



Communication Plan Tweed Shire Council

Project:	IWCM Update & Water Supply Augmentation Options Investigation
Unit:	Water
Directorate:	Community and Natural Resources
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Date:	July 2009

Introduction/Background

As part of the Integrated Water Cycle Management (IWCM) Plan and subsequent investigations it was identified that projected growth in the Shire would require an augmentation of the existing water supply resources to meet future needs.

The Tweed District Water Supply Augmentation Options Study is being undertaken to assist Tweed Shire Council in the determination of a preferred option for the augmentation of its water resources. A number of options were identified and a high level assessment undertaken to enable each to be scored against triple bottom line (environmental, social and economic) criteria to enable a shortlist to be developed for further, more detailed investigation.

To identify a preferred option the study has been undertaken in three stages:

Stage 1: Identification of Feasible Options: This stage involved a review of existing reports and data in relation to Tweed's water supply, including estimates of yield of the existing resources and demand forecasts to identify a list of feasible options;

Stage 2: Coarse Screen Assessment of Options: This stage involves an investigation of the issues and constraints associated with each option against a set of assessment criteria in order to produce a sound basis for selecting a shortlist of three, or four preferred options;

Stage 3: Fine Screen Assessment of Options: This stage focuses on the merits of the shortlisted options to analyse in more detail capital and operating costs, timing and constraints.

Stages 1 and 2 are now complete and a report Tweed District Water Supply Augmentation Study – Coarse Screen Assessment of Options (MWH, March 2009) was produced.

Consultants MWH and the NSW Public Works have now been engaged to complete Stage 3 Fine Screen Assessment of Options.

The Stage 2 Coarse Screen Report recommended that the following options be carried through to the Stage 3 'fine screen' investigation (involving further examination of the assessment criteria and especially the additional investigations and associated timeframes required to deliver the project):

1. The **Option 1** - Raising of Clarrie Hall Dam, **Option 2** – a New Dam on Byrill Creek and **Option 5** - Link to South East Queensland Water Grid;
2. The combined contingency supply: **Option 4** - Link to Rous Water **with Option 5** - Link to South East Queensland Water Grid **with Option 7** – Groundwater Supply.

As part of this review it has been identified that consultation with key stakeholders and the broader community is required to:

- Communicate the **IWCM planning and investigations carried out to date**, and why there is a **requirement to augment** the existing water supply resources.
- Communicate the **process that will be followed to deliver the required water supply augmentation**, including how and when stakeholder and community involvement and feedback will be requested.

- Provide **specific feedback to the Stage 3 multi-criteria assessment of options** which includes Social, Environmental and Cultural Heritage components

Communication objective

Inform (and remind) the community of the variety of actions undertaken for the IWCM, and advise of progress to date

The communication objective is to have community input taken into account in the decisions required to progress the IWCM Water Supply Augmentation;

Key messages

- Council is continuing IWCM process (which comprises of Demand Management, Drought Management, Quality Management, Alternative Water Sources, Water Augmentation)
- Water augmentation is required and at the point of consultation
- Council need to make decision for the long term secure water supply of Tweed Shire Council
- Decision is based on economics, engineering, environment, cultural, community
- Want input for near future decision from Council

Target audiences

Primary

- Council Staff
- Councillors
- Aboriginal Community
- Landowners directly affected by any options
- Environmental Groups
- Business and Industry Groups
- Residents/Landowners
- Recreational fishermen
- Commercial fisherman
- Riparian users
- Recreational river and dam users
- SEQ Water
- Rous Water
- Dept of Water and Energy / Dam Safety Committee / NSW Dept of Fisheries

Secondary

- Media
- Neighbouring Councils/Shires
- Ratepayers
- NSW State Government / NSW Dept of Primary Industries

Key stakeholders

Tweed Shire Council (NSW State Government for regulatory purposes)

Responsible officers

- Anthony Burnham –Manager Water
- Tim Mackney – IWCM Project Manager
- Tiffany Stoddart - Communications and Marketing Coordinator
- Michael Wraight – Water and Sewerage Capital Works Engineer

Communication challenges and issues for consideration

Identify key communication issues (external and internal) and their implication for the marketing and communication plan. E.g.: legal issues, funding issues, impacts/leveraging from other projects, objections, history implications.

Issue	Affected Target Audiences	Impact/Implication	Mitigation Measures (optional section)
<i>Brief statement of issue</i>	<i>Bullet points audiences relevant to issue</i>		<i>Brief statement of management approach</i>
Augmentation may disturb some sections of the public and become main focus, which may hide other good IWCM work done to date	General public	TSC loses credibility and “starts from behind”	Staged informing of the community - Immediate IWCM refresher & update - Water Supply Augmentation Options
Significant indigenous cultural heritage impacts	TSC Advisory Group	Impasse	Involve AAC throughout the process
Factions of the indigenous community	TSC Advisory Group	Outspoken factions claiming no consultation	Council's position is to deal directly with the AAC and request that the committee is representative/considers advice from other non-recognised groups.
Affected landholders tenure and other land related issues	Landholders under option 1 and 2	Some will be affected by:	
		1) flooding 2) land ownership 3) complete relocation 4) access	Private stakeholder meetings. Member of Community Working Group (CWG) Encouraging submissions
SE Queensland political climate and willingness	Tweed Shire Council and possible decision	Clear status of Option may not become apparent within timeframe of study.	Early discussion with SEQ bureaucrats and politicians
Rous Water political climate and willingness	Tweed Shire Council and possible decision	Clear status of Option may not become apparent within timeframe of study.	Early discussion with RW bureaucrats and councillors
Environmental Impacts for all options	Environmental Groups Aboriginal Groups		Encourage submissions on four shortlisted options. Emphasise aim that future consultation will be specific to the Preferred Option only Member of Community Working Group (CWG)
Feeling that solution has already been decided and stakeholders do not have input to the process	All stakeholders	Risk that subsequent stages become delayed during EIA / Development Approval stages	Heavily Publicise & inform Pursue input and advice Nominate for Member of Community Working Group (CWG)

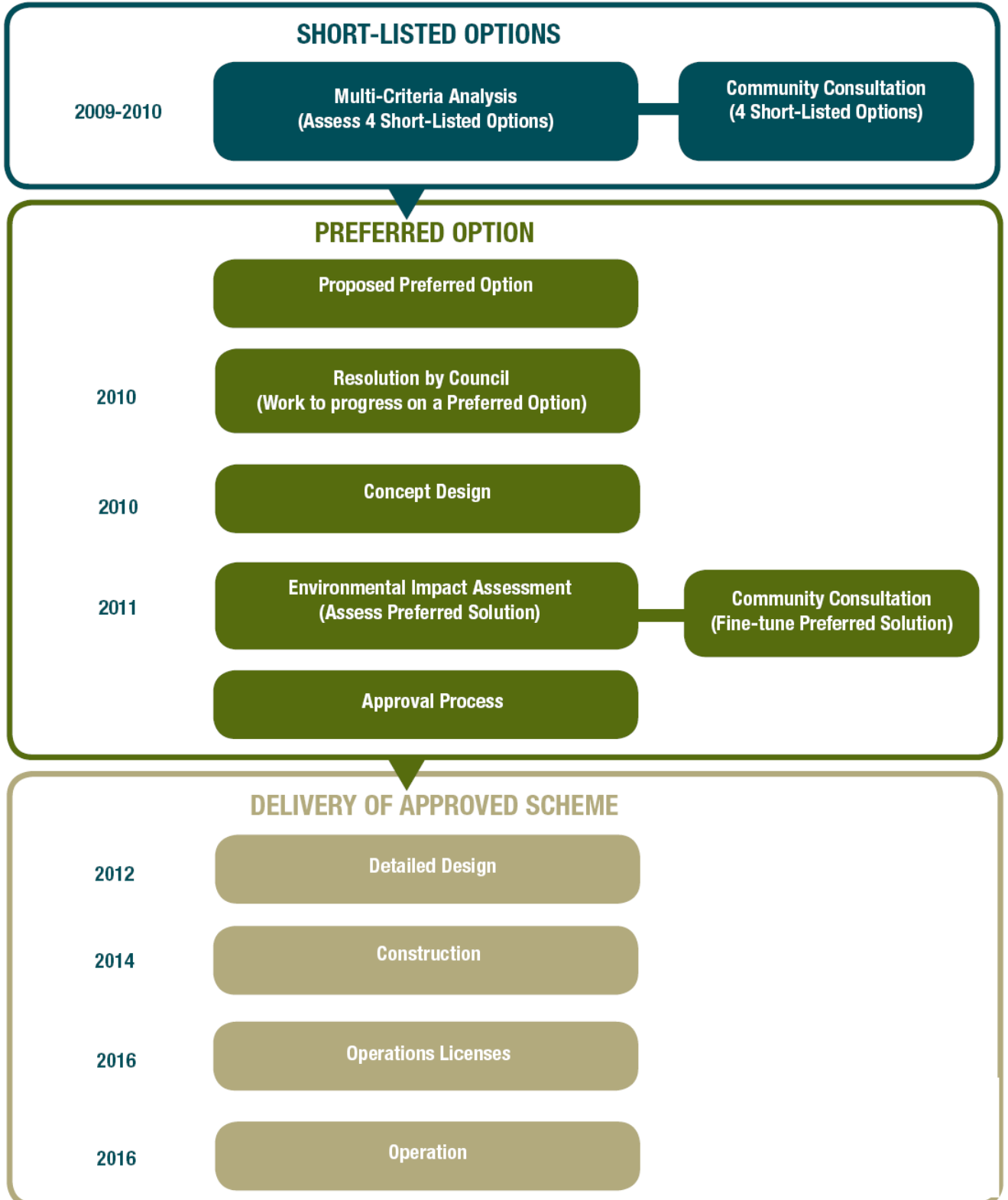
Issues analysis will identify the key issues that might arise throughout the project. An understanding of the key issues is essential in order to identify appropriate issues management and ensure the project's smooth completion. Each identified issue to be accompanied by a specific communications response.

Timeline

The timeframe of the project is 4-6months. The shelf life of the communication tools is 9-12months.

The overall process and approximate timeline through to operation of the preferred option is outlined in the figure below.

Process outline and approximate timeframe to ensure the system is augmented in time



Key milestones and deadlines within this process are:

Phase 1 Short-listed Options (this Phase):

- Refer to the detailed Community Consultation Action List

Phase 2 Preferred Option (not part of this Communications Plan):

- 2010 – keep the community informed of progress on the Concept Design / studies for preferred Augmentation Option
- 2011 – community consultation Phase II for the EIA process for preferred Augmentation Option
- 2012 – Announce Planning Approval and start of Design

Phase 3 Delivery of Approved Scheme (not part of this Communications Plan):

- 2013 – keep the community informed of progress on the Detailed Design
- 2014 – keep the community informed of progress on construction

Implementation Plan

Refer to the attached table for details, resourcing and timing.

A community consultation consultant has been engaged to assist in ensuring a wide and appropriate range of tactical tools/communication methods are considered to best reach the target audience. The community consultation consultant is an expert facilitator and will facilitate the Community Reference Group.

Evaluation

It is proposed to monitor responses, number of calls to 1800 number, number of website hits, number of downloads, number of requests for hardcopies throughout the consultation period. Figures will be combined and summarised on a weekly basis. There will be an attempt to link the number of responses to particular community interest groups and geographical areas so as to gain feedback on whether the full cross-section of the Tweed Shire has been reached. Further actions may then be taken to focus additional consultation at low-response groups.

A summary status report will be produced at the end of the first month to identify community interest to date and whether or not additional actions should be considered.

Communication Plan – Implementation Table

Target Audience	Communication Method <small>(print, broadcast, on-line, word-of-mouth, public consultation, etc)</small>	Distribution Methods	Dates/Schedule	Budget	Action Officer & Additional Comments
INITIAL	IWCM REFRESHER / UPDATE → 18 Actions		<i>For dates refer to detailed Community Consultation Action List</i>		
General public	Article Tweedlink Press release				TS, TM to supply
General public	Website up to date including new IWCM Factsheet				TS artwork, TM to supply. TM to organise website with DW & IT
PRIMARY					
Council Staff	InsideOUT article (monthly) Switchboard/front office staff training for queries (1800 number)				TS or Comms team TM short presentation to front desk staff
Councillors	Workshop Council meeting Member of Community Working Group Preferred Option Report in February-March Email to inform of consultations and ability to attend.	Workshop Council Report			AB/TM AB/TM AB/DO
Aboriginal Community	TSC Attend August meeting to advise of beginning of consultations and communications plan. Attend AAC each meeting with agenda item discussions. Member of Community Working Group	Private meetings			AB/DO DO
Landowners directly affected by options	Direct Mail Letter to potentially affected Landowners. Telephone known residents in potential inundation area. AB/TM to determine list. Arrange Individual meetings with Landowners where appropriate. Member of Community Working Group	Letter & factsheets Telephone Private Meetings (approx 40 no.)			AB/ TM AB/TM AB/TM

Target Audience	Communication Method (print, broadcast, on-line, word-of-mouth, public consultation, etc)	Distribution Methods	Dates/Schedule	Budget	Action Officer & Additional Comments
All Residents	Tweed Link article to appear the week after Council Meeting to advise of TSC consultations, and direct people to website, fact sheets, designated email, 1800 number, location of hardcopies, etc				TS TM to draft
	Feature articles in local newspapers (combine with media briefing → see Media)				TS (content from fact sheets)
	Follow up articles in Tweed Link				TS / AB / TM
	Nominate as Member of Community Working Group				
	Website:				TS to format and place on website
	Fact Sheets (some of these may be combined or removed as required):				
	1 x History of Tweed District Water Supply				
	1 x IWCM (history/how we got to where we are)				TM to draft factsheets and MW/AB review
	1 x Overarching Flowsheet/Timeline for Augmentation				
	1 x Community Consultation Process/Timeline				
	1 x Nine Options reduced to Shortlisted Four				
	1 x Map of 4 options (could use as A0 laminate for presentations)				TS & Comms team to artwork & place on website
	1 x Option 1 (incl map)				
	1 x Option 2 (incl map)				
	1 x Option 3 (incl map)				
	1x Option 4 (incl map)				
	1 x Process once Preferred Option is selected				

Target Audience	Communication Method (print, broadcast, on-line, word-of-mouth, public consultation, etc)	Distribution Methods	Dates/Schedule	Budget	Action Officer & Additional Comments
	<p>Q and As (eg Who is running the project? Funding? What does it mean to me? How much does it cost? Who decides? Are there land buyout issues? Will increase water rates?....etc)</p> <p>Designated 1800 number</p> <p>Designated email: waterTSC@tweed.nsw.gov.au (can be used for any contact in future too)</p>	<p>Ask if they wish to be on register for i) future updates, ii) interest in getting more info when we get to Phase II.</p>			<p>TM</p> <p>External Answering Service will answer most questions and record details</p> <p>TM to approach IT with address & list of administrators</p>

Target Audience	Communication Method (print, broadcast, on-line, word-of-mouth, public consultation, etc)	Distribution Methods	Dates/Schedule	Budget	Action Officer & Additional Comments
Recreational /Commercial Fishermen	Mail out to relevant association of letter. (See Paul Cambridge) Nominate as Member of Community Working Group	Utilise NSW Fisheries and TSC Community Group Register			TM
Riparian Users	Mail out to relevant associations Nominate as Member of Community Working Group	Utilise TSC Community Group Register			TM
Utility Company	Letter (This may not need to go in this phase)	Telstra, Country Energy, RTA, Optus,			AB/TM to make a decision on this
Environmental Groups	Mail out to relevant groups Nominate as Member of Community Working Group	Utilise TSC Community Group Register			TM
Business Chambers/Business and Industry Groups	Mail out to relevant associations TS suggests a breakfast presentation armed with handout packs (Large number usually in attendance and 3 no. would cover entire shire)	Utilise TSC Community Group Register			TM
Catchment Management Authority					
Residents and Ratepayer Groups	Mail out to ALL associations	Utilise TSC Community Group Register			TM
Individual Ratepayers	Flyer mailed out with Rates Notices				TS/TM

Target Audience	Communication Method (print, broadcast, on-line, word-of-mouth, public consultation, etc)	Distribution Methods	Dates/Schedule	Budget	Action Officer & Additional Comments
Rous Water	Courtesy letter and request for meeting				DO/TM
SEQ Water	Courtesy letter and request for meeting				DO/TM
Recreational River and Dam Users	Mail out to relevant associations	Utilise TSC Community Group Register			TM
Community Groups on the Register	Direct mail out	Utilise TSC Community Group Register			TM
SECONDARY					
• Media	Press Release				TS/TM
	Press Briefing				TS to organise DO / AB / TM attend?
	Other Media contact				Delegation must be clear so as not produce conflicting information. Suggest DO is contact
• Neighbouring Councils/Shires	Letter				DO/TM
• NSW State Government / Dept of Water and Energy / Dam Safety Committee	Letter				DO/TM
	Letter				DO/TM

Target Audience	Communication Method (print, broadcast, on-line, word-of-mouth, public consultation, etc)	Distribution Methods	Dates/Schedule	Budget	Action Officer & Additional Comments
ADDITIONAL MEASURES					
General public	Print & display large scale maps together with hardcopy files & factsheets at defined locations				TS, AB/TM to supply
General public	Special edition Tweedlink				TS & Comms team
Info-stands at markets	The monthly markets are also good places for stalls. Sasha & Marion will be promoting the 3-bin system during Sep-Dec at some shopping centres → piggy-back water packs/poster onto that.				TM/SP
Info-stands at supermarkets (if req'd)	Stall / info / education at WaterWeek in first week of October Murwillumbah supermarket(s)				AB/MW/TM to make decision based on perceived responses / lack thereof to date
Feedback on progress to Water Unit	Produce weekly summary of number of: <ul style="list-style-type: none"> - submissions - calls to 1800 - hits on Augmentation website page - downloads from Augmentation website page - requests to view hardcopy documents Note: numbers should be linked to particular community sub-sections to focus further consultation in low-response sub-sections)				CJ Ext. answering service TS and Comms TS and Comms
Feedback on progress to Water Unit	Monthly summary report				TM

Tweed Water Supply Augmentation
Draft Community Consultation Action List

Tweed Shire Council

Start	Finish	Activity	Purpose	No.	Action by	By Date	Status	Date
Mon 17/08/2009		Update TSC website to include latest info on IWCM, Demand Management, Drought Management, Water Recycling, Water efficient retro-fits, Leak reduction management, etc	Provide additional sources of information to the public, advise of progress, better presentation of work already completed by TSC.		TM/DW/CH	16/08/2009	complete	Mon 17/08/2009
Mon 17/08/2009		Media release "Big picture strategy for managing water resources in the long-term"	Provide background information to the public, advise of progress by TSC, get water & in particular IWCM "onto the radar" ...community involved ...the Demand Management Strategy (adopted January 2009), Recycled Water projects at Chinderah and Les Burger Fields (2008-2009), Household Water Efficient Retrofits (2005-2008) and the IWCM Strategy document (adopted December 2006).		TM/FS	16/08/2009	complete	Mon 17/08/2009
Tue 18/08/2009		Tweedlink article "Managing our water supply and demand in the Tweed"	Provide background information to the public, advise of progress by TSC, get water & in particular IWCM "onto the radar"		TM/FS	12/08/2009	complete	Tue 18/08/2009
Fri 21/08/2009		Engage Community Consultation Consultant	Provide strategic advice to TSC community consultation process. Provide expert facilitator for running of events such as the Community Refrence Group		TM	07/08/2009	complete	Fri 21/08/2009
Fri 21/08/2009		Engage external Answering Service	To provide a point of contact for freecall 1800 number which: - can answer most queries - records caller details - provides most efficient use of TSC time - offers extended operating hours (6am-8pm)		TM	11/08/2009	complete	Fri 21/08/2009
Tue 08/09/2009		Start-up meeting with Community Consultation Consultant	Gather information on project details and previous community consultation processes, meet with key TSC staff, revise the Community Consultation strategy.		TM	05/09/2009	complete	Tue 08/09/2009
Tue 15/09/2009		Tweedlink article "We're saving 827 million litres of water each year"	Provide background information to the public, advise of progress by TSC, get water & in particular IWCM "onto the radar"		FS/TM	09/09/2009	complete	Tue 15/09/2009
Fri 18/09/2009		Photo opportunity for the Press Chinderah Golf Course water recycling scheme	Provide background information to the public, advise of progress by TSC, get water & in particular IWCM "onto the radar"		FS/TM	17/09/2009	complete	Fri 18/09/2009
Fri 18/09/2009		Media release "Chinderah Golf Course gets rid of its water hazard - Green initiative leads to green golf course through use of recycled water"	Provide background information to the public, advise of progress by TSC, get water & in particular IWCM "onto the radar"		DW/FS/TM	17/09/2009	complete	Fri 18/09/2009
Tue 22/09/2009		Tweedlink article "Below par water supply a thing of the past" Chinderah Golf Course recycled water scheme	Provide background information to the public, advise of progress by TSC, get water & in particular IWCM "onto the radar"		FS/TM	16/09/2009	complete	Tue 22/09/2009
Tue 22/09/2009		Council Workshop	Inform Council, Confirm approach		TM	21/09/2009	complete	Tue 22/09/2009

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Tweed Shire Council

Start	Finish	Activity	Purpose	No.	Action by	By Date	Status	Date
Fri 02/10/2009		Send letters to Rous Water and SEQ Water	Courtesy letter		DO/AB/TM	01/10/2009	complete	Wed 30/09/2009
Fri 02/10/2009		Send letters to neighbouring Councils	Courtesy letter		DO/AB/TM	01/10/2009	complete	Thu 08/10/2009
Wed 07/10/2009		Send letters to government	Inform of meetings, request attendance in Nov		TM	06/10/2009		
Sun 18/10/2009	Sat 24/10/2009	Riverweek			SP/TM	08/10/2009		
Tue 20/10/2009		TSC COUNCIL MEETING	Resolution of CC Approach --> report by:		TM	05/10/2009		
Wed 21/10/2009		Send letters to landholders	Info pack, Inform of meetings		TM	20/10/2009		
Thu 22/10/2009		Send letters to Interest Groups (Community Register)	Info pack, Request submissions Info for CWG, EOI, request nominations		TS/TM	21/10/2009		
Thu 22/10/2009	Wed 14/04/2010	1800 number in operation	Introduction, Outline the Process, EOI for Reference Group, website, register interest		TM	08/10/2009		
Thu 22/10/2009	Wed 14/04/2010	Designated email in operation TSCwater@tweed.nsw.gov.au	For specific queries or submissions		CJ	17/10/2009	complete	Mon 28/09/2009
Fri 23/10/2009		Media Release 1	Introduction, Outline the Process, EOI for Reference Group, 1800number, website, email		FS	21/10/2009		
Sat 24/10/2009		Riverweek stall - main day	Info packs, large displays, promotion, register interest; Info for CWG, EOI, request nominations		SP/AB	17/10/2009		
Mon 26/10/2009	Fri 30/10/2009	Ring landholders to organise meetings	Efficient timing of personal meetings		CJ	25/10/2009		
Tue 27/10/2009		Tweedlink, media (& letters?) EOI	Info for CWG, Request nominations		TS/TM	21/10/2009		
Tue 27/10/2009		Tweedlink Liftout 1	Introduction, Outline the Process, EOI for Reference Group, 1800number, website, email		TS/TM	21/10/2009		
Fri 23/10/2009		Website updated & running	Introduction, Outline the Process, all reports available, all factsheets available		TM/CH	21/10/2009		
Mon 02/11/2009	Mon 23/11/2009	Landholder meetings	Show concern, Answer questions, Gain feedback, Collect nominations for CWG		TM	01/11/2009		
Tue 10/11/2009		Tweedlink Liftout 2	Option 1		TS/TM	04/11/2009		
Tue 10/11/2009		Media Release 2	Option 1		FS	08/11/2009		
Sun 15/11/2009		Flyer mailed out with rates notice	Ensure all ratepayers (including those living outside the shire) are informed of the planned system augmentation		TS	25/10/2009		
Sun 15/11/2009		Attend AAC Nov meeting	Feedback from Aborginal representatives		DO/TM	13/11/2009		
Tue 17/11/2009		TSC COUNCIL MEETING				02/11/2009		
Wed 18/11/2009		Supermarket stall	Info packs, large dsiplays, promotion, register interest, remind of submission deadline		SP	15/11/2009		
Tue 17/11/2009		Closing date for Community Working Group (CWG) Nominations			TM/SCU	17/11/2009		
Tue 17/11/2009		Tweedlink Liftout 3	Option 2		TS/TM	11/11/2009		
Tue 17/11/2009		Media Release 3	Option 2		FS	15/11/2009		
Wed 18/11/2009	Wed 25/11/2009	Determine make-up of Community Working Group			External Review Panel	18/11/2009		
Thu 26/11/2009		Letter to Community Working Group members	Information, Request to attend 1st meeting, Agenda		TM	25/11/2009		

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Tweed Shire Council

Start	Finish	Activity	Purpose	No.	Action by	By Date	Status	Date
Thu 26/11/2009		Letter to Interest Groups confirming Community Working Group members	Inform		TM	25/11/2009		
Tue 24/11/2009		Tweedlink Liftout 4	Option 3		TS/TM	18/11/2009		
Tue 24/11/2009		Media Release 4	Option 3		FS	22/11/2009		
Tue 01/12/2009		Tweedlink Liftout 5	Option 4		TS/TM	25/11/2009		
Tue 01/12/2009		Media Release 5	Option 4		FS	29/11/2009		
Thu 03/12/2009		Community Working Group Meeting 1	Information, confirm meeting procedures, confirm program content		SW	30/11/2009		
Tue 15/12/2009		TSC COUNCIL MEETING			TM	30/11/2009		
Sun 07/03/2010		Tweedlink Liftout 6	MCA Process		TS/TM	01/03/2010		
Sun 07/03/2010		Media Release 6	MCA Process		FS	05/03/2010		
Tue 19/01/2010		Community Working Group Meeting 2	Information, presentations, discussion		SW	16/01/2010		
Tue 19/01/2010		TSC COUNCIL MEETING				04/01/2010		
Sun 14/03/2010		Tweedlink Liftout 7	How to make a submission		TS/TM	08/03/2010		
Sun 14/03/2010		Media Release 7	How to make a submission		FS	12/03/2010		
Tue 02/02/2010		Community Working Group Meeting 3	Information, presentations, discussion		SW	30/01/2010		
Tue 16/02/2010		Community Working Group Meeting 4	Information, presentations, discussion		SW	13/02/2010		
Tue 16/02/2010		TSC COUNCIL MEETING				01/02/2010		
Tue 02/03/2010		Community Working Group Meeting 5	Final		SW	27/02/2010		
Tue 02/03/2010	Tue 09/03/2010	Community Working Group Report	Summarise Groups views and recommendations for publication		SW	27/02/2010		
Wed 10/03/2010		CWG Report available publicly			MWH	10/03/2010		
Wed 10/03/2010		Media Release 8	CWG Report available publicly		FS	08/03/2010		
Tue 16/03/2010		Tweedlink article	CWG Report available publicly		TS/TM	11/03/2010		
Tue 16/03/2010		TSC COUNCIL MEETING				01/03/2010		
Wed 24/03/2010		Closing date for Submissions			TSC	24/03/2010		
Wed 24/03/2010	Wed 31/03/2010	Summary report on submissions	For TSC and CWG use		TM	24/03/2010		
Thu 01/04/2010	Sat 01/05/2010	MCA Report	To propose Preferred Option to Council		MWH	01/04/2010		
Tue 20/04/2010		TSC COUNCIL MEETING				05/04/2010		
Tue 18/05/2010		TSC COUNCIL MEETING	Resolution to proceed with Preferred Option			03/05/2010		
Wed 19/05/2010		Media Release	Results - Preferred Option & Where to from here		FS	17/05/2010		
Tue 25/05/2010		Tweedlink article / liftout??	Results - Preferred Option & Where to from here		TS/TM	19/05/2010		