

Stakeholder Engagement

Reaching the Critical Mass

It's always an excellent idea to listen to those stakeholders you least want to hear from - often your biggest critics. By engaging all stakeholders broadly and effectively, you build trust, understanding and a true partnership. You also end up making better decisions.

Futureye believes the keystone to sustainable development is stakeholder engagement. Every organisation is bound by relationships with its staff, its consumers, its shareholders, the media, and the communities and environments it operates amongst. To make the most of these relationships and connections, you must identify, understand and prioritise your dealings with each. By engaging critics and supporters alike, organisations share knowledge, understand expectations and find the direction for their journey towards sustainability.

Futureye can help you build stakeholder engagement into your organisation's operating systems, from issues management to business planning processes in order to:

- Improve Decision Making
- Strengthen Shareholder Value
- Build Markets
- Build Trusting Relationships
- Enhance Communication
- Bridge Cultural Gaps
- Simplify Conflict Resolution.

Our Services

- **Stakeholder identification and mapping**
 - Understand key stakeholders, identify linkages, relationships and issues
- **Stakeholder engagement strategy**
 - Analysing risks/issues and developing engagement strategy that improves accountability and transparency
- **Stakeholder engagement committees**
 - Developing terms of reference, selection process, planning, facilitating and maintenance of a committee
- **Stakeholder engagement systems**
 - For the systematic management of stakeholders, policy and reporting.



Futureye
Real solutions to real dilemmas

OneSteel Whyalla Steelworks Case Study

Building relationships and managing issues through Strategic Communications and Stakeholder Engagement

The brief

OneSteel Whyalla Steelworks (OneSteel) was granted an indenture licence by the Premier of South Australia in 2005 which did not require them to meet Environment Protection Authority (EPA) conditions. As a result, OneSteel was faced with a high level of outrage from regulatory and other government agencies (EPA SA, Department of Primary Industries and Resources SA), activist groups (Whyalla Red Dust Action Group and the Environmental Defenders of South Australia) and the local Environment Consultation Group (ECG) about its approach to managing the dust it generates in Whyalla. OneSteel was then threatened with a change to its licence which would have made the Steelworks operationally unviable.

Futureye was asked to help OneSteel with a communications strategy that would rebuild trust with government agencies, the Whyalla community and local stakeholders in order to secure the company's regulatory conditions and its "social licence to operate".

OneSteel has a complex mix of stakeholders: state government departments, individual Ministers and other Members of Parliament, regulator, local community and stakeholders, activist groups, the community advisory group (ECG) as well as local, state and national media. It needed to repair and strengthen relationships with all these groups, as well as protect its reputation with shareholders and the broader public.

The solution

Futureye assessed stakeholder concerns by conducting a series of interviews, prioritising the issues and developing our take on the company's "current state". Futureye facilitated a session with the lead team to develop the company's desired future state, including its corporate social and environmental responsibility vision and key communication priorities. A key commitment was to transparency and accountability to the community.

We then worked with the company's Executive team to develop a multi-pronged one-year action plan detailing how it can address current issues and make the transition to achieving its corporate social and environmental responsibility vision.

Futureye has been able to do this through strategic communications planning, using outrage mitigation to develop key messages and to strategically rebuild relationships. This process included:

- A scan of all possible issues that might be of concern to the media, including local, national and global issues related to dust and environmental concerns in the mining and manufacturing industries;
- Development of communications strategies and messages so OneSteel is prepared if approached by the media on such issues;
- An outrage mitigation strategy of pro-active media management;
- A social impact assessment process which is currently being used to inform the remediation strategy post-Project Magnet (OneSteel's \$390 million investment project in Whyalla); and
- Cultural change program including environment awareness, environmental champions and innovation program.

The result

To date, overall feedback from external stakeholders who have been involved in the project has been positive.

The Environment Consultation Group:

- has renewed its commitment to work with OneSteel;
- is productively working in partnership with OneSteel on the Trial Remediation (clean-up) of dust affected properties in Whyalla; and
- has become a key third party resource for OneSteel, as the community link to OneSteel on steelworks-related environmental issues.

The Whyalla Red Dust Action Group has signed a mediation agreement and has engaged with the company's Environment Consultative Group (ECG).

Communication with government agencies has improved.

OneSteel's most highly-critical stakeholders have embraced the company's desire to change.

OneSteel has greatly improved its 'social licence to operate'.

Futureye is now assisting OneSteel move to the next stage of the action plan, which targets remediation strategic foresight and further accountability measures.

“We were on the defensive and unable to effectively get our message out. With Futureye's guidance OneSteel Whyalla Steelworks has been able to understand the views and needs of key stakeholders and make the necessary improvements to achieve the right balance between business and stakeholder needs. We are now much more outward looking and engaging.”

Mark Parry, Executive General Manager, OneSteel Whyalla Steelworks

“Environmental issues at the pellet plant area are remarkably better, relationships are remarkably better and the future is remarkably more positive and hopefully for the dust effected community. Whilst there are some areas that OneSteel and I still strongly disagree on, the overall ambience and intent is one of bipartisanship.”

Ted Kittel, Chairman of Whyalla Red Dust Action Group (WRDAG Inc.) and current member OneSteel Environment Consultative Group

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