony to be held to recognise the start and completion of construction with key stakeholders and media invited.
- **Information sessions:** If determined as necessary local information days can be arranged.
- **Register of interest:** Self-subscribed register of interest to be generated for receiving electronic project updates linked from website
- **Signage:** Project signage to be erected at the site viewing area
- **Project updates:** Written updates to provide an overview and photos of project progress. Mailed to adjoining landholders and emailed to key stakeholders.

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5 Project timeframe

Date	Milestone
Feb 2011	Complete works package one, completion ceremony Announcement of funding stage two and augmentation Board signoff of stage two and augmentation (S2&A)
April 2012	Environmental approval and detailed design (S2&A)
July 2012	Complete detailed design
Dec 2012	Call construction tenders
Mid 2014	Award construction contract (S2&A)
Mid to late 2014	Commence construction (S2&A)
2016	Expected completion of entire upgrade

6 Stakeholders

The stakeholder database, with contact details removed for privacy, is provided in Appendix 1. Key stakeholder groups include:

Government – Australian (Department of the Environment)
 - NSW (Minister for Natural Resources, Lands and Water, Department of Trade and Investment)
 - Local (Tamworth Regional Council)
 - NSW Office of Water

Local water industry groups – Peel Valley Water Users
 - Namoi/Peel Customer Service Committee

Local community – landholders
 - Tamworth/Nundle/Woolomin residents

Organisations – SES
 - Recreational park – Bowling Alley Point Trust
 - Local Land Services
 - Fishing Clubs
 - Police
 - Aboriginal Land Councils

State Water
 - Executive
 - Board
 - Project staff
 - Tamworth office staff
 - General staff

Media

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7 Roles and responsibilities

Role	Organisation	Responsibility
Chief Executive Officer	State Water	Minister's office liaison, Board representative
Chief Operating Officer	State Water	Oversee all operations
Executive Manager Major Projects	State Water	Ultimate responsibility for successful project delivery
Manager, Civil Infrastructure	State Water	Oversee successful delivery of all programs and associated projects in the Civil Infrastructure portfolio
Project sponsor	State Water	Asset owner representative
Program manager	State Water	Oversee all dam safety upgrades
Senior project manager	State Water	Oversee project manager
Project manager	State Water	Manage project
Executive Manager Corporate Affairs	State Water	Oversee liaison with funding partners
NSW Government representative	Office of Water	Represent interests of NSW Government
Australian Government funding representative	Department of Environment	Represent interests/funding decisions of Australian Government through Department of Environment
Tamworth Regional Council funding representative	Tamworth Regional Council	Represent interests/funding decisions of Tamworth Council
Senior Communication Officer	State Water	Community and media relations, Minister's office liaison, internal and external communication
Manager Basin Planning	State Water	Communicate updates on Basin Planning activity impacts
Project Manager	John Holland	Manage project construction

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8 Committees

Chaffey Dam Internal Steering Committee (internal project governance group)

- Members: Project Manager, Senior Project Manager, Program Manager, Project Sponsor, Manager Civil Infrastructure, Executive Manager Corporate Affairs, Senior Communication Officer – Major Projects.

Chaffey Dam External Stakeholder Steering Committee (including funding partners)

- Members: Tamworth Council and NSW Government funding representatives; Project Sponsor; Executive Manager Corporate Affairs
- Guests/observers: Australian Government funding representatives; Manager Basin Planning, Chief Operating Officer, Manager Civil Infrastructure, Senior Communication Officer Major Projects.

9 Spokespeople

- Media enquiries, government and agency consultation spokesperson must be approved by State Water's communication manager or senior communication officer – major projects. Prior to awarding of the construction contract the State Water spokesperson will be State Water's CEO. Once the contract is awarded the senior communication officer – major projects or other representatives approved by State Water's communication team may act as spokesperson.
- Project related enquiries – Project Manager
- Relevant funding partner representatives and government members/Ministers may speak to media regarding the project provided that comments are in line with the media protocols and not contradictory to the key messages.

10 Protocols

- All project media releases must be offered as joint media opportunities for funding partners to ensure due recognition. Draft releases must be reviewed and approved by the State Water Internal Steering Committee and funding partner representatives prior to release.
- Only authorised spokespeople may speak on behalf of the Stakeholder Steering Committee or State Water as mentioned in section 9 of this document.
- Matters identified as 'Commercial-in-Confidence' will be respected by all parties.
- All funding outcome correspondence should be circulated to State Water's Chaffey Augmentation internal mail group.
- Minister's office correspondence will be through the CEO/COO or the Senior Communication Officer.

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- All project communication materials and activities must be guided by the *Australian Government's Acknowledgement of Australian Government water programme support and funding* document (Attachment 2) and the *NSW NOW and NSW Government branding style guide* (Attachment 3).
- The senior communication officer will prepare reports on media opportunities as outlined in the funding agreement detailing recent and upcoming opportunities.

11 Key messages

- Chaffey Dam is one of seven dams throughout regional NSW included in State Water's dam safety upgrade program.
- Stage one of the Chaffey Dam safety upgrade, construction of a 35 metre auxiliary spillway, was completed in February 2011 on time and on budget.
- Stage one made the dam more able to withstand extreme flooding and brought it in line with NSW Dams Safety Committee standards.
- On 9 February 2011 the NSW and Australian Governments announced funding for stage two of the dam safety upgrade and augmentation of Chaffey Dam.
- Augmentation will increase the dam's capacity from 62GL to 100GL and ensure it can withstand extreme floods.
- The total project represents an investment of \$50M in securing the future water supply for the Tamworth region. The \$18.03M dam safety upgrade component of the project is funded by the NSW Government. Augmentation (\$31.781M) is funded by the Australian Government National Water Security Plan for Cities and Towns (\$18.145M), the NSW Government (\$9.668M) and Tamworth Regional Council (\$3.968M).
- Stage two of the dam safety upgrade will be incorporated into augmentation, involving raising the dam wall by 8 metres. These works will increase the full supply level of the dam by 6.5 metres.
- The augmentation will help to secure the long term water supply for the growing city of Tamworth and improve the security of water entitlements for users downstream of Chaffey Dam.
- The local economy is expected to retain a significant portion of the \$50 million investment through the sourcing of contractors and supplies.
- The increased full supply level of the augmented dam will mean some roads, bridges and recreation facilities will need to be relocated or realigned.

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- Environmental impact assessment was carried out under the *NSW Environmental Planning and Assessment Act 1979* and *Environmental Protection and Biodiversity Conservation Act 1999* (EPBC Act). Approval was subsequently granted by the NSW and Australian Governments for the project to proceed. Results from the environmental impact assessment will be incorporated into construction including measures to mitigate impacts from the increased water level from augmentation.
- State Water will coordinate a community consultation liaison group consisting of key local stakeholders to provide a mechanism for updates and issue resolution.
- The community will be kept up-to-date as construction progresses through local media and the State Water website.
- Normal dam operations will continue throughout the project. Water allocations will not be affected by the project.
- The storage may have to be temporarily lowered by 2m to enable construction on the morning glory spillway. State Water has consulted with local water users regarding the process who endorsed the decision.
- State Water is the project manager and constructing authority for the project on behalf of the project funding partners the NSW Government, Tamworth Regional Council and Australian Government

12 Complaints management procedure

- Complaints are to be resolved using State Water's existing complaints management policy and procedure which is detailed on State Water's website <http://www.statewater.com.au/Customer%20service/Feedback-and-Complaints-Handling-Policy>
- Under the policy, complaints can be submitted by:
 - Phone - 1300 662 077
 - Fax - 1300 832 587
 - Email - feedback@statewater.com.au
 - Mail - Customer Helpdesk, State Water, PO Box 1081, DUBBO NSW 2830
 - In person to any State Water employee at any branch/location

State Water has a dedicated feedback handling team within the Customer Support Services unit. The project manager will be contacted to address the complaint.

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13 Environmental management consultation process

Section 13 has specifically been prepared to address condition C7 of the Infrastructure Approval SSI-5039.

- Stakeholder identification - stakeholders have been identified in attachment one, including affected and adjoining landholders, who will be consulted on environmental management matters as part of the project.
- Information on construction progress and matters associated with environmental management and key environmental issues for the project will be provided to key stakeholders through the CCLG meeting process, which will be held quarterly, in the form of presentations, discussions, site tours, fact sheets and minutes. Information to other stakeholders will be provided through letters, fact sheets, the website and releases to local media. Further information on each of these tools is provided in section 4 of this report.
- The CCLG meetings will provide key stakeholders the opportunity to receive updates on the environmental management process directly from the project team, including the Environmental Representative and the contractor and discuss any issues at the meeting. Issues that cannot be resolved at the meeting will be minuted for relevant parties to work toward a resolution outside the meeting.
- Feedback from stakeholders regarding the project received at CCLG meetings will be considered at the meeting, minuted and actioned if required.
- Feedback from stakeholders regarding the project received elsewhere in the project, including through the complaints management procedure, will be documented and actioned as necessary through the project issues and feedback register.
- Should key stakeholders be unable to take part in meetings they will be forwarded meeting minutes and able to contact the project team via phone or email to discuss any issues outside the meetings. If the issue is unable to be resolved on the spot, State Water will endeavour to acknowledge the issue within two business days and work to resolve it in a timely matter.
- Should parties be unable to resolve issues through the CCLG process, the issues would need to be resolved through State Water's existing complaints management process, which is explained in section 12. Under the procedure complaints that cannot be resolved through the complaints management system are referred to the Energy and Water Ombudsman (EWON) for independent resolution.
- The State Significant Infrastructure Stakeholder Communication for Planning Approval table, provided in appendix 5, details the communication process for approvals from the Department of Planning.

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14 Key Tasks/Dates/Activities

When	What	Who
Mid 2013	Form stakeholder steering committee with funding partners to meet regularly prior to construction	Project team
Nov/Dec 2013	Confirm all funding Ensure SW Board briefed	Project manager
Mid 2014	Develop and update communication collateral – fact sheets, website, register of interest, signs	Senior communication officer
Mid 2014	Secure environmental approvals	Project manager
Mid 2014	Award construction contract/media release	Senior communication officer
Mid 2014	Establish information hotspots including fact sheets, posters	Senior communication officer
September/October 2014	Project commencement media release and ceremony	Senior communication officer
September/October	Hold first community construction liaison group (CCLG) to then meet quarterly throughout construction	Senior communication officer/Project Manager
During construction/ monthly	Media and stakeholder updates, throughout construction. Media releases to be sent to key stakeholders/register of interest.	Senior communication officer
Christmas holiday period	Extra crowds at dam/Tamworth Country Music Festival – ensure hotspots resourced with information/any project impacts communicated.	Senior communication officer
2016	Completion of S2&A and ceremony	Project manager/ Senior communication officer

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15 Communication risks

Risk	Remediation	Risk likelihood/Impact
Landholder dissatisfaction	Invite neighbouring landholders to be on CCLG	Medium/Medium
Inadequate Aboriginal participation	Invite Aboriginal group representative to be on CCLG	Low/Medium
Safety incident during construction	Aim to prevent through safety culture and safety plans. Reinforce safety measures in place and actions taken to prevent recurrence Regular media releases to mention safety actions to build confidence	Low/Medium
Environmental incident during construction	Aim to prevent through enviro culture and CEMP. Reinforce enviro measures in place and actions taken to prevent recurrence. Regular media releases to mention environmental actions to build confidence	Low/Medium
Stakeholder dissent over water level drop for construction	Seek stakeholder endorsement for plan prior to construction. Reinforce need to lower/long term benefits of project.	Low/Medium
Flooding during construction	Proactive media mentioning working with dam operators throughout construction and prior to/during flood if necessary. Reinforce key message that dam operations are not affected by the works.	Low/Low
Rumours/misinformation	Address as necessary through: <ul style="list-style-type: none"> - CCLG - Proactive media releases - Project web page - Twitter - Council networks - MP communications - Staff communication 	Medium/Medium

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	<ul style="list-style-type: none"> - Stakeholder email/letter - Discussion on media protocol with contractor 	
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16 Evaluation

Goal/objective	Outcome/level of achievement
Goal a: No delays to the project from community concerns	
Objectives:	
1. Identify all key stakeholders by February 2011.	
2. Consult with affected stakeholders through the Environmental Impact Assessment process	
3. Hold two events attended by key stakeholders and media to celebrate commencement and completion of project	
4. Update project web page as project progresses	
5. Issue media releases at key points throughout project	
6. Form community construction liaison group with quarterly meetings on progress as primary forum for key stakeholder consultation	
Goal b: Minimise negative correspondence to Ministers	
Objectives:	
7. Keep local MPs and Mayor informed at key milestones and additionally on an as-needs basis	
8. Keep all key stakeholders informed and provide avenues for feedback/issue resolution directly with State Water	

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9. Set community expectations around project deliverables and impacts through communication of realistic timelines and any changes	
Goal c: Ensure funding partners' communication requirements are satisfied	
Objectives:	
10. Acknowledge funding partners where possible on communication materials	
11. Observe acknowledgement protocols	

Additional evaluation

Qualitative

- Anecdotal: discussions with locals and attendance at CCLG meetings

Quantitative

- Analysis of issues register
- Electronic stakeholder surveys at half-way and completion.

17 Document management

Compiled by: Senior Communication Officer, Major Projects

Reviewed by: Project Manager, Senior Project Manager, Program Manager, Project Sponsor, Manager Civil Infrastructure, Executive Manager Corporate Affairs, Executive Manager Major Projects

Circulated to: Chaffey Stakeholder Steering Committee

Attachment 5:

Chaffey Dam SSI Stakeholder Communication for
Planning Approval Requirements

Chaffey Dam SSI Stakeholder Communication for Planning Approval Requirements DOC14/20693[v2]

