

## Introducing Paul McLeod, Managing Director

### Risk Communication Australia

**Paul McLeod** has 25 years of experience in managing complex, emotive and controversial issues. He established a consultancy, Collaborate West, in 2013 and renamed and rebranded it to Risk Communication Australia in 2015. The company helps corporations, governments and the public to communicate effectively and make informed decisions about risk through four key service areas:

- Risk communication strategy
- Risk culture
- Capacity building
- Performance assurance

For eight years prior to 2013, Paul held senior positions in a number of prominent consulting firms. He established social practices and provided management and technical direction for social aspects of major projects across Australia, working with some of the world's biggest and most influential companies.

As an external affairs manager at the Department of Environmental Protection/Environmental Protection Authority (2000-2005), Paul was instrumental in introducing risk communication theory and practice and transforming the way the agency approached environmental and industrial controversies.

Paul started his career in the late 1980s facilitating groups in a court diversion programme for young drug offenders and in a semi-therapeutic programme for children in families affected by addictions. In the 90s he worked in public relations for a major regional bank before taking on external affairs roles in a number of government agencies.

### Clients

Risk Communication Australia continues to build a clientele of leading corporate and government organisations, which have trusted Paul to support them in managing some of their most complex and often controversial issues. These include:

- Alcoa of Australia
- AWE Limited
- CSIRO
- Department of Environmental Regulation
- Department of Mines and Petroleum
- Department of Water
- Department of Transport
- Premier Coal
- Iluka Resources
- International Energy Centre
- Keystart Home Loans
- LandCorp
- Liquid Learning
- South Coast NRM
- The Stakeholder Company
- Waste Management Association of Australia

## Conferences and training

Paul has developed and delivered a number of risk communication training programs, and is a frequent invited speaker and presenter at specialist and industry conferences. Highlights include:

- Herbert, Smiths, Freehills network event (Perth 2016) – Sharks, Shale and Schapelle
- Risk Management Institution of Australasia ‘Risk Odyssey’ (Perth 2015) – Critical incident recovery – risk communication
- AMEC Convention 2015 (Perth, June 2015) – The besieged executive’s guide to navigating a reputational minefield
- International Energy Centre (Perth, March 2013) – Guest speaker at annual Master of Energy Studies industry dinner; (Perth 2014, 2015) Course lecturer in social risk management, Masters of Energy Studies program.
- Department of Mines and Petroleum (Perth, July 2015) – One-day training program ‘Defining the case and scope for stakeholder engagement’
- Trust, Activism & Outrage (Bunbury and Perth, June 2014) – Two-day proprietary training programs on communication and engagement theory and techniques for complex and controversial issues
- Liquid Learning Stakeholder Engagement Conference (Melbourne, June 2015) – post conference masterclass ‘Strengthening communication skills for effective community and stakeholder engagement’; (Perth, June 2014) – Conference MC, presenter of post-conference masterclass ‘Outrage management: Constructive engagement of stakeholders on emotive and controversial issues’
- Australasian Land & Groundwater Association WA-Perth Branch ‘Natural Gas from shale or tight rock - Industry Experience in WA’ (Perth 2014) – Social issues, risks and perspectives
- LandCorp (Perth, September 2013) – Two-day training program ‘Building and Engaging Organisation’ for project managers, executives and external affairs.

## Memberships

- Society for Risk Analysis – A multidisciplinary, interdisciplinary, scholarly, international society that provides an open forum for all those who are interested in risk analysis
- Risk Management Institute of Australasia - Professional institution and industry association for risk managers in the Asia Pacific region
- Global Association of Risk Practitioners – Global not-for-profit independent professional for risk managers focused on the finance, insurance and energy markets

## Academic

- Bachelor of Arts (Honours), English, Edith Cowan University, (1992-1997)
- Doctor of Philosophy (ongoing), University of Western Australia (2013-) Partial completion, withdrawn with intention to submit, research ongoing via consulting practice.

## Project highlights since 2013

Paul established Collaborate West in early 2013, which was re-branded as Risk Communication Australia in 2015. As a risk communication and engagement specialist he has worked with numerous private and public sector organisations on some their more complex and sensitive projects. Following is a selection of clients and project highlights from early 2013 to the present.

<b>Alcoa of Australia</b>	Confidential project <i>Environmental compliance workshop designed to bring organisational culture and practice for environmental management into line with safety culture and practice, involving national executives and senior managers.</i>	2013
	Confidential project <i>Socio-political risk analysis, risk workshops, risk communication and engagement strategy development relating to critical energy security risk.</i>	2016
	Expansion Project – Huntly Bauxite Mine, Dwellingup <i>Risk communication and engagement strategy, communication materials development, and community forum design and facilitation relating to exploration works and for future mine expansion near Dwellingup.</i>	2014-16
<b>AWE Limited</b>	Senecio Project <i>Communication and stakeholder engagement strategy, community forum design and facilitation relating to proposed Mid-West on-shore gas exploration project.</i>	2013
	Stakeholder engagement guidelines <i>Development of corporate stakeholder engagement guidelines and protocols.</i>	2014
<b>CSIRO</b>	National Chemicals Assessment Report	2015

	<i>Socio-political risk analysis and strategic advice relating to the publication of research into the human health risks associated with fluids used by the oil and gas industry for hydraulic fracturing.</i>	
<b>Department of Environmental Regulation</b>	Strategic Waste Infrastructure Project <i>Design and facilitation of multiple stakeholder forums/workshops relating to the development of a strategic plan for waste management infrastructure on Western Australia.</i>	2013-14
<b>Department of Mines and Petroleum</b>	South West Hub Carbon Capture and Storage Project <i>Regional stakeholder workshop design and facilitation, key informant interviews, stakeholder surveys, stakeholder strategy development, ongoing strategic advice, socio-political risk analysis, management process reviews, risk culture support and advice.</i>	2013-2017
	In-situ Recovery Field Leach Test Policy <i>Communication strategy and risk-based stakeholder mapping and analysis.</i>	2015
	Shale and Tight Gas Statutory Framework <i>Application of a risk-based methodology for the development of the consolidated framework for the assessment and regulation of onshore gas projects in Western Australia.</i>	2015-16
	Stakeholder engagement training <i>Development and delivery of a risk communication and engagement training program for the department's Royalties branch.</i>	2016
	Stakeholder engagement review <i>Review, report and recommendations to the corporate executive relating to the department's stakeholder engagement practices and risk culture.</i>	2016
	Strategic planning <i>Design and delivery of multiple divisional risk-based scenario planning sessions as key inputs to the department's strategic planning process.</i>	2016

<b>Department of Transport</b>	Western Australian Port Authorities Revenue and Pricing Framework Implementation Strategy <i>Workshop design and facilitation involving CFOs/COOs to develop an implementation strategy following a review of funding options and the revenue and pricing framework applied by Western Australian Port Authorities.</i>	2013
<b>Department of Water</b>	Shale & Tight Gas Stakeholder Strategy <i>Collaborative development of the department's strategy for engaging regional stakeholders and the public on water-related aspects of shale and tight gas projects.</i>	2014-15
<b>Iluka Resources</b>	Multiple confidential projects <i>Socio-political risk analysis, communication and engagement strategy development, strategic reviews and advice relating to multiple mining projects and contaminated sites nationally.</i>	2013-2017
<b>International Energy Centre</b>	Masters of Energy Studies program <i>Industry dinner keynote speaker 2013. Development of social risk modules course content and delivery as guest lecturer at UWA.</i>	2013-2016
<b>Keystart Home Loans</b>	Strategic Plan <i>Application of risk-based methodology for strategic planning and change management project in preparation of divestment of the company's loan book by the State Government.</i>	2016-17
<b>LandCorp</b>	Building an Engaging Organisation <i>Design and delivery of social risk management and stakeholder engagement training for executive leadership team and about 40 project managers.</i>	2013
	Ord-East Kimberley Expansion Project <i>Strategic advice, stakeholder workshop design and facilitation, stakeholder input analysis and reporting.</i>	2013

	Shenton Park Hospital Redevelopment <i>Stakeholder engagement strategy development and advice, workshop facilitation, stakeholder input analysis and reporting for redevelopment project for the former hospital precinct.</i>	2014
	Middleton Beach Improvement Plan <i>Stakeholder engagement strategy development and advice, workshop facilitation, stakeholder input analysis and reporting for redevelopment project for the Middleton Beach precinct.</i>	2015
<b>Premier Coal</b>	Buckingham Mine Stakeholder Perception Survey <i>Series of structured interviews and surveys relating to environmental, health and amenity impact management and social performance at the Buckingham Coal Mine. Report and recommendations to company's management and executive.</i>	2014
<b>South Coast NRM</b>	Project Dieback <i>Risk communication and engagement strategy development involving stakeholder interviews and workshops directed towards raising awareness of dieback risk and support for management programs.</i>	2015
<b>Waste Management Authority of Western Australia</b>	Planning and strategy workshops <i>Design and facilitation of industry-wide workshops relating to strategies to improve recycling at events and waste data collection and management.</i>	2014

## Consulting career 2005-2013

Paul held leadership positions in a number of prominent consulting firms before establishing his own. He established and built social practices in several firms, and worked on dozens of major projects with some of the world's top companies. Following is a selection of clients and project highlights.

### *Corporate clients*

<b>Alcoa of Australia</b>	Anglesea Power Station compliance program <i>Design and facilitation of risk analysis workshop for managers and executives</i>	Golder Associates 2007-09 – Leader, Social Strategy
<b>Australian Bankers Association</b>	Industry-wide social licence to operate review <i>Stakeholder interviews, strategic advice</i>	Futureye 2011-12 – Regional President WA/SEA
<b>BHP Billiton</b>	Global Climate Change Vulnerabilities Review <i>Project management, socio-political risk analysis for world-wide review of bio-physical and socio-political climate change vulnerabilities at seven major assets</i>	Futureye 2011-12 – Regional President WA/SEA
<b>Chevron</b>	Wheatstone LNG Risk-Based Environmental Impact Assessment <i>Design and facilitation of risk assessment workshops</i>	Strategen Environmental Consultants 2009-11 – Associate, Social Practice
<b>Fortescue Metals Group</b>	Herb Elliot Port expansion project <i>Stakeholder engagement for environmental impact assessment</i>	Strategen Environmental Consultants 2009-11 – Associate, Social Practice
	Environmental impact assessments – various <i>Stakeholder engagement for Solomon and Christmas Creek iron ore projects</i>	Strategen Environmental Consultants 2009-11 – Associate, Social Practice

<b>Griffin Group</b>	Environmental impact assessments – various <i>Stakeholder engagement for expansions of Ewington and Muja coal mines, Bluewaters Power Station, and other wind farm and gas turbine projects</i>	Golder Associates 2007-09 – Leader, Social Strategy
	Coal carbonising plant <i>Outrage management, participatory site selection process</i>	URS Australia 2005-07 – Principal, Social Strategy
<b>Holcim Australia</b>	Gosnells quarry compliance program <i>Compliance risk review, communication and engagement strategy, annual open day management</i>	Strategen Environmental Consultants, 2010 – Associate, Social Practice
<b>Lynas Corporation</b>	Mt Weld rare earths project <i>Community reference group facilitation, stakeholder engagement, social performance review, strategic advice</i>	Futureye 2011-12 – Regional President WA/SEA
<b>Newcrest Mining Limited</b>	Cadia Valley Operations <i>Development of Community Foundation Strategy</i>	Futureye 2011-12 – Regional President WA/SEA
<b>Pluton Resources</b>	Irvine Island iron ore project <i>Social impact assessment, stakeholder engagement</i>	Strategen Environmental Consultants 2009-11 – Associate, Social Practice
<b>Rio Tinto</b>	Pilbara Water Management Strategy and Policy <i>Stakeholder interviews, strategic advice</i>	Futureye 2011-12 – Regional President WA/SEA
	Western Australian operations complaints, grievances and disputes review <i>Analysis workshops, strategic advice</i>	ERM Australia 2012-13 – Principal, Technical Director, Social & Health
<b>Woodside</b>	North West Shelf LNG Joint Venture <i>Major social audit across Pilbara communities and stakeholders</i>	URS Australia 2005-07 – Principal, Social Strategy
	International projects <i>Regulatory and socio-political environment risk analysis</i>	ERM Australia 2012-13 – Principal, Technical Director, Social & Health

**Government clients**

**Department of Environment and Conservation**

Esperance Port Lead Contamination Health Risk Assessment  
*Stakeholder engagement and outrage management program*

Golder Associates 2007-09 –  
Leader, Social Strategy

**Department of Mines and Petroleum**

Statewide Unconventional Gas Stakeholder Engagement Strategy  
*Risk analysis workshops with senior management and executives, strategy development*

ERM Australia 2012/13 –  
Principal, Technical Director,  
Social & Health

**Department of Transport**

State budget strategic planning priorities  
*Analysis and decision-making workshops with executives across transport portfolio*

ERM Australia 2012/13 –  
Principal, Technical Director,  
Social & Health

**Department of Water**

State of Play: Peel-Harvey Eastern Estuary Catchment Environmental Assessment  
*Project manager, co-author of major water resource and land use planning review covering environmental and social values*

URS Australia 2005-07 –  
Principal, Social Strategy

**Environmental Protection Authority**

Top 100 stakeholders workshop  
*Design and facilitation of a workshop as part of a major review of environmental impact assessment in Western Australia*

Golder Associates 2007-09 –  
Leader, Social Strategy