

specialists in
engaging people



PROVISION OF

Review of Community Engagement Strategy

A PROPOSAL

submitted to AGL Energy Limited

Table of Contents

1.	Introduction	2
1.1.	Background	2
1.2.	Current Situation	2
1.3.	Task Analysis	2
1.4.	This Proposal	2
2.	Key Project Issues	3
3.	Our Approach.....	4
4.	Outline Methodology	5
4.1.	Inception and Internal Analysis	5
4.2.	External Stakeholder Analysis	5
4.3.	Finalise Key Engagement Parameters.....	5
4.4.	Develop the Engagement Strategy	5
5.	Our Capability	6
5.1.	Background to Twyfords	6
5.2.	Our Team	7
5.3.	Relevant Experience	7
6.	Referees.....	9
6.1.	Referee One	9
6.2.	Referee Two	9

ATTACHMENT 1 CV for John Dengate

1. Introduction

1.1. Background

AGL Energy Limited – Upstream Gas Group is undertaking a program of exploration and development of gas reserves in NSW and one of its projects is located in the Hunter Region.

1.2. Current Situation

AGL is taking responsibility for an exploration process in the Hunter Region from 1st April, 2009, following their recent takeover of Sydney Gas. One of the areas involved is around the Bulga and Broke communities.

A Community Consultative Committee with an independent chair is in operation in the Broke and Bulga area, and AGL will be represented on the Committee.

Considerable concern has been raised by the community regarding the exploration project. AGL recognises the levels of community frustration that exist, both with the project itself, and also with the consultation and communication processes with both interested stakeholders and local communities.

1.3. Task Analysis

AGL is seeking to better understand local stakeholder views and issues. AGL recognises that an effective community engagement process is critical to build appropriate relationships and to allow the community to contribute effectively to mutually acceptable solutions.

AGL has sought an independent review of the existing community engagement processes, and seeks recommendations for an appropriate strategy to facilitate community input.

1.4. This Proposal

This proposal from Twyfords (a consulting company specialising in engagement processes) includes our methodology to review the existing approach and to provide recommendations on the process forward to deliver effective stakeholder input.

2. Key Project Issues

1. When preparing an engagement strategy we recognise the need to clarify:
 - the issues or opportunity that key stakeholders including the community are being asked to explore or solve together;
 - the level of the engagement: i.e. the level of influence the stakeholders can have in making these decisions;
 - the full range of stakeholders who may need to be engaged in the project;
 - the risks associated with both involving or not involving the various stakeholders at particular stages of the project;
 - the purpose and intent of engaging stakeholders, as well as processes to effectively engage a diverse range of stakeholders in ways acceptable to them.

2. We also recognise the need to understand the aspirations, issues and concerns of stakeholders and the communities affected by the decisions about exploration and subsequent potential development. .

3. It is important that the sponsoring organisation, in this case AGL Energy, has internal agreement on the strategic issues indicated in 1 and 2 above and this can take time to work through. We would also need to work through these issues with any other key stakeholders such as NSW Government Agencies that may be part of the decision making process.

4. It is important there is clarity between AGL and the community on the expectations from the engagement process. Mismatches of expectations are one of the most common causes of conflict and confrontation between communities and sponsoring organisations.

5. Recognising that there has already been an ongoing communication and consultation process, we will review that process to date with those involved to explore the successes and challenges to date, and use this research as part of the platform for recommendations forward.

6. Engagement activities need to be responsive to stakeholder values, aspirations, issues and concerns. Obtaining accurate information to allow appropriate diagnosis is critical to success. While the plan will outline the key parameters, it will also need to support a high level of responsiveness and flexibility throughout the project

3. Our Approach

We will develop a flexible and tailored stakeholder engagement strategy, following a review of current and past activities. This strategy will be focused on supporting the key decisions facing AGL around exploration and potential subsequent development of identified resources. In developing the strategy we will:

- Undertake a **diagnosis** of issues, concerns and stakeholders so that we can create a plan from a position of knowledge;
- Work with **internal stakeholders** from AGL and appropriate NSW Government agencies to agree on the key strategic parameters of the engagement process;
- **Review** the history of consultation to date, and analyse existing relationships;
- Identify the key **challenges and opportunities** for a future engagement plan;
- Make recommendations on the **engagement strategy** going forward.

The strategy will provide guidance on:

- Appropriateness of existing engagement activities and processes;
- Appropriate communication and engagement techniques to achieve outcomes;
- Opportunities for gathering stakeholder input so the two way intention of the engagement is achieved;
- Indicators of success of engagement activities.

An engagement strategy that:

- is focused on supporting the required decisions on exploration and development
- has clear objectives for the engagement so stakeholders know what role they have to play in the decision making
- recognises the value of quality engagement activities to build long term relationships and trust between health and the communities of interest.

In our experience, this kind of consultation results in higher quality decisions, with increased acceptance of the decisions by the range of stakeholders involved, and delivers more sustainable outcomes. The holistic and rigorous nature of our approach ensures that the consultation is not driven by a focus on techniques, short term issues or political influences but is carefully planned to deliver useful outcomes for both AGL Energy, and the community of interest.

4. Outline Methodology

4.1. Inception and Internal Analysis

Objective	Activities	Deliverables	Rationale
To agree on the criteria for the engagement plan	Inception meeting with the project team	Summary of meetings describing decision to be made, key stakeholders, level of influence, major issues to be considered	Gaining a shared understanding of the engagement process is critical to its success
To develop shared understanding of the exploration process and the role of community engagement	Internal meetings with senior staff and key external decision makers to explore and agree on key project parameters		

4.2. External Stakeholder Analysis

Objective	Activities	Deliverables	Rationale
To understand how both the current consultation process, and the project, is viewed by the various stakeholders, what is the level of concern, who is interested	On-ground stakeholder interviews and research	Analysis of stakeholder research	Understanding how the community views on both consultation and the issue is essential to creating an engagement plan that will work
To specifically review current engagement activities as to how well they are meeting desired objectives			

4.3. Finalise Key Engagement Parameters

Objective	Activities	Deliverables	Rationale
To bring together the internal and external perspectives to ensure a match in expectations before finalising the plan	Meetings with key AGL staff and BCCC to review community input and finalise key parameters	Output of meetings including final decision scope and level of influence, and stakeholder objectives	This is an essential check-step in order to ensure the plan meets the needs of all stakeholders

4.4. Develop the Engagement Strategy

Objective	Activities	Deliverables	Rationale
To create a plan that meets the needs of all stakeholders	Draft and finalise the engagement plan	Draft and final engagement plan	This is where the plan is created

5. Our Capability

5.1. Background to Twyfords

Twyfords are specialists in engaging people, with 20 years' consulting experience across Australia, New Zealand, North America and Europe. We have expertise in a full range of community engagement approaches and skills.

Twyfords is large enough to offer a high level of skill and strong links with universities, national and international networks and professional associations. At the same time, we are small enough to be dynamic and flexible, with the ability to change the make-up of services and the approach to suit the needs of our clients. Twyfords specialises in engaging people in decision-making in order to improve the quality of decisions. We have a general understanding of and experience in: Urban planning, health planning, infrastructure, local government planning and social/community development.

Our unique set of competencies includes:

- Providing strategic advice on community engagement planning;
- Preparing community engagement strategies for a broad range of projects;
- Undertaking social research to better understand local communities and communities of interest, their interests and issues;
- Working with decision-makers to ensure community engagement strategies align with the decision they will make, the decision-process they will use and the level of influence they feel comfortable giving to the community;
- Facilitating the development of community engagement policies, procedures and guidelines documents;
- Training elected representatives, senior managers, practitioners and community members in effective community engagement practice;
- Facilitating a range of community engagement activities from information and communication sessions through to large scale deliberative processes involving hundreds of people;
- Developing and producing community information materials;
- Developing community engagement databases using tailored software to produce robust and useful reports.

5.2. Our Team

John Dengate will fulfil the role of project director and consultant on this project (CV attached).

5.3. Relevant Experience

Providing strategic community engagement advice

Development of a long-term engagement plan for a large public housing community renewal project: Housing New Zealand.

Strategic advice and project management of the development of a national engagement framework: Alcoa of Australia

Strategic Advice on public participation relating to a Gold and Silver Mine : Rosia Montana Gold Corporation, Romania

Peer Review of Public Consultation Policy and Guidelines: Water Corporation of Western Australia

Peer Review of Public Consultation Plan for Road tolling in Auckland :Transit NZ

Peer review and strategic advice on community engagement plan: NGH Environmental

Designing and delivering community engagement processes

Community Engagement on a redevelopment of Civic Centre: Ashfield Municipal Council

Deliberative process design and facilitation for community engagement on proposed rates rise: Wingecarribee Shire Council

Design and facilitation of large group deliberative process for community collaboration of allocation of Council funding "Talk of the Town"- Warringah Council

Design and deliver community engagement on a major upgrade of an ethanol production plant: Manildra

Community engagement on a major tourism development in a sensitive coastal park: Killalea Coastal Investments

Community engagement on a National Indigenous Development Centre, Redfern: Indigenous Land Corporation

Community engagement on the development of a regional distribution centre in Western Sydney for Cemex

Building the practice

Our consultants have documented the company approach to community engagement together with examples and stories from their practice in a book "*Beyond Public Meetings: Connecting Community Engagement with Decision-Making*" which was published in 2007.

6. Referees

6.1. Referee One

Name: Ken Gainger

Position: CEO

Organisation: Ashfield Council

Phone Number: (02) 9716-1901

Email Address: keng@ashfield.nsw.gov.au

Recent relevant project: John designed and facilitated a strategy to engage the community around elements of design of the redeveloped Civic Centre, and the funding mechanism. (This process supported an application for a special rate variation to Dept of Local Govt)

6.2. Referee Two

Name: Brendan Foran

Position: Corporate Affairs Manager - Eastern States

Organisation: Alcoa of Australia

Phone Number: (03) 5245-1314

Email Address: brendan.foran@alcoa.com.au

Recent relevant project: John is working with Alcoa on managing the transition of local community reference groups, as well as the development of a national community engagement framework

We do thank you for the opportunity to submit this proposal. We invite you to view our website on www.twyford.com.au to gain a broader understanding of our services.

Please feel free to contact *John Dengate* if you need to clarify any part of this proposal.


Twyfords

7 April, 2009

Prepared by: John Dengate on 7 April, 2009
(date)

Verified by:  on 7 April, 2009

Vivien Twyford (date)

Approved for release by:  on 7 April, 2009

John Dengate, Director (date)

Note: This document is preliminary unless it is approved for release by a director of Twyford Consulting



Quality Policy

Twyford Consulting supplies consulting and learning and development services to industry, commerce and the public and community sectors. In particular our consultants are recognised as offering a full range of valuable and cost effective services in the areas of community engagement, capacity building, business performance improvement, change management, facilitation, and review and evaluation. Our services include the design and delivery of programs, as well as strategic advice.

As directors of the company we are committed to providing all clients with services and products that meet or exceed agreed requirements. This commitment involves ensuring that our consultants are suitably skilled and experienced in diagnosing client needs, providing strategic advice, designing and implementing appropriate capacity building programs, and monitoring their effectiveness.

This commitment requires the active participation of all members of this company (including those providing sub-contracted services) in the application of quality procedures. These procedures include, but are not limited to, a consistent focus on the needs of customers, the use of the plan-do-check-act cycle in project design and implementation, obtaining regular customer feedback on our performance, ensuring the traceability of all documents and other continuous improvement practices.

Within this company, quality includes the sparing consumption of all consumable resources and being environmentally responsible. It also includes following all legislation and ethical codes of practice.

John Dengate

Max Hardy

Vivien Twyford

Vicki Vaartjes

Stuart Waters

Directors
Twyford Consulting
7 April, 2009
