



**REGROWTH**  
KURRI KURRI

## Hydro Aluminium

ReGrowth Kurri Kurri

Remediation

Stakeholder and Community Engagement  
and Notification Plan

February 2021



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# 1. Introduction

## 1.1 Project background

The Kurri Kurri aluminium smelter is owned by Norsk Hydro ASA (Hydro) and is located at Kurri Kurri in the Hunter Region, NSW. In June 2012, Hydro announced the cessation of production on the site and by November 2012 had ceased all production and placed the site into 'care and maintenance'.

In May 2014, Hydro announced formal closure of the site, to allow for redevelopment options to be progressed to enhance the future economic growth potential in the region.

Hydro then initiated the Hydro Kurri Kurri Redevelopment Project "ReGrowth Kurri Kurri" to investigate options for the redevelopment and remediation of the site.

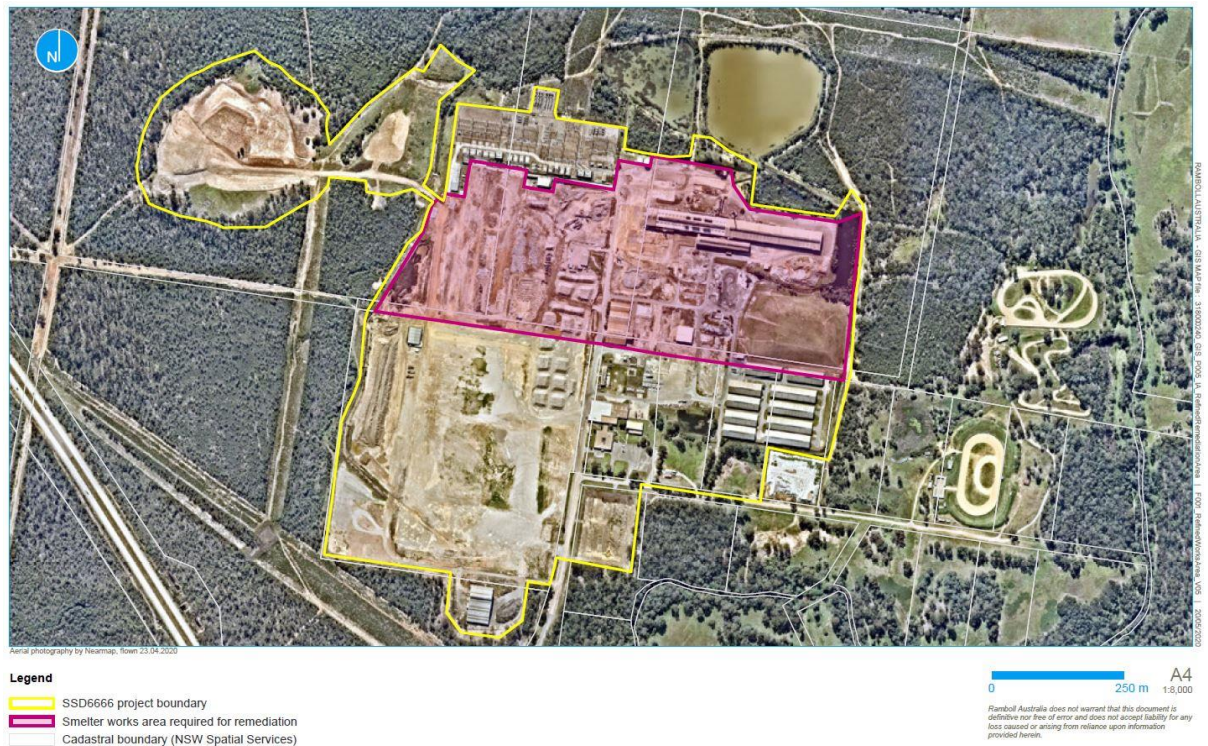
The demolition of the smelter was commenced in mid-2017, by CMA Contracting and is almost complete as at mid-2020.

An Environmental Impact Statement for the remediation of the site was placed on public exhibition in 2016, and the Response to Submissions was submitted to the Department of Planning in August 2018. Daracon Contractors were appointed in December 2019 and commenced early works, that did not require approval. The remediation project was approved on 23 December 2020.

### 1.1.1 Key Remediation Scope of Works

- Project site establishment
- Preliminaries, Approvals and Temporary Site Works
- Project Infrastructure
- Containment Cell Stage 1 - Construction
- Site Remediation & Material Transfer
- Containment Cell Stage 2 – Capping & Completion
- Leachate and Groundwater Management.





**Figure 1-1 Site remediation area**

### 1.1.2 Key Remediation Milestones

- On site commencement of Daracon Contracting occurred from early 2020, for site establishment and temporary works.
- Demolition Material Management continues, transitioning from the demolition to remediation phases
- Containment Cell Construction to commence approximately three months from project determination
- Contamination Remediation – sorting and placement of material in the containment cell, to commence once the QA for the cell base and sidewall liners is completed
- Leachate and Groundwater Management will be constructed during the cell construction phase and verified prior to the start of cap removal from the capped waste stockpile.

## 1.2 Stakeholder engagement objectives

The stakeholder and community engagement objectives of ReGrowth Kurri Kurri Remediation Project (the project) are to:

- Incorporate communication and stakeholder engagement as a core pillar of the remediation process to embrace stakeholder and community relations and minimise concerns
- Develop initiatives to foster trust and transparency:
  - between Hydro and the community
  - between Hydro and the councils
  - between Hydro and the government regulators
- Strengthen existing relationships between Hydro and key stakeholders

- Achieve positive environmental and social outcomes.

### **1.3 IAP2 Guiding principles**

To ensure best practice in community and stakeholder engagement, the project will be informed by the International Association of Public Participation's (IAP2) core values which state that:

- The public should have a say in decisions about actions that could affect their lives.
- Public participation includes the promise that the public's contribution will influence the decisions.
- Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
- Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
- Public participation seeks input from participants in designing how they participate.
- Public participation provides participants with the information they need to participate in a meaningful way.
- Public participation communicates to participants how their input affected the decision (IAP2, 2004).

The IAP2 Public Participation Spectrum (Figure 1-2) has been used to assist in identifying the level of participation to be pursued for the project.

Given the nature of the project, the community and stakeholder engagement activities will be conducted in accordance with the 'inform', 'consult' and 'involve' levels of the spectrum, at different periods. The overall goals for engagement will be to ensure that the concerns and aspirations of the various stakeholders and interested parties are reflected in the project and that relevant feedback is provided to these stakeholders.

In order to achieve these objectives a number of principles of engagement will need to be established. These principles will provide a framework for engagement with stakeholders and the community.

These principles are:

- Involving stakeholders shows respect for them. It recognises them as recipients and 'hosts' of projects and allows them to have some ownership of the project outcomes
- Use of engagement techniques that effectively and meaningfully engage the community and stakeholders
- Ensuring that all stakeholders have easy access to information about the project
- Demonstrating that concerns and aspirations raised by the community and stakeholders have been considered during various stages of the project
- Ensuring that all information is provided in plain English.

# IAP2'S PUBLIC PARTICIPATION SPECTRUM

The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

		INCREASING IMPACT ON THE DECISION				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities 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 concerns and aspirations 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	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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**Figure 1-2 IAP2 spectrum**

### 1.3.1 Engagement objectives

The following stakeholder engagement objectives have been developed with an understanding of the overall project objectives. These objectives aim to:

- Outline the most appropriate method for consulting with the community and identified stakeholders
- Work closely with Hydro management, Daracon Contracting and key project stakeholders throughout the project
- Ensure all stakeholders feel appropriately informed about the remediation process and are provided adequate opportunity to provide input
- Maintain a thorough record of all communication undertaken with stakeholders
- Ensure an internal system is in place for capturing and recording interactions that stakeholders have with members of the project team

This Stakeholder and Community Engagement Plan has been tailored to meet these objectives.

### 1.4 Departmental Consent Conditions

The stakeholder engagement plan has been developed with reference to the Consent Conditions from the NSW Department of Planning, Industry and Environment (DPIE) regarding the remediation project.

The stakeholder engagement requirements of DPIE for the project included in the Development Consent (DPIE 2020) are:

Section	Part	Detail	Where addressed
B53		The Applicant must prepare a Community Engagement Plan for the development, to the satisfaction of the Planning Secretary. The Plan must:	This plan.
	(a)	be approved by the Planning Secretary within two months of the date of this consent;	
	(b)	identify the relevant community including nearby and adjacent landowners, sensitive receivers, relevant regulatory authorities and other interested stakeholders;	Section 2 – Stakeholder Analysis, page 7, and; task 5 of Table 3 – Engagement Tools, page 17.
	(c)	detail the mechanisms for consulting with the local community throughout the development;	Table 2 – Issues Management page 9, and Table 3 Engagement Tools page 17.
	(d)	identify a community notification area for residents to refrain from using rainwater as a potable water supply during the remediation works;	See section 1.4.1 immediately below.
	(e)	include a complaints handling procedure for recording, responding to and managing complaints.	Section 5.2.1 - Dispute Resolution Process page 14.
B54		The Applicant must implement the approved Community Engagement Plan for the duration of the development.	

#### 1.4.1 Addressing Part (d) – Use of rainwater for drinking

Section 5.3.2.2 of the Response to Submissions Report (Ramboll, 2020) provided a detailed response as to why deposited dust would not present a risk of harm to those who used water from rainwater tanks as potable water. This included reference to relevant sections of the Human Health Risk Assessment that formed part of the Environmental Impact Statement (EIS) (Ramboll Environ, 2016). The key point from Section 5.3.2.2 of the Response to Submissions Report was to reiterate the following point from the Human Health Risk Assessment that “*any potential health risks to users of rainwater tanks in the vicinity of the Project Site are also considered to be negligible*”.

Hydro acknowledges that Section 5.3.2.2 of the Response to Submissions Report includes the following:



*“Hydro acknowledges the HNE Health recommendation to advise all the off-site receptors identified in the HHRA of the potential for dust and particulate matter deposition and recommend that rainwater is not used as a potable water source during the Works activities. “*

However, the EIS (in particular the Human Health Risk Assessment) and the Response to Submissions Report (in particular Section 5.3.2.2) did not identify any areas where residents need to refrain from using rainwater as a potable water supply. As noted above Hydro only committed to advising residents to continue using reticulated water supply as the potable water use: Hydro did not identify any residents that need to refrain from using rainwater as a potable water supply.

The conclusion of the EIS and the Human Health Risk Assessment (that the Works pose a negligible risk to users of rainwater tanks) is reinforced and strengthened by the following:

- As noted in Section 5.3.2.2 of the Response to Submissions Report, demolition (the main potential source of dust) is largely completed. The Air Quality Impact Assessment (and subsequently the Human Health Risk Assessment) assessed the worst case scenario of demolition and remediation occurring concurrently. As such a significant proportion of the dusts included in those assessments (and the associated contaminants that presented a potential risk to drinking water) would not be generated. Therefore the negligible risk to users of rainwater tanks would be further reduced.
- Hydro has been operating five dust deposition gauges since November 2016, with Stage 1 Demolition commencing in May 2017. Monitoring results have shown that total insoluble solid levels have generally stayed well below the EPA’s criteria of 4g/m<sup>2</sup>/month. Higher levels, and the only exceedence of the EPA criteria, correlated with local bushfire events, and the regional bushfire and drought conditions that affected the end of 2019. The ash content and combustible material levels confirm the contribution of the drought and bushfires to these higher levels.
- As part of its regular communication with local residents and the wider community, Hydro would provide information on the potential for dust generation during the Works (demolition, the main potential source of dust, no longer forms part of the Project and is largely completed) and other major activities. Hydro would also advise residents to continue using the reticulated water supply as the potable water source.
- No complaints have been received by Hydro regarding dust or air quality (including any impacts on tank water quality) since decommissioning and demolition activities commenced at the Smelter.

The management and monitoring measures described in the Remediation Works Environmental Management Plan and, in particular, the Air Quality Management would continue to mitigate and monitor dust generation, and minimise the potential for off site impacts.

Dust monitoring results will be published on the project website on an ongoing basis.

## 2. Stakeholder analysis

Table 1 below lists key stakeholders identified for the ReGrowth Kurri Kurri Demolition Project. These stakeholders are likely to be impacted or have an interest in the project.

**Table 1 - Key project stakeholders**

Stakeholder group	Stakeholder organisation / name
<b>Elected representatives (Federal)</b>	Federal Member for the Paterson, Ms Meryl Swanson MP
<b>Elected representatives (State)</b>	State Member for Cessnock, Clayton Barr MP
	State Member for Maitland, Jenny Aitchison MP
<b>New South Wales Government Departments</b>	Environmental Protection Authority
	Environment, Energy & Science group within DPIE
<b>Local Government</b>	Cessnock City Council Mayor, Clr Bob Pynsent
	Cessnock City Council General Manager, Ms Lotta Jackson
	Maitland City Council General Manager, Mr David Evans
	Maitland City Council Mayor, Clr Loretta Baker
<b>Local community / interest groups</b>	Hydro land tenants and adjacent residents
	Kurri Kurri, Weston, Abermain, Sawyers Gully, Heddon Greta, Gillieston Heights and Cessnock community.
	Kurri Kurri Landcare and other environment groups
	Kurri Kurri Motorcycle Club and Kurri Kurri Speedway
<b>Local Aboriginal Land Council</b>	Mindaribba Local Aboriginal Land Council
<b>Local Businesses / Utilities</b>	Cessnock Business Chamber
	Kurri Kurri Business Chamber
<b>Media</b>	ABC Radio Newcastle
	Cessnock Advertiser
	Maitland Mercury
	Newcastle Herald
	NBN Television

### 3. Issues and risk management

Table 2 outlines some of the potential issues associated with the project. In order to achieve the objectives outlined in section 1.2, strategies/actions have been developed for each of the issues to support management and mitigation.

It is envisaged that this table will be updated as more information is gathered during the investigative process. Similarly, the table will need to be revised during later project phases to ensure new and emerging issues are identified and proactively managed.

#### Risk categorisation

Because perceptions are shaped by values and beliefs about specific issues, the following categories have been developed to further identify the method in which to consult with project stakeholders. These categories are:

- “rights-based” (those people who live on or near the site and have a ‘right to know’ as they are directly affected),
- “power-based” (those who are elected representatives and Government authorities that have power to influence the project outcome), and
- “interest-based” (usually non-local interest groups with larger agendas – who often escalate the issues out of proportion to further their agendas).

**Table 2 - Issues management**

Stakeholder(s)	Issues / risks	Proposed strategy / action
<p><b>Elected Members of Parliament (MPs)</b>  <b>Federal, State and Local Regulatory bodies</b>  <i>(power-based stakeholders)</i></p>	<p>Health and safety concerns                      Community upset resulting from remediation activity                      Issues relating to project approvals                      Remediation Works Environmental Management Plan (RWEMP) requirements not being met                      Regulatory expectations not being met                      Approvals not granted</p>	<p>Communicate early and often with MPs and local Councillors                      Refer to RWEMP for environmental management measures                      Use a wide variety of channels to promote remediation timeframe and potential impacts.</p>
<p><b>Local community</b>  <b>Local interest groups</b>  <b>Local business / industry groups</b>  <i>(rights-based)</i></p>	<p>Health and safety concerns                      Not adequately consulted                      Feeling unaware of remediation activities                      Inclusion of local workers and impact to local economy                      Direct impacts from remediation (noise, vibration, dust, etc)</p>	<p>Refer to RWEMP for environmental management measures                      Promote feedback channels early and often.                      Provide 24 hour community line during remediation activities                      Proactively seek to engage with as many community groups as possible                      Use a wide variety of channels to promote remediation timeframe and potential impacts.</p>
<p><b>Existing site residential and commercial tenants</b>  <i>(rights-based)</i></p>	<p>Health and safety concerns                      Not adequately consulted                      Feeling unaware of remediation activities                      Direct impacts from remediation (noise, vibration, dust etc)</p>	<p>Refer to RWEMP for environmental management measures                      Promote feedback channels early and often.                      Provide 24-hour community line during remediation activities                      Proactively seek to engage with as many community groups as possible                      Use a wide variety of channels to promote remediation timeframe and potential impacts.</p>



## **4. Engagement approach**

The aim of the community and stakeholder engagement for this project will be to ensure that stakeholder risks, expectations and areas of interest are managed. This section outlines the stakeholder engagement approach.

The engagement tools to be utilised throughout each of the project phases have been outlined in Section 6.

## 5. Key messages

It is vital that consistent and clear messages are used in order to ensure that the same information is being communicated to stakeholders and the community by all project staff and consultants who come into contact with them. This is particularly important given the nature of the project and the risks associated with the remediation activities.

The following key messages, developed in consultation with Hydro, will underpin the community and stakeholder engagement activities. Note that Key Messages will also evolve over time.

### 5.1 Project

- CMA Contracting became the Principal Contractor of the Hydro Kurri Kurri site as of May 16th 2017 and are due to complete work and hand back the site in Q3'2020.
- Daracon Contractors P/L (Daracon) became Principal Contractor on 25/2/2020 for their part of the site with establishment of site facilities on Roller Park (adjacent to Dickson Road, near the smelter administration building, and temporary site works commenced on Monday 2/3/2020.
- As part of the remediation process, the Department requires an Environmental Management Plan (EMP) to be prepared and approved by the Department prior to Daracon Contracting commencing remediation.
- An overarching EMP has been prepared by Hydro's environmental consultant (Ramboll) and includes the following sub-plans:
  - Appendix A – Containment Cell Management Plan
  - Appendix B – Demolition and Remediation Access Plan
  - Appendix C – Traffic and Access Management
  - Appendix D – Air Quality Management Plan
  - Appendix E – Noise and Vibration Management Plan
  - Appendix F – Soil and Water Management Plan (with sub-plans for Leachate Management and Contaminated Soils Management)
  - Appendix G – Waste Management Plan
  - Appendix H – Energy Efficiency Management Plan
  - Appendix I – Biodiversity Management Plan
  - Appendix J – Aboriginal Heritage Management Plan
  - Appendix K – Stakeholder Engagement and Notification Plan (This document)
  - Appendix L – Workplace Health and Safety Management Plan
- Additionally Daracon will prepare an Integrated Project Management Plan, which together with the overarching EMP, forms an Integrated Management System upon which the project delivery is to be based. This document includes:
  - IPMP
  - Appendix 1 – Organisation Chart
  - Appendix 2 – Roles & Responsibilities
  - Appendix 3 – Traffic Management

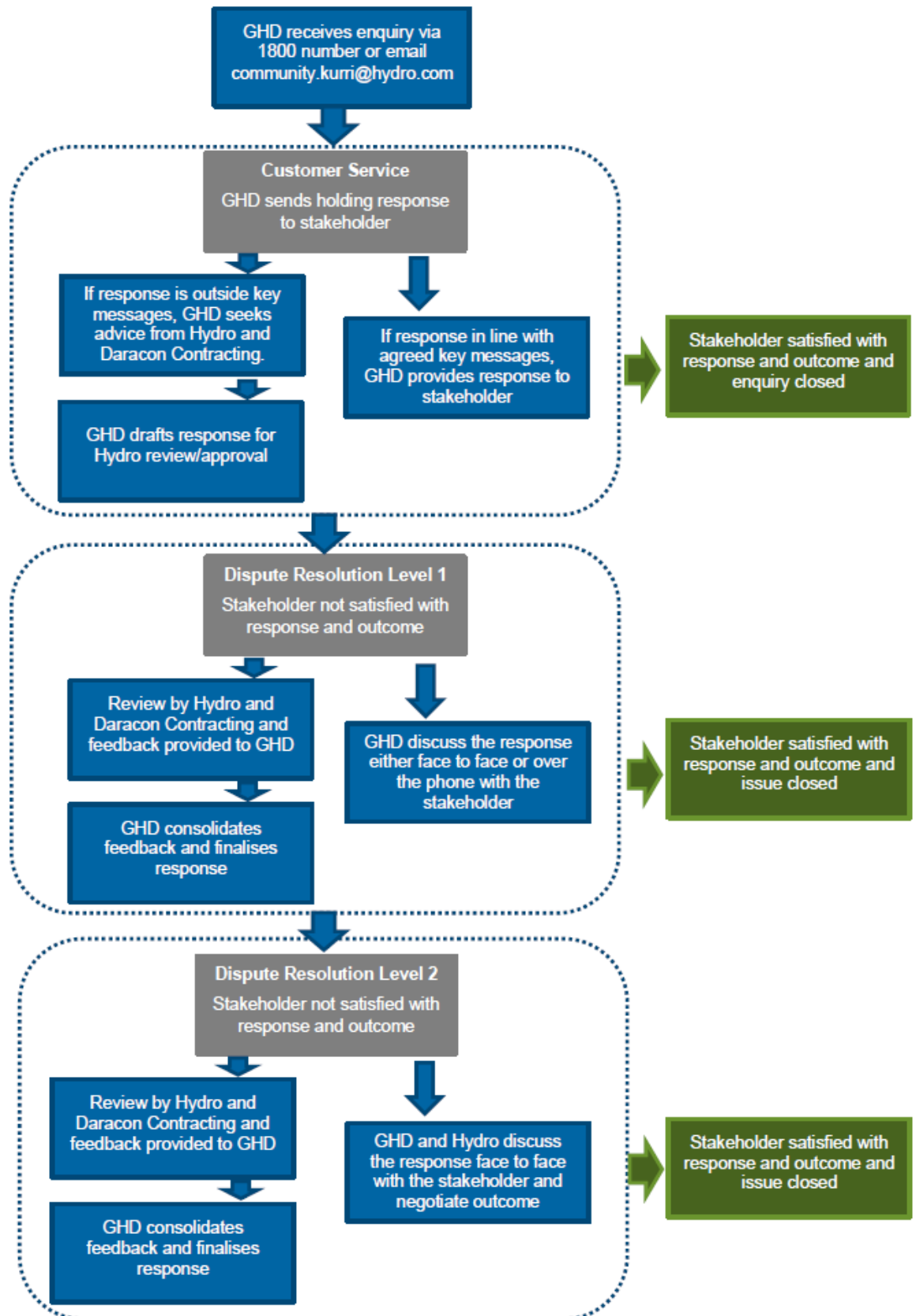
- Appendix 4 – Remedial Works Environmental Management Plan
- Appendix 5 – Chain of Responsibility
- Appendix 6 – Asbestos Removal Procedure
- Appendix 7 – Materials Management
- Appendix 8 – Records Management
- Appendix 9 – Emergency Response Plan
- Appendix 10 – Site Induction
- Appendix 11 – Procurement Plan
- Appendix 12 – Global Risk Assessment
- Appendix 13 – Daracon Policies
- The containment cell has been designed to world’s best practice standards. It will contain several layers of geosynthetic membranes to prevent inflow of water, leachate leakage and disturbance by animals.
- The cell will be subject to a Quality Audit process, where lining welds and checks on materials will be undertaken during its construction.

## **5.2 Stakeholder and community engagement messages**

- Hydro and Daracon Contractors are committed to minimising the impact to the neighbouring community and relevant stakeholders during the remediation project.
- GHD on behalf of Hydro and Daracon Contractors will ensure that there is a single point of contact for all stakeholders, including residents, members of the community, businesses, Council, and MPs who have questions or concerns regarding the works.
- Hydro will keep the community informed about the ongoing works associated with the project.
- GHD will ensure that the surrounding community is aware of any significant impacts and encourages the community to contact the project team to ask questions and find out more information. There are a number of ways to contact us:
  - Toll free community line 1800 066 243
  - Community email: [community.kurri@hydro.com](mailto:community.kurri@hydro.com).
  - GHD will register all enquiries and complaints and consultation activities in the Consultation Manager database.

### **5.2.1 Dispute resolution process**

- GHD will implement a dispute resolution process for all enquiries received on the project team 1800 number or email.



**Figure 5-1 Dispute resolution process**



## 5.3 Remediation mitigation measures

### 5.3.1 Approved Working hours

- Works will be undertaken in accordance with the approved working hours under the Development Consent which are;
  - Monday to Friday – 7.00 AM to 6.00 PM
  - Saturday – 7.00 AM to 1.00 PM
  - No works on Sundays or public holidays.
- Works outside of hours can be undertaken if they are;
  - inaudible at the nearest sensitive receivers;
  - agreed to in writing by the Planning Secretary; and
  - where it is required in an emergency to avoid the loss of lives, property or to prevent environmental harm.

### 5.3.2 Noise & Vibration

Remediation works must be undertaken to achieve the construction noise management levels detailed in *the Interim Construction Noise Guideline* (DECC, 2009). (as may be updated or replaced from time to time). All feasible and reasonable noise mitigation measures must be implemented and any activities that could exceed the construction noise management levels must be identified and managed in accordance with the management and mitigation measures in Appendix 2 and outlined in *the Interim Construction Noise Guideline* (DECC, 2009).

Vibration caused by the remediation works at any residence or structure outside the site must be limited to:

- (a) For structural damage: German Standard DIN 4150 Part 3 Structural Vibration in Buildings; and
- (b) For human exposure: the acceptable vibration values set out in Environmental Noise Management Assessing Vibration: A Technical Guideline (DECC, 2006).

### 5.3.3 Nearby Residents and community

- Daracon and Hydro are committed to ensuring the community remains informed of Remediation Activities and any potential effects on nearby residents.
- Daracon is committed to working in accordance with the conditions imposed by the development consent.

### 5.3.4 Dust Generation

- Dust will be carefully controlled throughout the project utilising on-site recycled water wherever possible, together with specialist dust suppression units and water carts as required
- Purpose built roads, such as between the capped waste stockpile and the containment cell, will reduce dust generation. Wheel wash down and 'cattle grids' will be used where necessary to further reduce dust generation during the transportation of material.

### 5.3.5 Contaminated materials

- It is not envisaged that any waste material will leave the site. The only waste to be leaving the site would be clean, recyclable material. Daracon will enforce stringent and

controlled load out of clean scrap metals as part of load security checks prior to leaving site.

### **5.3.6 Traffic movements – public interaction**

- A Traffic Management Plan will be implemented for the Project with all regular drivers requiring briefing and induction prior to commencing works
- Traffic routes will primarily be via the Hunter Expressway with very limited local road traffic
- Load security and restraint will be enforced.

### **5.3.7 Site security and unsolicited access**

- Existing 2.4 m high chain wire security fencing will remain in place until project completion
- Temporary construction fencing will be in place around specific remediation zones within the broader fenced site
- Additional security cameras will be used during the remediation works
- Statutory safety signage will be displayed on fencing around the site.

### **5.3.8 Local Involvement**

- Daracon is a locally based company with its headquarters in Beresfield NSW.
- Daracon currently employs a large number of local people across their business. It is expected that a large proportion of the workforce working on this project will be from within the region.
- Some of the remediation works are specialist works requiring trained, competent and experienced personnel
- Where possible, Daracon seek to utilise local businesses and personnel for appropriate tasks (including labour and subcontractors).

## 6. Engagement tools

Table 3 outlines the engagement tools to be implemented throughout the investigations into the remediation and redevelopment of the Kurri Kurri site. Anticipated timing has also been provided for each task.

**Table 3 - Engagement tools**

Key tasks		Scope of work	Indicative timing
1	Stakeholder and Community Engagement Plan	A Stakeholder and Community Engagement Plan has been developed to provide a framework for the whole project. This Plan will also include key messages to be used across all communication materials developed for the project. It will be reviewed as required.	Ongoing
2	Maintain contact database and response mechanisms	The Consultation Manager™ database developed in 2014 at the commencement of this project will continue to be used to record and maintain contact details for all stakeholders, organisations and individuals who have an interest in the project. The database will be regularly updated throughout the project.  A project 24 hour 1800 number and email address will also be used throughout the project so that stakeholders have a point of contact for questions and feedback.	Already established.  Maintenance ongoing.
3	Consultation with high level stakeholders	A schedule of meetings will be established with high level stakeholders. These meetings will provide an opportunity to fully brief stakeholders and to discuss the project and site remediation. The meetings will be attended by Hydro staff, accompanied by the Senior Stakeholder Engagement Specialist where applicable.	TBC
4	Develop communication materials	A range of communication materials will be developed to communicate the activities and timeframe of the remediation project. This will include a project newsletter, community updates, stakeholder letters and fact sheet.  The project newsletter will be distributed to the stakeholders in the database that have indicated a desire to be kept informed.  Signage will be developed and erected at the front of the property with the demolisher's name, licence number, a contact phone number, email and site address.	TBC

Key tasks		Scope of work	Indicative timing
5	Letter to residents	<p>A notification letter will be sent to residents located near the site at least seven working days prior to remediation commencement.</p> <p>Letters will provide the date remediation will commence and be provided to Neighbouring landowners and tenants of Hydro land as well as residents within closer proximity to the site including those located close to (within around 1km of) the site on:</p> <ul style="list-style-type: none"> <li>• Graham Lane</li> <li>• Lumby Lane</li> <li>• Pitt Lane</li> <li>• Currawong Close</li> <li>• Gingers Lane</li> <li>• Bishops Bridge Rd</li> <li>• Metcalfe Lane</li> <li>• Government Road</li> <li>• Horton Road</li> <li>• Dawes Ave</li> <li>• McLeod Rd</li> <li>• Scales Rd</li> <li>• Bowditch Ave</li> <li>• Kookaburra Close</li> <li>• McGarva Avenue</li> <li>• Sawyers Gully Road</li> <li>• Stringybark Place</li> </ul> <p>The letter will include the project team 1800 number and email.</p>	Seven days prior to remediation commencement.
6	Written notice to the DPIE	<p>Written notice will be provided to DPIE prior to remediation. The notice will include site details, contractor details, and the project team 1800 number and email.</p> <p>Compliance Audits and Independent Environmental Audits will be conducted prior</p>	TBC



Key tasks		Scope of work	Indicative timing
		to the commencement of remediation and on an ongoing basis in accordance with the draft Conditions of Consent.	
7	Consultation with community and other stakeholders	Consultation will occur with community stakeholders to announce the remediation project. This consultation will include community newsletters and the offer of one-on-one meetings with directly impacted community and other stakeholders (where required).	Ongoing
8	Web presence	A web presence will be maintained to communicate events, milestones and progress to a wide audience of interested stakeholders. <a href="https://regrowthkurrikurri.com.au/">https://regrowthkurrikurri.com.au/</a>	Already established. Maintenance ongoing
9	Mass Media	Media planning will occur in tandem with other stakeholder engagement activities. Media statements will be produced and approved ready for release in case of enquiry, and for expected announcements. Media events, response and interviews will be arranged and managed as required. An advertisement in the local newspapers will announce the remediation commencement and reinforce the contact details.	As required
10	Reporting monitoring, evaluation and feedback	Regular monitoring of the consultation activities will be carried out to ensure that all sectors of the stakeholder community are included. The engagement activities proposed will also be evaluated to ensure that stakeholders are informed of the options being considered by Hydro and have opportunities to contribute to the process.	Quarterly

## 7. Stakeholder communication protocols

A consistent approach will be necessary to undertake the various stakeholder engagement activities throughout the project. To ensure that the project team is working efficiently, the following protocols should be adhered to.

### 7.1 Public communication

Hydro has final approval over all public materials. This includes, but is not limited to:

- Media releases and statements (including pre-approved holding statements)
- Website material
- Community letters
- Community updates (newsletters)
- Newspaper advertisements
- Fact sheets and information brochures.

### 7.2 Information line and project email address

The community information 1800 number will be widely promoted on all project communication materials including advertising, newsletters, fact sheets, website, surveys and stakeholder and community letters. A project email address (community.kurri@hydro.com) has been established to manage any enquiries and will also be published on all project communication materials.

#### 7.2.1 Consultation Manager™ – stakeholder database

The Consultation Manager™ database will assist in tracking issues, identifying trends and providing an early indication of concerns before they develop into misunderstandings or conflict. It also provides a framework for monitoring enquiries and evaluating the effectiveness of engagement and communication, for record keeping and the tracking of assigned actions. It is a web-based database that allows instant generation of issues/responses for reporting requirements as well as flexibility in terms of access for the project team.

### 7.3 Stakeholder contact/response

All stakeholder contact relating to the project will be collected, documented and stored in the contact database. Contact with stakeholders will be via Hydro's Project Team and/or GHD's Stakeholder Engagement Team.

### 7.4 Media enquiries management

All media enquiries should be directed to GHD's Stakeholder Engagement Manager, who will manage statements and responses to questions through close liaison with the designated Hydro spokesperson for this project. Only the Hydro Managing Director or GHD's Stakeholder Engagement Manager will provide live (e.g. radio & television) commentary. Project team members are not authorised to respond to media enquiries. If approached by the media the staff member shall take the reporter's contact details, the purpose of the story and their deadline, and then explain this to the GHD's Stakeholder Engagement Manager or Hydro Managing Director for follow up.

No media release, statement or comment relating to the project shall be issued without Hydro approval. This includes requests for 'off the record' comments.

## 8. Reporting and evaluation

The purpose of undertaking regular reporting and evaluation is to ensure that the views of all stakeholders are effectively gathered and considered in the ongoing development of the project. Regular reporting, monitoring and evaluation is considered Best Practice and is in accordance with the IAP2 values which will guide our stakeholder engagement approach.

### 8.1 Reporting

Reporting will consist of:

- The Stakeholder Engagement Manager will attend project team meetings as required and provide updates on current engagement activities, media enquiries and progress in relation to the Stakeholder and Community Engagement Plan.
- The Stakeholder Engagement Manager will forward weekly media monitoring reports (if relevant) and provide any relevant commentary.
- The Stakeholder Engagement Manager will provide monthly (or as required) consultation reports that detail engagement activity, media enquiries and other activity related to the Stakeholder and Community Engagement Plan.

### 8.2 Evaluation

Ensuring a consistent approach is an essential part of our consultation methodology.

Stakeholder engagement performance will be evaluated against the project's engagement objectives.

These following criteria will be utilised to assess whether the process was successful and ensure that:

- The community and stakeholder engagement process was transparent with several opportunities to provide input.
- The process undertaken was fair and accessible to all and reached beyond the 'vocal group' into the broader community.
- Those involved felt Hydro was responsive to concerns/issues.
- The material provided was easy to read and understand.
- The project received balanced coverage in the local media.
- There was minimal broad community outrage towards the project.

### 8.1 Evaluation mechanisms

There are number of mechanisms that will be used to obtain information about the process enabling it to be assessed against the evaluation criteria. These mechanisms include:

- Reporting and analysing stakeholder contacts / enquiries.
- Capturing and analysing stakeholder feedback received during discussions.
- Feedback forms will be distributed at the community information sessions. The feedback forms will ask the stakeholders to comment on the communication and engagement.



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