

**Jemena Limited**

**Kendall Bay Sediment Remediation Project**

Stakeholder Management Plan

Public

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### APPENDIX A FREQUENTLY ASKED QUESTIONS

## GLOSSARY

**CLM Act** means the Contaminated Land Management Act 1997 (NSW).

**Community** see definition of **Stakeholder** in this glossary.

**Contamination** means the condition of land or water where any chemical substance or waste has been added as a direct or indirect result of human activity at above background level and represents, or potentially represents, an adverse health or environmental impact.

**Council** means City of Canada Bay.

**DP&E** means the NSW Department of Planning and Environment.

**EIS** means environmental impact statement.

**Environment Protection Authority (EPA)** refers to the government agency in NSW that has responsibility for matters relating to contaminated sites, and which is the regulator for contaminated site management under CLM Act.

**Exposure** occurs when a chemical, physical or biological agent makes contact with the human body through breathing, skin contact or ingestion, for example, contaminants in soil, water and air.

**Jemena** means Jemena Ltd.

**Project** means the Kendall Bay Sediment Remediation Project.

**RAP** means remediation action plan.

**Remediation** means the physical works to clean-up, or mitigate the impacts of, site contamination.

**Risk** means the probability in a certain timeframe that an adverse outcome will occur in a person, group, or ecological system that is exposed to a particular dose or concentration of a hazardous agent; that is, it depends on both the level of toxicity of hazardous agent and the level of exposure.

**Risk assessment** means the process of estimating the potential impact of a chemical, physical, microbiological or social hazard on a specified human population or ecosystem under a specific set of conditions within a certain timeframe.

**Risk communication** means an interactive process involving the exchange among individuals, groups and institutions of information and expert opinion about the nature, severity and acceptability of risks and the decisions to be taken to combat them. Risk communication is delivered most efficiently in the context of a well-structured stakeholder engagement process.

**Risk management** means the decision-making process to analyse and compare the range of options for site management and select the appropriate response to a potential health or environmental hazard. It may involve considerations of political, social, economic, environmental and engineering factors.

**Risk perception** is the subjective judgement that people make about the characteristics and severity of a risk.

**Site** means the area where remediation activity is occurring.

**SSD** means State Significant Development.

**Stakeholder** is often interchanged with the term community. For the purposes of this management plan, stakeholder means an individual, group, organisation or other entity that may be interested in, or affected by, the remediation and management of a contaminated site. Depending on specific site circumstances, stakeholders may include residents, property owners, public health officials, government agencies, media, businesses working on site, and environmental or other action/interest groups.

**Stakeholder engagement** - is the process of engaging and communicating with people (individuals and groups) who have an interest, or 'stake' in the remediation and management of a contaminated site. It can include a variety of approaches including the following:

- to inform - one-way communication or delivery of information
- to consult - providing for ongoing stakeholder feedback
- to involve - a two-way process to ensure stakeholder concerns are considered as part of the decision-making process
- to collaborate - developing partnerships with stakeholders to make recommendations
- to empower - allowing stakeholders to make decisions and to implement and manage change.

**VMP** means voluntary management proposal.

**VRA** means voluntary remediation agreement.

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## 1. INTRODUCTION

It is Jemena's intention that at all stages of the Remediation process, good stakeholder management will ensure all parties are dealt with fairly, respectfully and lawfully. The purpose of this Stakeholder Management Plan is to set out how Jemena will implement its stakeholder engagement for the Project.

The Plan has been developed so that:

- information is shared in a complete and understandable manner
- contact details for the Project are clearly accessible, and
- Jemena staff members are responsive to comments and concerns raised.

Jemena acknowledges and recognises there are many stakeholders who have an interest in how it manages the Project. In a gasworks remediation guidance document, the NSW EPA states that, before commencing remediation work at former gasworks sites, it is important to consider the need for community consultation about that work and that measures to keep the community informed of the associated issues should be developed and implemented as a matter of priority. Jemena supports this objective.

As such, stakeholder management in relation to the Project is a well-established process – an initial approach to stakeholder management for the Project was developed in 2012, with an early version of this plan having been submitted to the EPA in January 2017. However, as the scope of the Project has evolved, and remediation plans have progressed, a review and update of the Plan has occurred, which has resulted in this version.

Accordingly, this Stakeholder Management Plan summarises the various stakeholder engagement processes that will be undertaken to communicate with Project stakeholders and respond to matters raised by stakeholders associated with the Project. This Plan also summarises the modes of contact with stakeholders during the life of the Project, including during the period leading up to commencement of the remediation works.

## 2. BACKGROUND

Kendall Bay is located approximately 10 km west of Sydney's Central Business District. It is on the southern side of the Parramatta River in the City of Canada Bay Local Government Area, between the suburbs of Cabarita and Breakfast Point (adjacent to the site of the former Mortlake Gasworks). Ownership of the bed of Kendall Bay is vested in NSW Roads and Maritime Services.

The Mortlake gasworks was operated by The Australian Gas Light Company (AGL). Responsibility for legacy contamination of the bay (associated with the gasworks operations) subsequently passed to Jemena.

Sediments in certain areas of the bay are contaminated primarily as a result of industrial discharges associated with historical operations at the former AGL Mortlake Gasworks, where production of gas from coal commenced in 1886 and ceased in 1971. The primary contaminant is coal tar. The land-side gasworks site was remediated between 1999 and 2002, has subsequently been redeveloped, and is now known as the residential suburb of Breakfast Point.

With the completion of remediation at Breakfast Point, the NSW Environment Protection Authority (EPA) focused on contaminated sediments within areas of Kendall Bay.

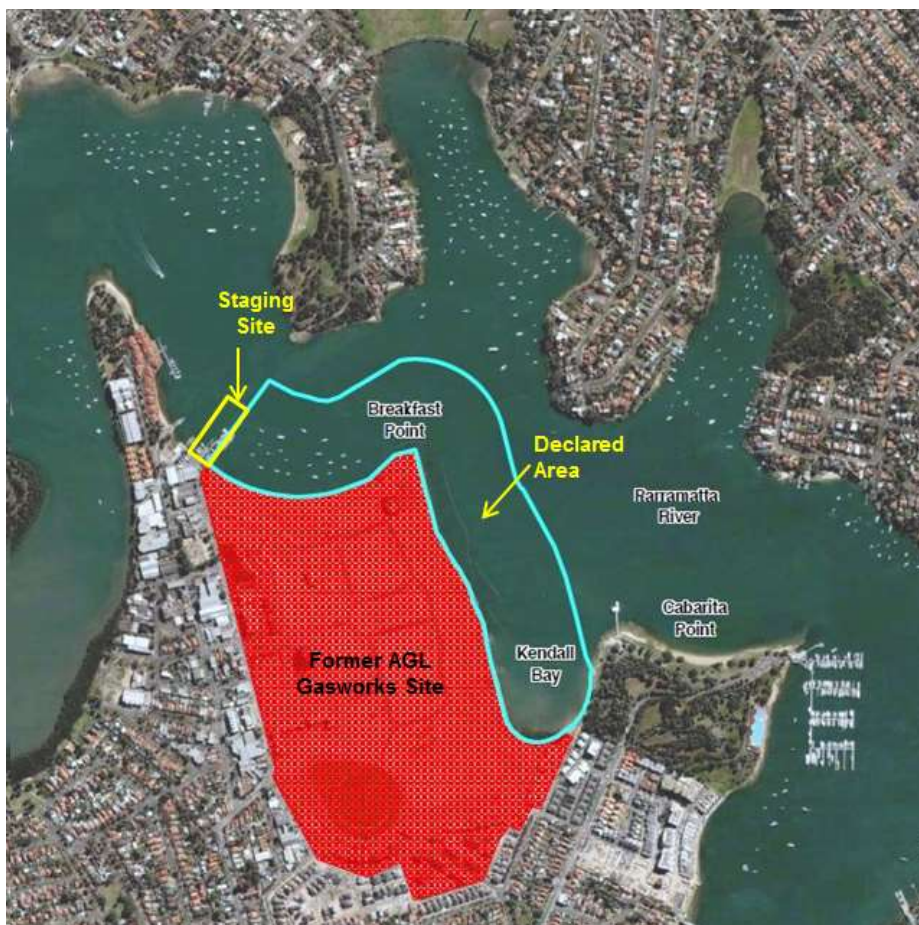
## 3. PROJECT DETAILS

### 3.1 REGULATORY SETTING

AGL signed a Voluntary Remediation Agreement (VRA) with the NSW EPA in 2005. The VRA committed AGL to further investigations with the view to remediating the sediments within the bay, where necessary. Jemena took on AGL's VRA obligations in late 2006 with the demerger of AGL. Following these investigations, it has been confirmed by the EPA that remediation within parts of Kendall Bay is required in order to address human health and ecological risks posed by the contamination. The remediation process is regulated by the NSW EPA.

In April 2013 the NSW Planning Minister declared the sediment remediation project a State Significant Development. Subsequently, DP&E issued Secretary's Environmental Assessment Requirements (SEARs), which must be addressed in the Environmental Impact Statement (EIS) that is required in order to obtain consent to execute the remediation works.

The [EPA, May 2004] Declared Area is defined as the bed of the estuary located within 200 m of the shoreline of the former AGL Mortlake gasworks site, located on the southern shoreline of the Parramatta River at Mortlake, Sydney. The Declared Area extends from the eastern shoreline of Kendall Bay, to the shoreline adjacent to Tennyson Road. The area includes the waters around Breakfast Point between Cabarita Point and Mortlake Point, as shown below.





Within the Declared Area, two areas of the Bay, one to the south around a beach and a mangrove area and the other to the north near where the coal loading wharf was formerly located, have been identified through technical studies and risk assessments as requiring remediation (further details provided in Section 3.3).

## 3.2 PROJECT TIMELINE

The project development timeline, with particular reference to the regulatory setting, up to the date of this Plan, is set out in Table 3.1.

**Table 3.1 - Project Timeline to Date**

| Year | Details                                                                                                                                                                                                                                                                                                                                                                 |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1886 | Mortlake gasworks commence operations.                                                                                                                                                                                                                                                                                                                                  |
| 1971 | Mortlake gasworks cease production of gas from coal gasification                                                                                                                                                                                                                                                                                                        |
| 1990 | Mortlake gasworks cease use of the site for operational purposes.                                                                                                                                                                                                                                                                                                       |
| 1996 | Planning work commenced on remediation of gasworks site.                                                                                                                                                                                                                                                                                                                |
| 2000 | Commencement of Breakfast Point residential development.                                                                                                                                                                                                                                                                                                                |
| 2001 | Voluntary Investigation Proposal agreed between AGL and the EPA on 22 November 2001.                                                                                                                                                                                                                                                                                    |
| 2002 | Remediation of the gasworks site complete.                                                                                                                                                                                                                                                                                                                              |
| 2004 | In May 2004, the EPA declared the bed of the Parramatta River and Kendall Bay bordering the former gasworks and within 200 m of the shoreline to be a 'Remediation Site' under section 21 of the Contaminated Land Management Act 1997.                                                                                                                                 |
| 2005 | A Voluntary Remediation Agreement (VRA) (now known as a Voluntary Management Proposal (VMP)) was entered into between AGL and the NSW EPA in September 2005. The VRA provided for additional investigation of Kendall Bay to determine the impacted areas within Kendall Bay and the development and submission of a Risk Assessment and Remediation Action Plan (RAP). |
| 2007 | Submission of a Risk Assessment and a Remediation Action Plan (RAP) based on an initial understanding of how remediation would be undertaken. In November 2007, the EPA confirmed that an area to the south of Kendall Bay (Area A) and to the north (Area B) were the areas of sediments requiring remediation.                                                        |
| 2008 | The project was declared a 'Major Project' under the former Part 3A of the Environmental Planning & Assessment Act (EP&A Act) in 2008.                                                                                                                                                                                                                                  |
| 2011 | In August 2011, the Department of Planning issued the Director General's Requirements for the preparation of an Environmental Assessment under Part 3A.                                                                                                                                                                                                                 |
| 2012 | The proposed remediation methodology in 2012 was to use Cabarita Park and the eastern side of Kendall Bay to build a staging site and treatment plant but due to significant community opposition for this proposal Jemena looked for another, more favourable, option.                                                                                                 |
| 2013 | Following repeal of Part 3A, the project transitioned to a State Significant Development (SSD) under the EP&A Act in April 2013.                                                                                                                                                                                                                                        |
| 2013 | In December 2013, the property located at 140 Tennyson Road, Mortlake was purchased by Jemena to act as a staging site and treatment plant for the remediation works.                                                                                                                                                                                                   |
| 2014 | A new RAP, prepared by consultants SKM, was issued on 6 June 2014 and subsequently endorsed by the Site Auditor and the EPA.                                                                                                                                                                                                                                            |
| 2014 | On 19 September 2014, a new SSD was gazetted to integrate the sediment treatment works with the new Tennyson Road staging site.                                                                                                                                                                                                                                         |
| 2014 | On 2 December 2014, following the new SSD declaration, the Department of Planning & Environment (DP&E) issued the Secretary's Environmental Assessment Requirements (SEARs) for the project.                                                                                                                                                                            |

| Year | Details                                                                                                                                                                       |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2015 | The approach in the 2014 RAP was reviewed, and following that review a new approach to the remediation was presented to the EPA and the community in December 2015.           |
| 2016 | The EPA was updated on 20 June 2016 and the EPA with other regulators on 29 July 2016 on the status of the new RAP which was to be prepared by consultants, Synnot Wilkinson. |
| 2017 | Revised RAP was submitted to the EPA on 31 January 2017.                                                                                                                      |
| 2017 | EPA RAP comments and recommendations provided to Jemena on 4 April 2017. Further sampling occurred, in response to EPA comments.                                              |
| 2017 | Development application lodged with RMS for consent to conduct a remediation trial in Kendall Bay.                                                                            |
| 2018 | Further sediment sample collection and geotechnical investigation.                                                                                                            |
| 2018 | RAP updated to incorporate results of further sampling and address EPA comments.                                                                                              |
| 2018 | RAP revised and forwarded to the NSW-EPA accredited site auditor.                                                                                                             |

Moving forward, the following timeline is expected:

**Table 3.2 - Expected Completion Timeline**

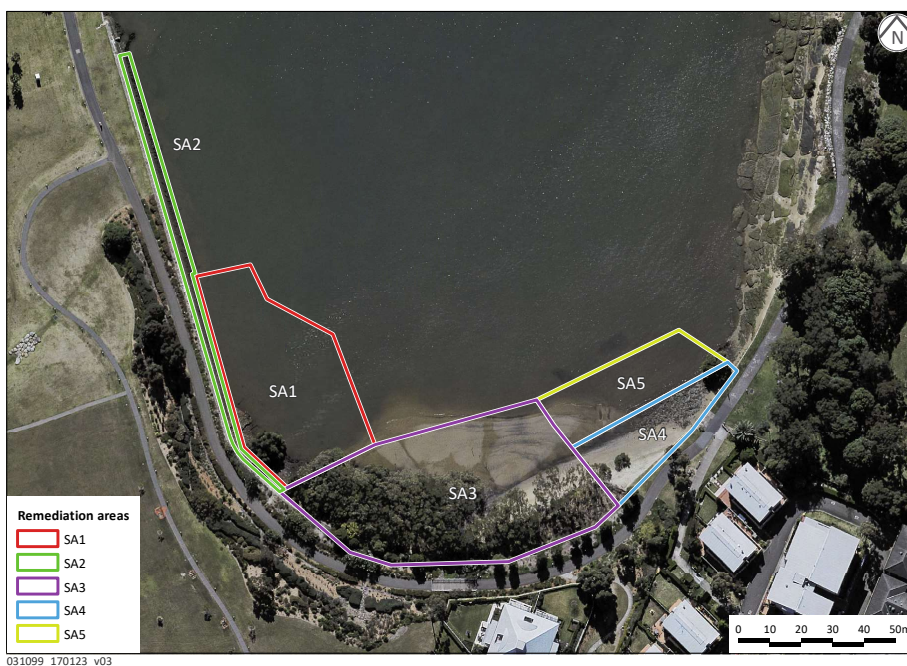
| Timing            | Details                                                                                                                                  |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| Mid to late 2018  | Subject to RMS approval, remediation trial work to be conducted in the bay to confirm the in-situ stabilisation remediation methodology. |
| Mid to late 2018  | Environmental Impact Statement (EIS) prepared and submitted to DP&E with SSD development application.                                    |
| Mid to late 2018  | EIS on public exhibition.                                                                                                                |
| Early to mid 2019 | Subject to DP&E approval, commencement of full scale remediation works.                                                                  |
| Early to mid 2020 | Completion of remediation works.                                                                                                         |
| Mid 2020          | Demobilisation from Tennyson Road premises.                                                                                              |

### 3.3 REMEDIATION ACTION PLAN

The RAP governs the remediation works for the site. The works entail remediation in two areas, referred to as the Southern Remediation Area and Northern Remediation Area as described below:

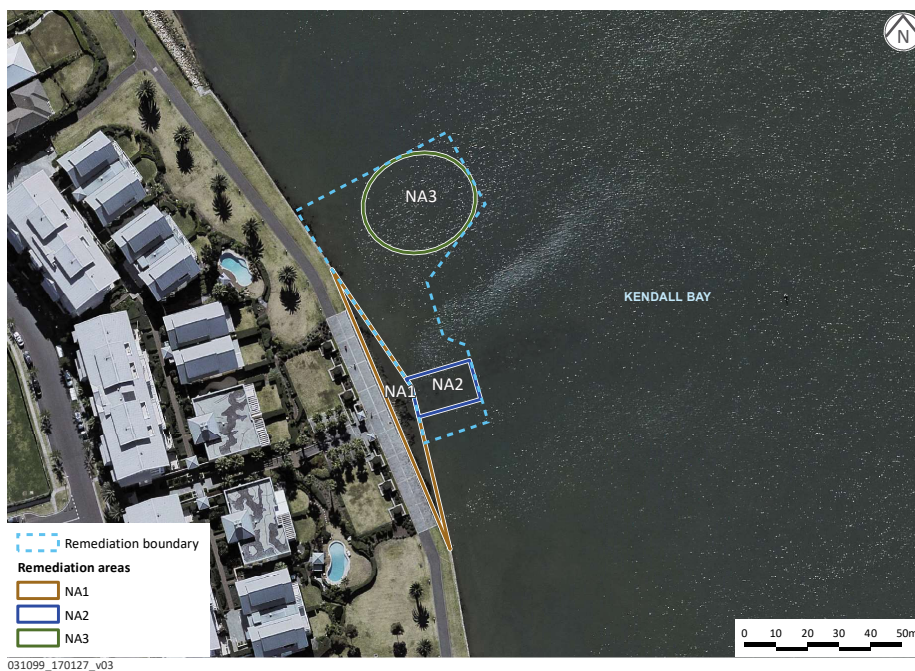
#### Southern Remediation Area

- SA1 – in-situ stabilisation of contaminated sediments by addition of cement and other additives, remove upper layer of treated material for off-site disposal and add clean capping layer
- SA2 – remove surface stained materials and rubbish and replace with clean crushed rock and clean sand
- SA3 – remove coke and coal from upper sand layer and spread clean sand, train stormwater flows through mangrove stand
- SA4 – extend existing sandstone wall to stabilise beach sands, remove coke and coal from upper sand layer and replenish beach sand
- SA5 – remove coke and coal from upper sand layer and clean layer of sand



#### Northern Remediation Area

- NA1 – remove surface stained materials and rubbish, replace with clean crushed rock and clean sand
- NA2 and NA3 – in-situ stabilisation of contaminated sediments by addition of cement and other additives, remove upper layer of treated material for off-site disposal and add clean capping layer



## Tennyson Road

The stabilised excavated materials will be barged to Jemena's Tennyson Road premises in sealed containers and trucked to off-site facilities for treatment and then disposal to a landfill.

## 4. STAKEHOLDERS

### 4.1 PRINCIPLES OF THE STAKEHOLDER ENGAGEMENT PROGRAM

To ensure best practice in community and stakeholder engagement, the Project will be guided 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 decision.
- 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).
- We will also be guided by the National Environment Protection (Assessment of Site Contamination) Measure 1999 updated 2013 (ASC NEPM) Schedule B8 (Community Consultation and Risk Communication) of the National Environment Protection Measure for Contaminated Land.
- We will consult with stakeholders at different levels depending on their interest and responsibilities. We anticipate engagement activities will be undertaken at the 'inform', 'consult' and 'involve' levels of the spectrum.
- The following principles of engagement will provide a framework for engagement with stakeholders and the community throughout this Project. These principles are:
  - Involving stakeholders shows respect for them. It recognises that as recipients and 'hosts' of the Project, stakeholders, including communities, have a long term interest in the outcomes of the Project.
  - Using engagement techniques that effectively and meaningfully engage the community and stakeholders.
  - Ensuring that all stakeholders have easy access to the process and information about the Project.
  - Demonstrating that concerns and aspirations raised by the community and stakeholders have been considered in the review.
  - Ensuring that all information that is targeted at non-technical stakeholders is written in plain English.

## 4.2 ENGAGEMENT OBJECTIVES

The following engagement objectives have been developed with an understanding of the overall Project and the likely community and stakeholder concerns. The consultation process aims to:

- Identify key stakeholders and community likely to have an interest in or be potentially impacted by the remediation Project.
- Build positive relationships between Jemena, stakeholders and the local community.
- Achieve Project outcomes that align with community values and expectations.
- Ensure timely and accurate information is accessible to stakeholder and community members.
- Reduce the potential for stakeholder and community disaffection as a result of a misunderstanding of the Project or any aspect of it.
- Inform key stakeholders (community action groups, political stakeholders, business and the broader community) of the current status of the Project.
- Provide a diverse range of opportunities to participate in the engagement, in order to reach both the immediately affected and interested, as well as the broader community.
- Discuss and consider key stakeholders' ideas regarding the Project.
- Provide accurate, useful and relevant information to enable meaningful input.
- Provide timely information and proactive responses – that anticipate issues and offer prompt and transparent responses.
- Manage stakeholder and community expectations and contain the consultation process to areas that Jemena can control.
- Encourage relevant technical agencies to take part in the consultation process as providers of information (NSW Government departments and agencies).

Continuing stakeholder engagement is fundamental to the delivery of the Project, to ensure that communities and key stakeholders are engaged from the design and to the implementation in order to improve the quality of decisions made for the Project; and that grievances with respect to social and environmental impacts are well managed.

By engaging these stakeholders Jemena will minimise the risks of not conducting an effective stakeholder program including:

- Project delays, requiring additional investigations or consultation to be undertaken and adding to the Project cost
- stakeholder outrage leading to direct action, damage, sabotage
- media scrutiny
- damage to a company's reputation and ability to conduct business
- potential litigation.



Section outlines Jemena's approach to stakeholder engagement and complaint management.

### 4.3 STAKEHOLDER ENGAGEMENT TECHNIQUES

Jemena has been communicating and consulting with stakeholders since late 2012 regarding this Project. A range of methods have been used, including as set out in Table 4-1 below.

**Table 4.1 - Communication Techniques**

| Engagement Technique                               | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Website                                            | <p>Information about the project is available on the Jemena website <a href="http://www.jemena.com.au">www.jemena.com.au</a>. It includes links to relevant technical documents, frequently asked questions, all newsletters distributed during the Project, Community Liaison Group (CLG) meeting notes, recent Project updates and contact details to provide feedback or request further information about the Project.</p> <p>Previously <a href="http://www.kendallbayremediation.com.au">www.kendallbayremediation.com.au</a> website was created to provide quick access to information about the Kendall Bay Sediment Remediation project and Jemena's remediation activities. The web pages from the stand alone website have now become part of the Jemena website, available at the following link:</p> <p><a href="http://jemena.com.au/kendallbay">http://jemena.com.au/kendallbay</a></p> |
| Intercept surveys                                  | Intercept surveys of residents and businesses in the local area have been undertaken to gain feedback on the Project and highlight key issues for consideration. Feedback collected during surveys is available on the website.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Mailing list and email updates                     | Mailing list subscription is made through the website. Each time a newsletter is sent out, the same information is sent to those who are subscribed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Local project office                               | Jemena has established a project office at 140 Tennyson Road, Mortlake. This office is currently closed but during the remediation works Project team members will be based at the office and will provide or arrange for appropriate responses to questions received from local residents.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 1800 number, project email address                 | <p>A 1800 number is available during business hours for stakeholders to provide feedback and ask questions. Alternatively, stakeholders may contact us using the Project email address.</p> <p>Phone: 1800 571 972<br/>Email: <a href="mailto:kendallbay@jemena.com.au">kendallbay@jemena.com.au</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Issues and response Log                            | All queries and comments received through the 1800 number and email address are collated in an Issues and Response Log and available to the public on Jemena website.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Community Newsletters                              | <p>Newsletters are sent out periodically as Project updates become available. These are distributed to a local catchment (last newsletter was distributed to about 4,000 properties) and are also made available on the website.</p> <p>Since 2013 we have published 20 newsletters on the website and distributed to local properties.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Community information and feedback sessions (CIFS) | Community information and feedback sessions have been run at key stages of the Project to provide a detailed information display, a question and answer session with key members of the Project team and to invite feedback. The materials presented at these sessions are accessible through the website.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

| Engagement Technique                   | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Community Liaison Group (CLG) meetings | <p>A Community Liaison Group has been established to maintain regular dialogue between Jemena and the community during the Project. Interested members of the community have been invited to apply to the Group through a publicly advertised expression of interest process. Nominations were also put forward by the Bay and Park Communities Alliance (bapca) and Mortlake and Majors Bay Residents Action Group (MMBRAG).</p> <p>This group operates under agreed terms of reference, available on the website. Meeting notes from each Group meeting are also available on the website.</p> <p>Fourteen CLG meetings have been organised since 2013. The most recent meeting was organised in February 2018.</p> |
| Community information stalls           | <p>Community information 'pop-up' stalls have been established at key stages of the project at the Concord Markets. The stalls have provided an opportunity for local residents to find out information about the Project and to provide feedback.</p> <p>On 10 September 2017, Jemena set up an information stall at the Breakfast Point Spring Fair at the Breakfast Point Oval. The event was organised by the local community organisation. The Breakfast Point Community Association at a stakeholder briefing invited Jemena to organise a community information stall at the Fair.</p> <p>Jemena's stall presented a perfect opportunity for visitors to learn more about the Project.</p>                     |
| Stakeholder Briefings                  | <p>A number of stakeholder briefings have been undertaken with community groups, Canada Bay Council and State Government authority stakeholders throughout the remediation planning process. This has allowed information and updates to be provided, and feedback to be received.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Media                                  | <p>Local media have been engaged at key stages during the Project.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

## 4.4 KEY STAKEHOLDERS

The following table (Table 4.2) shows a summary of the key stakeholders as well as an assessment of their interest in the Project.

**Table 4.2 - Project Stakeholders**

| Stakeholder           | Interest                                                                                                                                                                                                         | Level of interest                                       | Proposed engagement approach:<br>Type/frequency                                                                                                                           |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Members of Parliament | <p>Interested Members of Parliament include:</p> <ul style="list-style-type: none"> <li>Mr John Sidoti MP<br/>(State Member for Drummoyne)</li> <li>Mr Craig Laundry MP<br/>(Federal Member for Reid)</li> </ul> | <p>High with State MP</p> <p>Medium with Federal MP</p> | <p>Proactive engagement with offer of briefing followed by call to confirm meetings and contact persons.</p> <p>Proactive engagement continues with Mr John Sidoti MP</p> |



| Stakeholder                                | Interest                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Level of interest | Proposed engagement approach:<br>Type/frequency                                                           |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------|
|                                            | It is expected that MPs will be interested in potential amenity impacts on residents and businesses (noise, odour, visual etc.), resident or business complaints and the successful completion of the Project.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                   |                                                                                                           |
| City of Canada Bay                         | <p>The Declared Area is located adjacent to the City of Canada Bay ('Council') Local Government Area (LGA). Council's requirements for the management of contaminated land are described in the City of Canada Bay (June 2016) 'Contaminated Land Policy'. Council will be interested to see that remediation is undertaken in accordance with these requirements.</p> <p>Council is also likely to be interested in potential amenity impacts including noise, odour and visual impacts on residents and businesses and also resident or business complaints.</p> <p>City of Canada Bay<br/>Civic Centre<br/>1A Marlborough Street, Drummoyne<br/>Locked Bag 1470, Drummoyne NSW 1470<br/>Ph:9911 6555</p> | High              | Consultation is ongoing with Council staff attending the Community Liaison Group (CLG) meetings regularly |
| NSW Environment Protection Authority (EPA) | <p>EPA has primary regulatory oversight of the remediation of the site and is empowered to issue orders for remediation and contamination management (for example, where voluntary remediation is not being satisfactorily progressed). The EPA will have an interest in the resolution of the VMP, and the minimisation of environmental and health impacts during works. The EPA will also provide approvals for the work, including an Environment Protection Licence (EPL).</p> <p>Level 14, 59-61 Goulburn Street, Sydney<br/>PO Box A290, Sydney South, NSW 1232<br/>Ph: 9995 5000.</p>                                                                                                               | High              | Consultation is ongoing, including via quarterly remediation programme update meetings with EPA staff     |

| Stakeholder                                       | Interest                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Level of interest | Proposed engagement approach:<br>Type/frequency |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------------------------------------|
| EPA Accredited Site Auditor                       | An EPA accredited Auditor has been engaged to review deliverables and reports for the Project. The Auditor will prepare a Site Audit Statement following completion of the remediation works.                                                                                                                                                                                                                                                                                                                                                                    | High              | Consultation is regular and ongoing.            |
| NSW Health                                        | NSW Health will have an interest in the potential long term health benefits associated with completion of the Project and the minimisation of health impacts during works.<br><br>Locked Mail Bag 961, North Sydney NSW 2059                                                                                                                                                                                                                                                                                                                                     | Medium            | Proactive engagement with offer of briefing     |
| NSW Department of Planning and Environment (DP&E) | The Project has been classified as a State Significant Development (SSD) for assessment by the DP&E, with SEARs having been issued (and then revised) for the Project. The DP&E will be primarily interested in the environmental planning approval process for the Project, including assessment of Jemena's development application and EIS.<br><br>320 Pitt St, Sydney NSW 2000<br>GPO Box 39, Sydney NSW 2001<br>Ph: 1300 305 695                                                                                                                            | High              | Proactive engagement with offer of briefing     |
| Roads & Maritime Services (RMS)                   | Owners of the river bed subject to remediation as well as road and ferry infrastructure, RMS will be interested in potential impacts on the Mortlake Ferry and local roads, remediation of contamination within the bay and are the consent authority for the remediation trial. Development consent has been sought from RMS to conduct the remediation trials in the bay. Landowner consent is also required from RMS for the trial remediation works.<br><br>20-44 Ennis Road, Milsons Point NSW 2061.<br>Locked Bag 928, North Sydney NSW 2059<br>Ph: 131236 | High              | Proactive engagement is ongoing                 |
| Transport for NSW – Harbour City                  | Consultation with Harbour City Ferries is required regarding maritime issues such                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Medium            | Proactive engagement with offer of briefing     |

| Stakeholder                                           | Interest                                                                                                                                                                                                                                                                                                        | Level of interest | Proposed engagement approach:<br>Type/frequency                                                                                                                                                                                                                                       |
|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ferries (Sydney Ferries)                              | as barge movements in and around existing ferry routes.<br>Consultation is also required on potential impacts on local ferry services along the Parramatta River and surrounding main roads.                                                                                                                    |                   |                                                                                                                                                                                                                                                                                       |
| NSW Office of Environment & Heritage (OEH)            | NSW OEH is responsible generally for the protection of NSW's environment and heritage. It provides scientific advice and knowledge to underpin environmental decision making, regulation and service delivery. NSW OEH also provides advice to the EPA.<br>PO Box A290, Sydney South, NSW 1232<br>Ph: 9995 5000 | Medium            | Proactive engagement with offer of briefing                                                                                                                                                                                                                                           |
| NSW Department of Primary Industry – Fisheries branch | NSW Fisheries is responsible for administering laws relating to the protection of fishing habitat.<br>DPI Fisheries has an approval role, both for the trial and the main phase remediation works.<br>Locked Bag 1, Nelson Bay NSW 2315<br>Ph: 1300 550 474                                                     | High              | Consultation is ongoing                                                                                                                                                                                                                                                               |
| SafeWork NSW                                          | SafeWork NSW administers acts, regulations and codes relating to work health and safety. Its role is to assist in securing the health, safety and welfare of workers in NSW. It<br>Department of Finance, Services and Innovation, 92-100 Donnison Street<br>Gosford NSW 2250<br>Ph: 13 10 50                   | Medium            | Proactive engagement with offer of briefing                                                                                                                                                                                                                                           |
| Local residents / community groups                    | Local residents / community groups in Cabarita/Breakfast Point include: <ul style="list-style-type: none"> <li>Bay and Park Communities Alliance (bapca)</li> <li>Mortlake and Majors Bay Resident Action Group (MMBRAG)</li> <li>Friends of Cabarita Park and Wharf and</li> </ul>                             | High              | Consultation is ongoing through the Community Liaison Group (CLG) meetings and website updates<br>Local residents are also engaged by periodic letter box drops/ mail outs/ emails (if residents have provided their email) with up to date project information, contact details, web |

| Stakeholder                           | Interest                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Level of interest | Proposed engagement approach:<br>Type/frequency                                                                                                                                                                                                       |
|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                       | <ul style="list-style-type: none"> <li>Various strata groups and community associations (e.g. Kendall Inlet, Breakfast Point, Edgewood).</li> </ul> <p>These will be interested in a range of issues including:</p> <ul style="list-style-type: none"> <li>Potential amenity impacts associated with the works including noise, odour, visual etc.</li> <li>Potential health impacts associated with the works (both perceived and real)</li> <li>Potential impacts on property values associated with the works (both perceived and real)</li> <li>Potential impacts on access to the waterfront during works.</li> </ul> |                   | address and notification of community information sessions.                                                                                                                                                                                           |
| Breakfast Point Community Association | <p>Breakfast Point Community Association is the owner of the abutting land to the remediation areas, including the seawall. Ongoing consultation is required as remedial works include cleaning of the seawall.</p> <p>RMS as part of the PTL requires Jemena to obtain consent from the abutting land owners for the full scale remediation work.</p>                                                                                                                                                                                                                                                                     | High              | <p>Ongoing consultation is required.</p> <p>Consultation is ongoing through the Community Liaison Group (CLG) meetings as executive committee members are also part of the CLG. In addition face to face meetings are also conducted as required.</p> |
| Local businesses                      | <p>Local businesses will have a key interest in how the Project and the works might affect patronage (both positive and negative impacts). This will include an interest in potential amenity impacts including noise, odour, visual etc.</p>                                                                                                                                                                                                                                                                                                                                                                              | High              | <p>Periodic letter box drops/ mail outs/ emails with up to date project information, contact details, web address and notification of community information sessions.</p> <p>Face to face meetings as required.</p>                                   |

| Stakeholder | Interest                                                                                                                                            | Level of interest | Proposed engagement approach:<br>Type/frequency          |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------------------------------------------------|
| Media       | Print, TV and radio. Local newspapers include: <ul style="list-style-type: none"> <li>• Inner West Courier and</li> <li>• Burwood Scene.</li> </ul> | Medium            | Jemena Media and Branding Manager to liaise as required. |

## 5. COMMUNICATIONS PLAN

### 5.1 RISK PERCEPTION AND RISK COMMUNICATION

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The remediation and management of Kendall Bay takes place within a risk management context. Risk management describes a decision-making process to analyse and compare the range of options for site management and the selection of appropriate responses to potential health or environmental hazards.

Stakeholder engagement techniques have been, and will continue to be, used to understand stakeholder perceptions about political, social, economic, engineering, and environmental factors, including issues of sustainability—to inform the decisions Jemena makes about activities occurring in relation to the Project.

The perceptions of those members of the stakeholder group who are outside the regulatory, scientific research and risk assessment spheres can be influenced by numerous factors beyond scientific data. It is for this reason that what may scientifically constitute a ‘negligible risk’ can still give rise to anger and resentment among stakeholders in a particular project. People see risk as multidimensional and not as being represented by a numerical value alone, judging risk according to its characteristics and context.

Risk perception is largely influenced by age, gender and education, as well as by other factors including ethnicity and cultural background. Certain kinds of risks tend to arouse heightened levels of concern - for example, where risks are:

- Involuntary or imposed on the stakeholder;
- Man-made rather than natural;
- Inescapable;
- Controlled by parties outside the relevant community;
- Likely to have little or no benefit to the community;
- Subject to media attention;
- Unfairly distributed;
- Related to a distrusted source;
- Exotic or unfamiliar;
- Likely to affect children or pregnant women;
- Likely to affect identifiable rather than anonymous people;
- The cause of insidious and irreversible damage;
- The cause of dreaded health effects such as cancer;
- Poorly understood by science;
- Subject to contradictory statements from responsible sources (or, even worse, from the same source); and
- Related to situations where the risk makers are not the risk takers.

In contrast, concerns about risk tend to be lessened when:

- The risks are voluntarily assumed;
- The risks have a natural origin;
- Individuals, or groups, feel able to exert some control over the risks;
- There are clear benefits from the risks;
- The risks are fairly distributed;
- The risks are associated with a trusted source;
- The risks are familiar;
- The risks only affect adults;
- The risks are understood;
- The process of how the risks are determined is understood.

Jemena, in listening to stakeholders' perceived risks, will communicate:

- Non-technical descriptions of the risk;
- Risk consequences—this includes effects and the level of danger associated with the risk;
- The way Jemena will deal with risks; and
- Exposure information—including risk intensity, duration, acceptable risk levels and how they are measured.

## 5.2 ISSUES MANAGEMENT

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This Project may be viewed both positively and negatively by the community and stakeholders due to the potential health issues and public amenity implications. This section identifies some of the key issues regarding stakeholder engagement and methods for proactively managing them during the delivery of consultation activities.

### 5.2.1 ISSUES IDENTIFICATION

Preliminary background research, including discussions with Jemena and initial consultation, has identified a range of issues that could emerge in relation to managing stakeholder engagement effectively for this Project. These issues have shaped the strategic approach to implementing this Stakeholder Engagement Plan.

Some overarching potential issues that need to be managed regarding stakeholder management include but are not limited to:

- Communication is key to the risk management process, therefore, potential poor consultation/communication will risk the management process (bridging the gap).
- Continuity is essential and therefore regular consultation and project updates must be provided to the stakeholders at key moments in the project to ensure they understand the evolution and development of the Project from the beginning to the end.

It is envisaged that this section will be updated to list further overarching potential issues for stakeholder management as they are identified through the consultation process.



## 5.2.2 ISSUES MANAGEMENT

The key to successfully managing community and stakeholder concerns, and gaining the most from the consultation activities, is to adopt a strong, proactive issues management approach. We are using the following techniques to present information, collate and manage community feedback and concerns.

### Jemena website

The Jemena website contains information about the Project. The Jemena corporate website (<http://jemena.com.au/kendallbay>) is updated regularly with Project information. The information on the website is an effective and engaging way to reach the broader community and people who may not be able to attend community information sessions or have other barriers to engagement.

### 1800 number and project email

A toll free 1800 number and email will be promoted on all communication materials and through the Project website. Through this avenue, stakeholders and the wider community are able to contact and raise any issues with the Project team.

The 1800 number is: 1800 571 972

Project email: [kendallbay@jemena.com.au](mailto:kendallbay@jemena.com.au)

### Communication materials

Communication materials will be developed to provide a Project overview for stakeholders and the community. This material will provide key messages and Project information to ensure a consistent message is being communicated throughout. It will be distributed at key stages of the consultation program and will be made available through the dedicated Project website.

### Issues and response log

All queries and comments received through consultation activities will be documented in an Issues and Response Log. These include questions received by email, telephone, feedback forms, and raised during consultation meetings and events. The Log represents a chronology of questions.

The Issues and Response Log will continue to be updated as questions and comments are received, and the document will be collated, approved and uploaded to the website regularly.

### Consultation activities

Contact with stakeholders will occur regularly through the consultation activities. These activities will provide an important opportunity to proactively build relationships with a broad range of stakeholders and community.

## Contact database

Contact details of stakeholders are recorded and maintained to ensure up to date details are available as required.

## 5.3 COMMUNICATION AND CONSULTATION METHODS WITH STAKEHOLDERS

The community communication process for the Project to date has included holding community workshops, carrying out stakeholder briefings, the creation and update of a Project website (and subsequently merging the remediation project site pages into the Jemena corporate website [www.jemena.com.au](http://www.jemena.com.au)), email updates, the circulation of newsletters and community information and feedback sessions. For several years, Jemena has engaged with the Council, State Government and the local community and provided information on the Project and received feedback.

An important component of the community engagement and communication process has been the establishment of a community liaison group (CLG). The purpose of the group is to maintain regular dialogue between Jemena and the local community during the Project, including as a means for the community to provide input and consideration on key Project issues. The CLG includes a mix of participants selected through an openly-advertised public expression of interest process, and a small number of invited participants who represent community groups, environmental groups and local businesses. Representatives from relevant government departments and agencies have been invited to attend the CLG meetings.

The consultation and communication methods used are outlined in Table 5.1 below.

**Table 5.1 – Consultation and communication methods**

| Communication Method               | Description                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Website                            | Jemena website <a href="http://jemena.com.au/kendallbay">http://jemena.com.au/kendallbay</a> (previously stand-alone website <a href="http://www.kendallbayremediation.com.au">www.kendallbayremediation.com.au</a> ) provides quick access to information about the Project and Jemena's remediation activities. There are links to the latest facts sheets, a contact phone line and an email address to request further information about the project. |
| Intercept surveys                  | <ul style="list-style-type: none"><li>• Survey 1 – November 2013</li><li>• Survey 2 – April 2014</li><li>• Survey 3 – January 2015</li></ul>                                                                                                                                                                                                                                                                                                              |
| Mailing list and email updates     | Subscription via the website.<br>Twenty email updates have been provided, in line with the timing and content of each newsletter (see newsletter details below).                                                                                                                                                                                                                                                                                          |
| Local project office               | The 140 Tennyson Road project office was established between mid 2015 and early 2017.<br>Project team to be based at Tennyson Road during remediation works.                                                                                                                                                                                                                                                                                              |
| 1800 number, project email address | 1800 571 972<br><a href="mailto:kendallbay@jemena.com.au">kendallbay@jemena.com.au</a>                                                                                                                                                                                                                                                                                                                                                                    |
| Issues and response Log            | Collates all feedback received through the 1800 number and email address. The information is published on the project webpage.                                                                                                                                                                                                                                                                                                                            |

| Communication Method                               | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Community Newsletters                              | <ul style="list-style-type: none"> <li>• Newsletter 1 – March 2013</li> <li>• Newsletter 2 – July 2013</li> <li>• Newsletter 3 – September 2013</li> <li>• Newsletter 4 – October 2013</li> <li>• Newsletter 5 – November 2013</li> <li>• Newsletter 6 – December 2013</li> <li>• Newsletter 7 – February 2014</li> <li>• Newsletter 8 – May 2014</li> <li>• Newsletter 9 – July 2014</li> <li>• Newsletter 10 – October 2014</li> <li>• Newsletter 11 – December 2014</li> <li>• Newsletter 12 – March 2015</li> <li>• Newsletter 13 – April 2015</li> <li>• Newsletter 14 – June 2015</li> <li>• Newsletter 15 – September 2015</li> <li>• Newsletter 16 – November 2015</li> <li>• Newsletter 17 – February 2016</li> <li>• Newsletter 18 – August 2016</li> <li>• Newsletter 19 – December 2016</li> <li>• Newsletter 20 – December 2017</li> </ul> |
| Community information and feedback sessions (CIFS) | <ul style="list-style-type: none"> <li>• CIFS 1 – November 2013</li> <li>• CIFS 2 – February 2014</li> <li>• CIFS 3 – July 2014</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Community Liaison Group (CLG) meetings             | <ul style="list-style-type: none"> <li>• CLG 1 – October 2013</li> <li>• CLG 2 – November 2013</li> <li>• CLG 3 – December 2013</li> <li>• CLG 4 – March 2014</li> <li>• CLG 5 – July 2014</li> <li>• CLG 6 – August 2014</li> <li>• CLG 7 – December 2014</li> <li>• CLG 8 – March 2015</li> <li>• CLG 9 – June 2015</li> <li>• CLG 10 – December 2015</li> <li>• CLG 11 – August 2016</li> <li>• CLG 12 – December 2016</li> <li>• CLG 13 – May 2017</li> <li>• CLG 14 – February 2018</li> </ul>                                                                                                                                                                                                                                                                                                                                                     |
| Community information stalls                       | <ul style="list-style-type: none"> <li>• Community info stalls 1 &amp; 2 – May 2014</li> <li>• Community info stalls 3 &amp; 4 – December 2014</li> <li>• Community info stalls 4 &amp; 5 – February 2015</li> <li>• Community info stall 6 at Breakfast Point Spring Fair – September 2017</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Stakeholder briefings                              | <p>A number of stakeholder briefings with community groups have been held, including four initial discussions with various community groups in the first consultation phase between December 2012 and March 2013. A series of additional one-on-one stakeholder briefings with community groups has been undertaken as requested by these groups throughout the communications and consultation program.</p> <p>A number of stakeholder briefings have also been undertaken with Canada Bay Council and State Government authority stakeholders throughout the program.</p>                                                                                                                                                                                                                                                                             |
| Media                                              | <p>Invitations to Community Information and Feedback Sessions have been published in the Burwood Scene and Inner West Courier.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

## 5.4 COMMUNICATION AND CONSULTATION WITH STATUTORY AUTHORITIES

There has been periodic ongoing consultation with applicable statutory authorities since the completion of the land-side remediation in 2002.

Table 5.2 summarises specific Project consultation activities with statutory authorities conducted to date.

**Table 5.2 – Communication with Statutory Authorities to date**

| Stakeholder                                                                                                                                              | Date        | Engagement detail                                                                                                                                                                                               | Engagement approach |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <ul style="list-style-type: none"> <li>EPA</li> <li>DP&amp;E</li> <li>OEH</li> <li>RMS</li> <li>City of Canada Bay Council</li> <li>Fisheries</li> </ul> | 4 Dec 2015  | A presentation on the Project was given at the Tennyson Road project office to representatives of these statutory authorities regulating the Project, or who will be reference agencies in the approval process | Face to face        |
| <ul style="list-style-type: none"> <li>EPA</li> </ul>                                                                                                    | 20 Jun 2016 | A further update was provided to the staff.                                                                                                                                                                     | Face to face        |
| <ul style="list-style-type: none"> <li>State MP</li> </ul>                                                                                               | 28 Jul 2016 | A briefing was given to John Sidoti, State Member for Drummoyne on 28 July 2016 at his office to provide an update on the remediation work progress.                                                            | Face to face        |
| <ul style="list-style-type: none"> <li>EPA</li> <li>DP&amp;E</li> <li>OEH</li> <li>RMS</li> <li>City of Canada Bay Council</li> <li>Fisheries</li> </ul> | 29 Jul 2016 | A presentation was made to the stakeholders.                                                                                                                                                                    | Face to face        |
| <ul style="list-style-type: none"> <li>NSW Health</li> </ul>                                                                                             | 3 Aug 2016  | NSW Health official visited the Tennyson Road project office to discuss the Project - a copy of the July 2016 presentation was provided to the Health representative earlier.                                   | Face to face        |
| <ul style="list-style-type: none"> <li>NSW Health</li> </ul>                                                                                             | 22 Sep 2016 | A trial dredging exercise was held on Kendall Bay, to which all the regulators were invited - it was attended by two representatives of NSW Health.                                                             | Face to face        |

| Stakeholder                                                                                                        | Date         | Engagement detail                                                                                                                                                                                                                          | Engagement approach                          |
|--------------------------------------------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| <ul style="list-style-type: none"> <li>EPA</li> </ul>                                                              | 31 Jan 2017  | RAP was forwarded to EPA. There has been a number of subsequent meetings held with EPA staff regarding the RAP and related matters.                                                                                                        | Email and face to face follow up discussions |
| <ul style="list-style-type: none"> <li>EPA</li> <li>RMS</li> </ul>                                                 | 26 May 2017  | Jemena representatives met with EPA and the RMS staff to discuss the approvals required for in-situ stabilisation trials planned for Kendall Bay.                                                                                          | Face to face                                 |
| <ul style="list-style-type: none"> <li>EPA</li> </ul>                                                              | 11 Jul 2017  | Jemena representatives met with EPA staff to discuss matters relating to EPA feedback on Jemena RAP.                                                                                                                                       | Face to face                                 |
| <ul style="list-style-type: none"> <li>City of Canada Bay</li> </ul>                                               | 6 Feb 2018   | A meeting with Council staff was held on to provide an update on the Project progress.                                                                                                                                                     | Face to face                                 |
| <ul style="list-style-type: none"> <li>EPA</li> <li>RMS</li> <li>Fisheries</li> </ul>                              | Jan-May 2018 | Regular communication has occurred with EPA, RMS and Fisheries regarding approvals for a limited field trial within Kendall Bay.                                                                                                           | Combination of email and face to face        |
| <ul style="list-style-type: none"> <li>Sydney Harbour Ferries</li> <li>NSW Health</li> <li>SafeWork NSW</li> </ul> | 4 May 2018   | Project update letters were sent to Sydney Harbour Ferries, NSW Health and SafeWork NSW.                                                                                                                                                   | Letters via email                            |
| <ul style="list-style-type: none"> <li>City of Canada Bay</li> </ul>                                               | 23 May 2018  | A meeting with Council staff was held to provide an update on the Project progress.                                                                                                                                                        | Face to face                                 |
| <ul style="list-style-type: none"> <li>NSW Health</li> </ul>                                                       | 23 May 2018  | A meeting was held with the NSW Health team to provide a general project status update. This included an update on the progress of the trial, EIS, recent communication with the EPA, RAP and the expected timing of the full scale works. | Face to face                                 |

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## PLANNED COMMUNICATION AND CONSULTATION WITH THE COMMUNITY

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The communication activities described above will broadly continue for the remainder of the Project. Communications and consultation with the community during remediation works will focus on providing regular updates. Activities will include:

- Website updates – to be updated as required
- Regular community newsletters (print and email)
- Targeted works notifications (as required)
- 1800 number and email address (published on website, newsletters, notifications and site signage)
- Complaints recording and handling system – This will include responding to a complaint within agreed timeframes (via email or phone call). The responsibilities associated with responding will also be articulated to the team members, with community liaison personnel or project manager authorised to respond to complaints. In case of a media enquiry only Jemena authorised personnel (the media manager) will be authorised to respond. A copy of the issues and response log will be available on the Project website.

## 5.6 PLANNED COMMUNICATION AND CONSULTATION WITH STATUTORY AUTHORITIES

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Jemena will hold communication sessions with the statutory regulators as required during the remediation works.

An overview of the planned consultation is provided in Table 5.3. The consultation table will be revised at key times in the Project as further engagement of stakeholders is undertaken and their requirements further defined.

**Table 5.3 – Planned consultation (Statutory Authorities)**

| Statutory Authority                                         | Planned Consultation                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Environment Protection Authority (EPA) – Contaminated Sites | <ul style="list-style-type: none"> <li>• Monthly updates with EPA Contaminated Sites Unit staff</li> <li>• Quarterly meeting with Jemena Senior Management and EPA Unit Heads/Officers</li> </ul>                                                                                     |
| City of Canada Bay Council                                  | <ul style="list-style-type: none"> <li>• Update as project milestones achieved</li> </ul>                                                                                                                                                                                             |
| MP – John Sidoti                                            | <ul style="list-style-type: none"> <li>• Meeting with John Sidoti is planned for late 2018</li> <li>• An offer will be made to provide updates to the MP as project milestones are achieved. This could be via emails or in a face to face setting if preferred by the MP.</li> </ul> |
| Department of Planning and Environment (DP&E)               | <ul style="list-style-type: none"> <li>• Quarterly updates will be provided to the DP&amp;E.</li> </ul>                                                                                                                                                                               |
| Roads and Maritime Services (RMS)                           | <ul style="list-style-type: none"> <li>• Monthly updates will be provided during the field trial phase and full scale remediation works</li> </ul>                                                                                                                                    |
| NSW Health                                                  | <ul style="list-style-type: none"> <li>• Quarterly updates will be offered to the NSW Health or as requested</li> </ul>                                                                                                                                                               |
| Office of Environment and Heritage (OEH)                    | <ul style="list-style-type: none"> <li>• Quarterly updates will be offered to the OEH</li> </ul>                                                                                                                                                                                      |
| SafeWork NSW                                                | <ul style="list-style-type: none"> <li>• Quarterly updates will be offered to SafeWork NSW</li> </ul>                                                                                                                                                                                 |
| Department of Primary Industries - Fisheries                | <ul style="list-style-type: none"> <li>• Quarterly updates will be provided to the DPI.</li> </ul>                                                                                                                                                                                    |

## 6. ROLES AND RESPONSIBILITIES

The Jemena Community Liaison Manager, in consultation with the Remediation Project Manager and Programme Manager, are responsible for ensuring that all the stakeholders listed in this plan, with the exception of State and Federal Members of Parliament (MPs), are regularly and appropriately informed about the Project. Communication with MPs is the responsibility of Jemena's General Manager Policy & External Affairs.

Moving on to the next phase (active remediation), stakeholder management will mainly remain the responsibility of Jemena with support required from its appointed remediation contractor. The Jemena Community Liaison Manager will be the main point of contact for community engagement and will provide guidance to ensure the community is engaged during the remediation works. The appointed remediation contractor will be expected to follow Jemena direction regarding stakeholder management and be familiar with the processes outline in this Stakeholder Management Plan.

Jemena has been responsible for communication during the planning phase and this will continue as the project progresses. Specific activities Jemena will be responsible for as part of stakeholder management for this Project include:

- Updating the website;
- Arranging community newsletters and email updates (as required);
- Arranging targeted works notifications (at the start of a major activity or as required);
- Updating statutory authorities (as required);
- Monitoring the 1800 number and email address; and
- Maintaining a issues and response log.

The local project office at Tennyson Road will be used as a site office during the remediation works and the Jemena Project team including the Community Liaison Manager will be based at this location. This will give the community an opportunity to be in direct contact with the team. It will also provide an opportunity for Jemena to be in direct contact with the community and address any complaints or issues when they arise.



# **Appendix A**

## **Frequently Asked Questions**

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## A1. FAQs

The questions contained in this document are those that have been most frequently asked in consultation activities to date.

### Who is involved in the project?

#### **Q: Who is Jemena?**

**A:** Jemena is an infrastructure company that builds, owns and maintains a combination of major electricity, gas and water assets. It supplies millions of households and businesses with essential services every day.

Jemena operates across eastern and northern Australia. In NSW, Jemena's core business is to own and manage gas transmission and distribution pipelines. These gas pipelines enable the transportation of natural gas directly to over one million NSW households and businesses.

#### **Q: Who will carry out the remediation activities?**

**A:** A specialist remediation contractor has been contracted to carry out the remediation activities.

### Why Remediate?

#### **Q: Why is remediation required?**

**A:** Areas of sediments within Kendall Bay have been impacted with the by-products of the former gas works facility operated by AGL at its Mortlake site. The gas works site itself has previously been remediated and redeveloped and is now known as Breakfast Point.

The remediation of Kendall Bay is required by the NSW Environment Protection Authority (NSW EPA) to address health and environmental risks posed by contamination.

#### **Q: What about the 'No Remediation' option?**

**A:** The long-term risk of exposure and potential impacts on human health and ecology requires Jemena to ensure remediation does occur. The 'No Remediation' option is, therefore, not an option.

#### **Q: Why do only certain areas of the Bay need to be remediated?**

**A:** The remediation areas have been identified as the areas within the Bay which could present a potential health and ecological risk.

#### **Q: What are the health risks associated with the contaminated sediments?**

**A:** The contaminated sediments in the two Remediation Areas pose a potential health risk to people who come into contact with the sediment over an extended period of time. Exposure to contaminants can occur through skin contact, or by swallowing the sediment (a particular risk to young children). Inhalation of dust from contaminated sediment is **not** considered a means of exposure to the contamination. Contact over time with the contaminants in the two identified remediation areas is considered by the NSW Health to pose an unacceptable health risk.

#### **Q: What kinds of contaminants are we talking about?**

**A:** The contaminants of concern include poly-aromatic hydrocarbons (PAHs) and total petroleum hydrocarbons (TPHs). PAHs commonly occur in tar deposits, coal and oil and may also be found in everyday items such as overcooked barbecue meat (at very low levels). TPHs are a mixture of hydrocarbons found in petroleum based products.

**Q: Have the levels of contamination reduced over time?**

**A:** Tars are very stable and remain in Kendall Bay today. Sampling of the sediment has occurred over a number of years. There is no indication of any meaningful reduction of contaminants between sampling periods.

**Q: Are there warning signs around the Bay?**

**A:** Warning signs have been placed in the southern beach area below Cabarita Park.

**Q: Is the Remediation Project part of the Marina Proposal?**

**A:** Jemena had no involvement in the Marina Proposal, which was previously rejected. The remediation of Kendall Bay is a separate project, required by the EPA to address risks caused by contamination in the Bay.

**What is the planning process?**

**Q: What is the planning process?**

**A:** Jemena plans to submit the formal development application, including an Environmental Impact Statement (EIS), to the Department of Planning and Environment (DP&E) in 2018. The EIS includes technical studies to assess potential impacts, including community impacts, marine ecology, visual impacts, traffic, dust and odour and an acoustics analysis.

Subject to the Department's review, the application is expected to go on public exhibition for a period of 30 days. There is an opportunity to review and comment on the project application, EIS and technical studies during the public exhibition period. All submissions are considered by the Department during assessment of the application. There may also be a public hearing or meeting at this stage to hear further community feedback and views.

Jemena is continuing to liaise with the relevant government agencies, including the Department of Planning (DP&E), RMS, NSW Health, NSW Fisheries and the Environment Protection Authority (EPA).

**Q: Why is this Project considered a State Significant Development?**

**A:** In May 2013, the Kendall Bay Remediation Project was declared a State Significant Development (SSD). This was done at the request of the DP&E (formerly known as the Department of Planning and Infrastructure). The DP&E take into consideration the scale of the project and nature of the works when assessing which projects are applicable for declaring as SSD. Further information regarding this may be sought from the DP&E directly.

**Q: What are the Secretary's Environmental Assessment Requirements (SEARs)?**

**A:** The SEARs were formerly known as the Director General's Requirements (DGRs) and outline the specific requirements that the Environmental Impact Statement (EIS) and accompanying technical studies must address. The SEARs were initially released on 2 December 2014 by the Department of Planning and Environment and then updated on 7 March 2017 and can be viewed at the following link:

[http://majorprojects.planning.nsw.gov.au/index.pl?action=view\\_job&job\\_id=6701](http://majorprojects.planning.nsw.gov.au/index.pl?action=view_job&job_id=6701)

### **Q: What does the Environmental Impact Statement involve?**

**A:** The Environmental Impact Statement (EIS) is required as part of the planning process under Part 4 of the NSW Environmental Planning and Assessment Act 1979. Part 4 of the Act applies to all State Significant Developments (SSD).

As part of the EIS process, a number of specialist environmental reports are prepared. These reports address issues such as:

- Air quality (odour and dust)
- Marine ecology
- Soil and water quality
- Traffic
- Acoustic analysis (noise and vibrations)
- Flora and fauna
- Hydrology assessment
- Community impact assessment
- Health risks
- Waste management
- Aboriginal and European heritage
- Preliminary hazard analysis
- Visual impact.

Once the project application has been lodged with the DP&E, the application and all supporting documentation will be publicly exhibited for 30 days.

### **Q: What is the Remediation Action Plan?**

**A:** The RAP outlines the remediation objectives, the remediation strategy and approach, including consideration of available technologies. A detailed remediation methodology is being developed by the contractor that has been engaged to undertake the remediation works.

### **Q: What is the Human Health Risk Assessment?**

**A:** The Human Health and Risk Assessment (HHRA) was prepared by EnRisks and indicates that the contaminated sediments that are accessible along the shoreline continue to pose a health risk, where continued exposure occurs over time.

### **When will remediation happen?**

#### **Q: When will remediation begin?**

**A:** The exact timing of the project will depend on State Government approvals and the confirmation of the remediation method. Subject to approvals, remediation may commence in early 2019.

#### **Q: How long will the remediation process take?**

**A:** The entire remediation process is expected to last between 12-18 months.

### **Where will remediation happen?**

#### **Q: Which parts of the Bay need to be remediated?**

**A:** The areas in the Bay requiring remediation include the Southern Remediation Area, around and north of the mangroves and beach, and the Northern Remediation Area, near the former coal wharf (adjacent to the seawall on the western side of Kendall Bay, refer to Figures in Section 3.1).

**Q: Why isn't the entire Bay being remediated?**

**A:** The areas requiring remediation were identified following comprehensive technical investigations and risk assessments. They are directly related to past activities associated with the former AGL Mortlake Gasworks, including a loading and unloading wharf and a storm drainage pipe (Remediation Area A) from a gasworks containment structure. Contamination levels in the rest of the Bay are largely considered to be representative of the whole of Sydney Harbour.

**Q: Where will the remediation activities take place?**

**A:** The Southern and Northern Remediation Areas (as described above).

**Q: What will happen to the property at 140 Tennyson Road after remediation is complete?**

**A:** After remediation activities are complete, Jemena may sell the land on the open market, however a decision has not been made yet.

**Q: Have other sites been considered?**

**A:** The contractor will also be able to access the remediation areas from commercial wharves at White Bay.

**What will the remediation involve?**

**Q: What activities will occur at 140 Tennyson Road during remediation?**

**A:** Tennyson Road will be used for mobilising operations to the water and for unloading excavated materials barged from the bay to trucks for off-site treatment and disposal.

**Q: What is the preferred remediation strategy?**

**A:** The preferred remediation strategy for the contaminated sediments in the bay is in-situ stabilisation where cement and other additives are injected to immobilise the contamination and then the top of the mass is excavated and covered with fresh rocks and sand to allow the marine animals to recolonise.

**Q: Will the mangroves in Kendall Bay be removed?**

**A:** Only one mangrove at the north of the western shoreline will be removed.

**Q: Have the mangroves always been present in Kendall Bay?**

**A:** Aerial photos of Kendall Bay show that in 1943, the area where the mangroves are now, was previously a sandy beach.

**Q: How many trucks will run during the remediation process?**

**A:** During the course of the project, there will be around 1000 truck movements averaging around one truck per hour during standard work hours.

**Q: Will there be any dust or odour impacts?**

**A:** As part of the EIS, the air quality impact assessment will determine potential air quality (odour and dust) impacts associated with operation of remediation works. There is not expected to be any dust problems but the sediments are odorous and, although controls will be in place, residents may experience occasional odours.

**How will impacts be managed?**

**Q: How will impacts created by the remediation works be managed?**

**A:** Jemena is required to complete an Environmental Impact Statement (EIS). The EIS fully assesses potential impacts associated with the identified site access option, including noise,

odour, marine ecology and traffic. Where impacts are identified over the adopted criteria or where a disturbance to the community is considered, mitigation measures will be proposed to provide guidance to Jemena and its team on how to address these impacts to the community at the outset.

Jemena will continue to undertake comprehensive stakeholder engagement prior to and during the progression of the works. All members of the community will have an opportunity to comment and provide input into the EIS process. The final decision with respect to the development consent required for the remediation works will be made by the DP&E and will be informed by the outcomes of the EIS. For more information on the planning process please see above 'What is the Planning Process'.

**Q: How will dust and odour impacts be minimised?**

**A:** Emissions at the Tennyson Road on-site processing area will be controlled through the use of sealed skip bins transporting the excavated material, controlling production rates, waiting for off-shore winds if the material is very odorous and possibly odour masking agents.

**Q: How will traffic impacts be minimised?**

**A:** As part of the EIS, a traffic impact study has been undertaken, along with several other specialist studies. Included within these studies will be recommendations for mitigation measures. These measures include (though are not limited to) the restriction of truck movements only during the operational hours, and a traffic management plan to be developed and implemented over the life of the project. These measures will be used to reduce any impacts that may arise from the proposed remediation works.

**How can I get involved?**

Jemena has consulted with the community in a range of different ways, including stakeholder briefings, community information stalls, feedback sessions, surveys and a community liaison group.

Materials displayed and notes taken during consultation activities have been uploaded to the project website for broader interest and reference.

Newsletters and the project website will continue to provide project updates as the process continues.

**For more information**

Email the consultation team on [kendallbay@jemena.com.au](mailto:kendallbay@jemena.com.au)

Call the consultation team on 1800 517 972