

Stakeholder engagement played an important role in the completion of the study, providing a formal feedback avenue between the study team and the defined stakeholders to the development of the Centroc Water Security Study.

A.1 STAKEHOLDER ENGAGEMENT OBJECTIVES AND APPROACH

The objectives of stakeholder engagement in this study were:

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

Engagement of the community can be undertaken at a number of levels (see Table A - 1). As this study was a high level, regionally focussed, feasibility investigation, it was appropriate to undertake consultation to seek the views of stakeholders in order to improve study outcomes.

The consultation approach (see 'consult' in the spectrum represented in Table A- 1) adopted for this study had the following characteristics:

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

Table A - 1: Various Levels of the Stakeholder Engagement Spectrum

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
P2 GOAL:	P2 GOAL:	P2 GOAL:	P2 GOAL:	P2 GOAL:
To provide the Public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC:	PROMISE TO THE PUBLIC:	PROMISE TO THE PUBLIC:	PROMISE TO THE PUBLIC:	PROMISE TO THE PUBLIC:
We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
EXAMPLE TOOLS:	EXAMPLE TOOLS:	EXAMPLE TOOLS:	EXAMPLE TOOLS:	EXAMPLE TOOLS:
Fact sheets Web sites Open houses	Public comment Focus groups Surveys Public meetings	Workshops Deliberative polling	Citizen Advisory Committees Consensus-building Participatory decision-making	Citizen juries Ballots Delegated decisions

Source: IAP2 International Association for Public Participation. Blue highlight indicates the chosen level of stakeholder engagement on the spectrum for this study.

A.2 STAKEHOLDER ANALYSIS

The following have been identified as internal study stakeholders:

1. Centroc: including the Council's which Centroc represents, the Project Steering Committee and other elements of the Centroc governance structure.
2. NSW Department of and Energy, Climate Change and Water (formerly the Department of Water and Energy).
3. The local water utilities within the study area.

The following have been identified as external study stakeholders:

4. Local communities within the study area.
5. Water using economic entities including irrigation and mining entities.
6. Catchment managers for the Lachlan and Macquarie rivers representing environmental interests including environmental water.
7. Indigenous communities within the study area.
8. Neighbouring water utilities; and
9. The Federal Government.

These stakeholder groupings are discussed in further detail in the following sections.

A.2.1 INTERNAL STAKEHOLDERS

Centroc

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

Centroc has the governance arrangements set out in Figure A-1. The objectives referred to in these arrangements are:

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

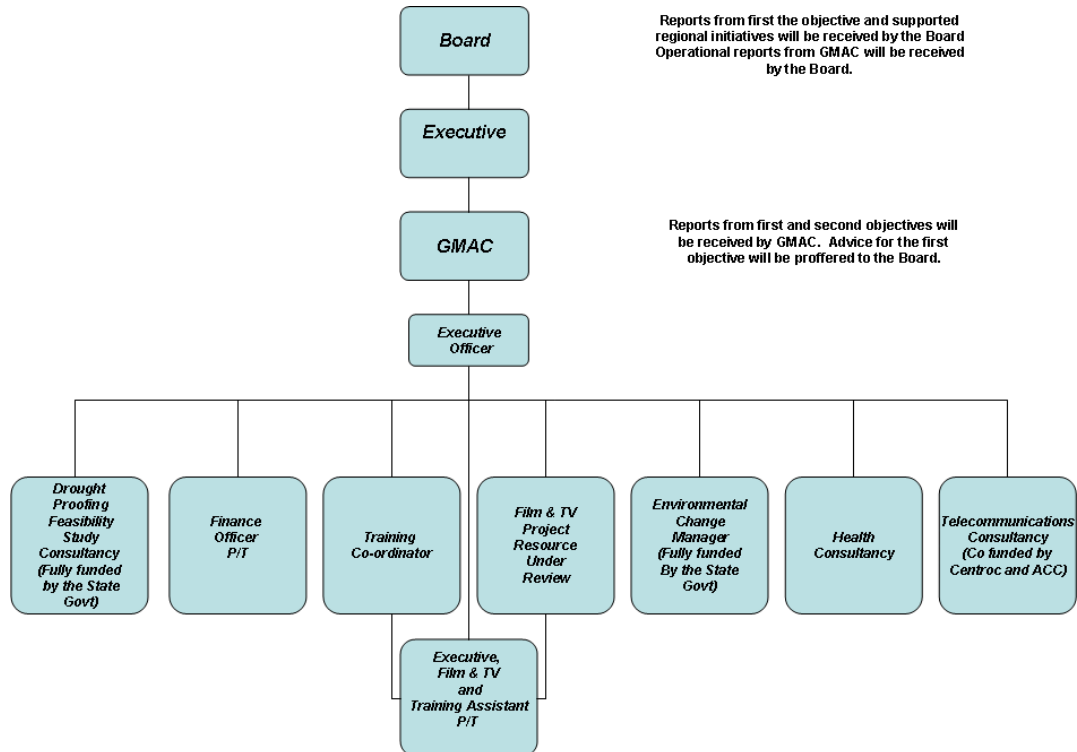


Figure A-1: Organisational and Reporting Structure (Centroc)

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

A Project Steering Committee (PSC) was constituted for the study. In addition to the Centroc Executive Officer, the PSC was comprised of the following representatives:

- Kent Boyd, Parkes Shire Council;
- Chris Devitt, Orange City Council;
- Owen Johns, Wellington Council;
- Tony Perry, Central Tablelands Water; and
- David Swan, Bathurst Regional Council, who was replaced by Russell Deans from Bathurst Regional Council in July.

NSW Department of Energy, Climate Change and Water (formerly Department of Water and Energy)

The Department of Energy, Climate Change and Water (DECCW) delivers the NSW Government's policy and reform agenda for the water and energy sectors.

DECCW provided a grant of \$550,000 to assist in the delivery of the Water Supply Security Study. A representative DECCW, Stephen Palmer, participated in the study development as part of the PSC.

In addition, the DECCW holds considerable modelling knowledge and expertise which was relevant to this study, especially in relation to the department's IQQM catchment modelling approach.

Local Water Utilities

The consultation aims of this study included building capacity within local communities and the improvement of study outcomes by the incorporation of local knowledge. To facilitate this, a Project Technical Committee (PTC) was formed and met in a series of workshops. The members of the PTC also reviewed project reports and were involved in telephone interview processes to clarify data and outcomes. Each of the Centroc member Councils was asked to nominate up to two representatives to the PTC (Table A-2). In addition, DECCW and State Water were invited to join this committee. Attendance at the initial PTC meeting was a prerequisite to ongoing involvement in the study. The table also records the attendance of representatives at key engagement points.

Table A-2: Project Technical Committee Members

NAME	POSITION	ORGANIZATION	MEETING 1	MEETING 2
Mr Russell Deans	Manager of Water and Sewer	Bathurst Regional Council	Yes	Yes
Mr Grant Baker	-	Blayney Shire Council	-	Apology
No staff available	-	Boorowa Shire Council	-	-
Mr Kevin Howell	Asset Manager	Cabonne Council	Yes	Apology
Mr Darrell Sligar	Operations Manager	Central Tablelands Water	Yes	Yes
Mr Carl Berry	Team Leader, Technical Services - Assets	Cowra Shire Council	Yes	Yes
Mr Ray Graham	Director Engineering and Technical Service	Forbes Shire Council	Yes	Apology
Mr Dave Tinlin	Technical Services Manager	Forbes Shire Council	Yes	Yes
Mr Brian Burge	-	Harden Shire Council	-	-
Mr Ben Falconer	Manager Utilities	Lachlan Shire Council	Yes	Apology
Mr Phil Newham	Director of Technical Services	Lachlan Shire Council	Yes	Yes
Mr Daniel Buckens	Project Engineer	Lithgow City Council	Yes	Yes
Mr Leigh Robins	Director of Engineering	Oberon Council	Yes	Apology
Mr Wayne Beatty	Water and Sewerage Strategic Manager	Orange City Council	Yes	Yes
Mr John Marshall	Utility Works Co-ordinator	Orange City Council	Yes	Apology
Mr Andrew Francis	Manager of Natural Resources	Parkes Shire Council	Apology	Apology
Mr Luke Moloney	Manager Water Sewer	Upper Lachlan Council	Apology	Apology
Mr Bill Twohill	-	Weddin Shire Council	-	-
Mr Eric Poga	Utilities Manager	Wellington Council	Yes	Yes
Mr Philip Glover	Director Utility Services	Young Shire Council	Yes	Yes
Mr Matt Parmeter		DECCW	Yes	Yes

NAME	POSITION	ORGANIZATION	MEETING 1	MEETING 2
Ms Shyamala Manoratham	Senior Urban Water Manager	DECCW	Yes	Apology

A.2.2 EXTERNAL STAKEHOLDERS:

Communities, Other Water Users and Catchment Managers

The Centroc Executive recommended the use of a Project Reference Group (PRG), to be managed by the PSC, representing the local communities, other economic water using entities and catchment managers, to assist in the development of the study and its recommendations. The stakeholders that were invited to participate in this group are set out in Table A-3. The table also records the attendance of representatives at key engagement points.

The PRG was engaged in the study through a series of three workshops (see Section A.3). These workshops will be tailored to hear stakeholder concerns and aspirations and to obtain stakeholder feedback on the study analysis, alternatives and proposed decisions.

Table A-3: Project Reference Group

NAME	POSITION	ORGANISATION	WKSP 1	WKSP 2	WKSP 3
Dennis Moxey	Representative	Lachlan Valley Irrigators	Yes	Apology	Apology
Alistar Lockhart	Representative		Yes	Apology	Yes
Robert McCutcheon	Representative	Macquarie Food and Fibre	Apology	Yes	Yes
Robert Wilson	Community representative	Former Mayor of Parkes	Yes	Yes	Apology
Norm Mann	Community representative	Former Mayor of Bathurst	Yes	Yes	Apology
Miles Naude	Manager Ore Processing	Northparkes Mines	Yes	Yes	Yes
Andrew Wannan	Environment Manager	Cadia Valley Operations	Yes	Yes	Yes
Diana Kureen	Local Government Liaison Officer	Central West Catchment Management Authority	Apology	Yes	Yes
John Blunt	Stock and domestic irrigation representative		Apology	Apology	Apology
James Williams	Catchment Officer Aboriginal Communities		Yes	Apology	Apology
Angus Arnott	Catchment Officer	Lachlan Catchment Management Authority	Yes	Yes	Apology
Martin Prestidge	Local Government Liaison Officer		Yes	Apology	NA
Mary Ewing	Stock and domestic irrigation representative		Yes	Yes	Yes
Russell Hill	Catchment Officer Aboriginal Communities		Apology	Apology	Apology

Other Stakeholders

Goldenfields Water County Council (GWCC), a neighbouring water utility were invited to observe the study. GWCC were sent a copy of the Component 2 final report for review and comment.

Other stakeholders which may observe the study, but were not formally engaged, were noted to include:

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

A.3 ENGAGEMENT PROCESS AND OUTCOMES

This section sets out the development, implementation and outcomes of the engagement activities that supported the development of the Centroc Water Security Strategy.

A.3.1 CONSTRAINTS AND OPPORTUNITIES

The engagement constraints set out in Table A-4 and associated strategies to respond, were identified and implemented at the beginning of the project.

Table A-4: Constraints, Opportunities, Strategy

CONSTRAINT/OPPORTUNITY	STRATEGY
Geographically spread stakeholders	<ul style="list-style-type: none"> • Technical Committee meetings to have teleconference hook up alternative. • Meetings to be held in Orange (where possible) as this central location optimises driving times. • Meetings to commence at 9.30 am and conclude by 5 pm to facilitate attendance. • PRG to be paid an attendance fee by Centroc.
Large number of stakeholders with different interests	<ul style="list-style-type: none"> • Transparent and inclusive consultation process.
Focus of this study is on town water supply security	<ul style="list-style-type: none"> • Study communications are to highlight where options under consideration also benefit other water users including irrigation and mining interests.
Complex issues with political, environmental and human interest elements	<ul style="list-style-type: none"> • Facilitated workshops to maintain focus and avoid side-tracking into unnecessary detail or to areas with limited opportunity for realistic assessment. • Planned media liaison.
Opportunity to promote water planning and management knowledge and skills transfer	<ul style="list-style-type: none"> • Consultation strategy includes elements designated to the technical function and the sharing of technical expertise.

A.3.2 CONSULTATION ACTIVITIES AND OUTCOMES

Table A-5 sets out a summary of the stakeholder engagement activities conducted throughout the development of the water security study. A feedback assessment survey was issued to each participant at each workshop. The findings of these assessments are summarised as lessons learnt in the table. These lessons were carried forward into the design of subsequent workshops.

A.3.3 CONSULTATION MATERIALS

Briefing and summary papers were issued to participants prior to and immediately following each workshop. These are attached at the rear of this appendix.

Table A-5: Summary of Stakeholder Engagement Processes

ACTIVITY	DATE	TOOL	OBJECTIVES	KEY OUTCOMES	LESSONS LEARNT
PSC Monthly Progress Reports	Monthly	Report	<ul style="list-style-type: none"> To keep PSC informed of progress and issues 	<ul style="list-style-type: none"> Good dialogue between Centroc governance and project team 	<ul style="list-style-type: none"> Formal monthly reports were replaced with weekly-fortnightly teleconference to improve communication.
PRG Workshop 1: Setting Goals	09/12/2008	Workshop	<ul style="list-style-type: none"> To develop a shared vision of the water security study and its outcomes; To set study objectives (environmental, social and economic) and criteria for measuring them; To identify water security issues, potential solutions and constraints; and To review and comment on the planned PRG consultation process. 	<ul style="list-style-type: none"> Study objectives defined based on stakeholders expectations, categorised according to TBL principles, and a set of criteria proposed for measuring the relative effectiveness of options. Identified stakeholder water security issues and options. 	<ul style="list-style-type: none"> Average score was 4.2 from 5 across 11 criteria that represent the objectives Participants would appreciate more background information in future briefing papers.
PTC Meeting 1: Date Validation	09/12/2008	Meeting	<ul style="list-style-type: none"> Discuss the data needs, format of the required data and operation of the QuickPlace site. 	<ul style="list-style-type: none"> Clarity of the study process. Identification of data requirements, and training in QuickPlace as a data storage facility. 	<ul style="list-style-type: none"> Average score was 4.1 from 5 across 11 criteria that represent the objectives Participants would appreciate more background information in future briefing papers.
GWCC Invitation to Observe	22/12/2008	Letter	<ul style="list-style-type: none"> To inform neighbouring utilities of project. 	<ul style="list-style-type: none"> Awareness of project. 	<ul style="list-style-type: none"> NA

ACTIVITY	DATE	TOOL	OBJECTIVES	KEY OUTCOMES	LESSONS LEARNT
DECCW Modelling Team Meeting 1	11/02/2009	Meeting	<ul style="list-style-type: none"> To determine how existing water resources modelling knowledge held by DECCW can be best utilised in the CENTROC Water Security Study 	<ul style="list-style-type: none"> Agreement on modelling approach and data requirements to be provided by DECCW 	<ul style="list-style-type: none"> NA
DECCW Modelling Team Meeting 2	08/04/2009	Meeting	<ul style="list-style-type: none"> To progress understanding of modelling approach and data requirements 	<ul style="list-style-type: none"> Agreement on modelling approach and data requirements to be provided by DECCW 	<ul style="list-style-type: none"> NA
PRG Workshop 2: Reviewing Long-List of Options	20/05/2009	Workshop	<ul style="list-style-type: none"> Provide the PRG with an update on the progress of the study to date; Briefing on the long list of potential options to improve water supply security and give opportunity to provide feedback on the long list; and Receive input to the preliminary screening of the long list of potential options to help identify the options to be short listed for further investigation. 	<ul style="list-style-type: none"> A review of the long list of water security options was conducted, including an overview of the approach undertaken to develop pipeline transfer system options. PRG suggested additional long-list items. PRG provided input into the preliminary screening process of the long list of options. 	<ul style="list-style-type: none"> Average score was 4.0 from 5 across 11 criteria that represent the objectives Although improved, participants would appreciate more background information in future briefing papers. Some participants would appreciate a longer workshop to review outcomes.
Centroc Board Progress Update	22/05/2009	Presentation Meeting	<ul style="list-style-type: none"> To update the board on project progress. 	<ul style="list-style-type: none"> Informed governance structure. 	<ul style="list-style-type: none"> NA
PTC Telephone Interviews	July/August 2009	Interview	<ul style="list-style-type: none"> To ensure the long-list of options and the data required to assess was as complete as possible 	<ul style="list-style-type: none"> Complete long-list of options. 	<ul style="list-style-type: none"> NA
PSC Component 1 Meeting	29/07/2009	Meeting	<ul style="list-style-type: none"> To agree the comments provided by the PSC and PTC to be incorporated in the final Component 1 report. 	<ul style="list-style-type: none"> Complete Component 1 Report 	<ul style="list-style-type: none"> NA
DECCW Modelling Team Meeting 3	19/08/09	Meeting	<ul style="list-style-type: none"> To overview the WATHNET model for the CENTROC Water Security Study 	<ul style="list-style-type: none"> Agreement that the approach adopted is appropriate for the intended use. 	<ul style="list-style-type: none"> NA

ACTIVITY	DATE	TOOL	OBJECTIVES	KEY OUTCOMES	LESSONS LEARNT
PRG Workshop 3: Scenario Review	02/09/2009	Workshop	<ul style="list-style-type: none"> Recap on the integrated water planning approach undertaken in the study and progress to date; Review the outcomes of the demand forecasts and water security modelling; Review and provided feedback on the TBL assessment of the scenarios in order to give an indication of the preferred scenario from the PRG perspective. 	<ul style="list-style-type: none"> MWH provided an overview of the iterative process undertaken to short list options, test scenarios and develop final strategies that were presented. PRG reviewed the water security modelling outcomes and the preliminary strategies providing comment on their implementation. 	<ul style="list-style-type: none"> Average score was 4.1 from 5 across 11 criteria that represent the objectives Although improved, participants would appreciate more background information in briefing papers.
PTC Meeting 2: Scenario Review	02/09/2009	Meeting	<ul style="list-style-type: none"> Recap on the integrated water planning approach undertaken in the study and progress to date; Review the outcomes of the demand forecasts and water security modelling; Review and provided feedback on the TBL assessment of the scenarios in order to give an indication of the preferred scenario from the PTC perspective. 	<ul style="list-style-type: none"> MWH provided an overview of the iterative process undertaken to short list options, test scenarios and develop final strategies that were presented. PTC reviewed the water security modelling outcomes, discussed the underlying assumptions used to develop the baseline demand forecast and provided comment on the strategies and options included. 	<ul style="list-style-type: none"> Average score was 4.1 from 5 across 11 criteria that represent the objectives There was significant variance in view about the user-friendliness of the QuickPlace Data Collection Tool from very useful to not at all useful.
PSC Issued Draft Report	8/10/09	Report	<ul style="list-style-type: none"> To capture feedback. 	<ul style="list-style-type: none"> Review and comment on report. 	<ul style="list-style-type: none"> NA
DECCW Modelling Issued Draft Report	13/10/09	Report	<ul style="list-style-type: none"> To capture feedback. 	<ul style="list-style-type: none"> Review and comment on report. 	<ul style="list-style-type: none"> NA
PSC Component 2 Meeting	15/10/09	Meeting	<ul style="list-style-type: none"> To agree the comments provided by the report reviewers to be incorporated in the final Component 2 report. 	<ul style="list-style-type: none"> Complete Component 2 Report 	<ul style="list-style-type: none"> NA
Centroc Board Meeting	22/10/09	Presentation Meeting	<ul style="list-style-type: none"> Presentation of study outcomes to Centroc governance structure. 	<ul style="list-style-type: none"> Finalisation of study 	<ul style="list-style-type: none"> NA

ACTIVITY	DATE	TOOL	OBJECTIVES	KEY OUTCOMES	LESSONS LEARNT
GCWW Issued Final Report	TBA	Report	<ul style="list-style-type: none"> To capture feedback. 	<ul style="list-style-type: none"> Review and comment on report. 	<ul style="list-style-type: none"> NA