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Community and Stakeholder Engagement Plan

Former Munmorah Power Station



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Community and Stakeholder Engagement Plan

Former Munmorah Power Station Voluntary Management Proposal

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Description **The Community and Stakeholder Engagement Plan details the consultation to be undertaken for the remediation of the Former Munmorah Power Station under the Voluntary Management Proposal under Notice No. 20251702.**

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Description **The Community and Stakeholder Engagement Plan details the consultation to be undertaken for the remediation of the Former Munmorah Power Station under the Voluntary Management Proposal under Notice No. 20251702.**

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1.0	24/04/2025	ES	HW	BS	First draft report for client review
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5.0	21/07/2025	DM	CA	DW	Minor amendments for Final version

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Acknowledgment of Country

Ramboll acknowledges the Traditional Custodians and recognises their continuing connection to land, waters and Country. We would like to acknowledge and pay our respects to the Traditional Custodians of the lands to which this project is located, the Darkinjung peoples.

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Appendix 1

GPM media release regarding the Declaration

Appendix 2

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Appendix 3

Community engagement principles

Glossary

Term	Definition
The Premises	The former Munmorah Power Station site regulated by Environmental Protection Licence 759, as shown in Figure 1-1 .
The Site	The declared area of contamination within the former Munmorah Power Station, as declared by the EPA. The Area of declaration is shown in Figure 1-1 and includes Part Lot 52 DP1204607, Lot 123 DP1290829 and Lot 111 DP1293105.
Land holdings	Land owned by GPM that is leased by others. GPM land holdings leased to other have been shown in Figure 2-1 .
The VMP	All works and investigations associated with the former Munmorah Power Station Voluntary Management Proposal.

Acronyms and abbreviations

Acronym/abbreviation	Definition
CCG	Community Consultation Group
CLM Act	<i>NSW Contaminated Land Management Act 1997</i>
Council	Central Coast Council
CSEP	Community and Stakeholder Engagement Plan (this document)
EPA	NSW Environment Protection Authority
EPL	Environment Protection Licence
Hydrocarbons	Petroleum hydrocarbons including Total Recoverable Hydrocarbons
GPM	Generator Property Management Pty Limited
PFAS	Per- and polyfluoroalkyl substances
POEO Act	<i>NSW Protection of the Environment Operations Act 1997 No 156</i>
VMP	Voluntary Management Proposal

1. Introduction

Ramboll Australia Pty Ltd (Ramboll) has been commissioned by Generator Property Management Pty Limited (GPM) to prepare this Community and Stakeholder Engagement Plan (CSEP) for the remediation of Part of the former Munmorah Power Station as per the requirements of the Voluntary Management Proposal (VMP) (GPM, 2025). The former Munmorah Power Station is located at 301 Scenic Drive, Doyalson, NSW, 2262 and encompasses Part of Lot 52 DP1204607, Lot 123 DP1290829, and Lot 111 DP1293105 (the Site) as shown in **Figure 1-1**.

This CSEP is an internal 'live' document and will be updated and revised as the VMP process develops. The CSEP provides high level consultation and engagement activities to be undertaken throughout the VMP process, refer **Section 11**.

1.1 Background

GPM is an NSW Government owned company established in accordance with the *NSW Electricity Generator Assets (Authorised Transactions) Act 2012* to manage and rehabilitate former power stations sites. GPM is the holder of Environment Protection Licence No. 759 (the EPL) issued under the *NSW Protection of the Environment Operations Act 1997 No 156* (POEO Act). The Premises is shown in **Figure 1-1**.

The former Munmorah Power Station was situated in the centre of the Site and was permanently closed in 2012 following over 50 years of operation. At the time of closure, the operating EPL for the Premises was modified to reflect these changes and included the ongoing monitoring of discharged water quality. The former Munmorah Power Station was later demolished between August 2016 and October 2018.

In April 2024, the NSW Environment Protection Authority (EPA) declared the Site as significantly contaminated under the *NSW Contaminated Land Management Act 1997 No 140* (CLM Act), Notice number. 20231103 (Declaration). On 7 March 2025 the EPA approved the VMP, dated 21 February 2025, prepared by GPM to address the historic contamination at the Site (NSW EPA, 2025). GPM is undertaking a VMP under the CLM Act at the Site in addition to the routine activities required by the EPA under the EPL.

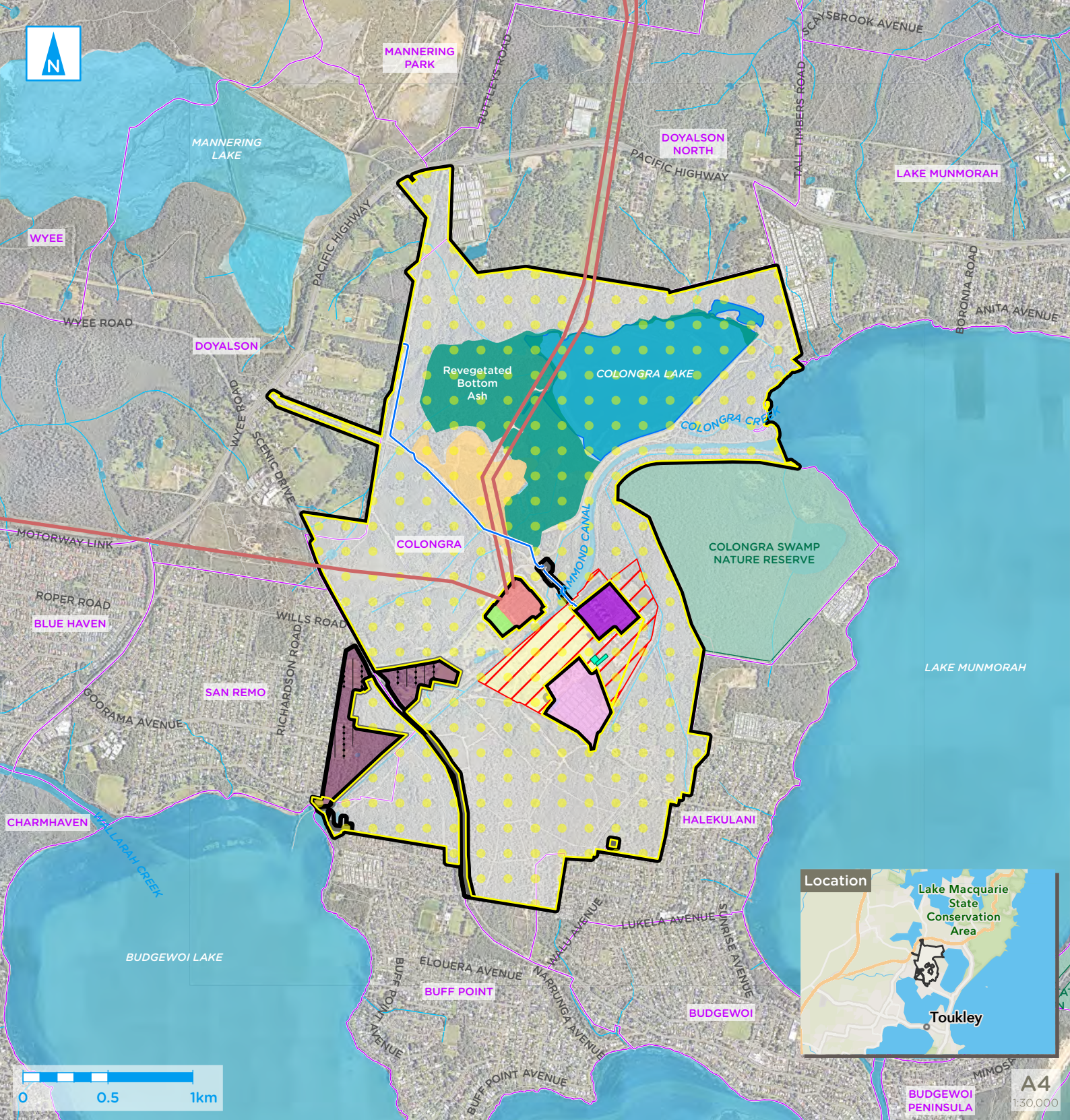
This CSEP has been developed as part of the VMP to provide a roadmap for community and stakeholder engagement. To provide effective community and stakeholder engagement, GPM has partnered with a media adviser to implement this CSEP which covers all activities associated with the VMP (the VMP).

GPM acknowledges the potential impacts of the Site to the community and stakeholders and is committed to:

- maintaining transparency and fostering positive relationships with stakeholders and the community
- providing consistent, cohesive, accessible and understandable information to the wider community
- proactively informing and updating nearby residents, the wider community and stakeholders
- being adaptable to the different levels at which Central Coast Council and other stakeholders may be operating
- implementing a complaints management process to resolve complaints as soon as possible and finding joint solutions where feasible.

This CSEP has been prepared with consideration to *Undertaking Engagement Guidelines for State Significant Projects* (Department of Planning, Housing and Infrastructure, 2024) and aligns with the best practice frameworks of the industry body "International Association for Public Participation" (IAP2).

Figure 1-1: The declared contamination area and associated impact zones



Legend

- GPM land holdings
- Former Munmorah Power Station EPL Boundary
- Extent of EPL 759 (the Premise)
- Contaminated land declared under the CLM Act (the Site)
- Former Munmorah Power Station Site (demolished)
- Fire Fighting Training area
- Revegetated bottom ash
- Ash dam reservoir
- Existing asbestos and non-asbestos dumps

- Surrounding infrastructure stakeholders**
- 330kV overhead transmission lines
 - Burried gas pipeline
 - Ausgrid switchyard
 - Transgrid switchyard
 - Snowy Hydro Colongra Power Station
 - Waratah Super Battery
- Surrounding receptors**
- GPM land holdings leased to others
 - Community facilities
 - Colongra Wetland

 Suburb (NSWSS)

Note: Data source from GPM unless otherwise stated.

Spatial reference: GDA2020 MGA Zone 56
 RAMBOLL AUSTRALIA - GIS MAP file : 318002272_GIS_P001_CommsPlan | F001_SiteOverview_V06 | 29/04/2025

Figure 2-1 : GPM land and surrounding stakeholders
 Former Munmorah Power Station Voluntary Management Proposal - Community and Stakeholder Engagement Plan

1.2 Document purpose and objectives

1.2.1 Document purpose

The purpose of this CSEP is to assist GPM, and engaged consultants and suppliers in understanding:

- how its stakeholders may act or respond to community engagement strategies and what interests they have in contaminated land issues
- issues and risks from a community consultation point of view associated with managing contaminated land at the Site and the broader Premises owned and managed by GPM.
- how to manage these community engagement issues and address community interest
- the appropriate methodology for engagement and communication that fits the community's needs
- how to evaluate the outcomes of engagement.

If the communication of these challenges is not carefully considered and addressed, community engagement efforts (or lack of appropriate engagement) can contribute to considerable uncertainty, anxiety, conflict or outrage at the individual, broader community, or political levels. Therefore, this CSEP has been developed to reduce the risk of this occurring.

1.2.2 Aim and objectives

The overall aim of this CSEP is to support meaningful, practical engagement with the local community, councils, key stakeholders, and other influential bodies regarding the Site and its management.

To achieve this purpose, the objectives of this CSEP are to:

- **inform and educate:** provide clear and accurate information about the Site operations, remediation process, potential impacts, and mitigation measures to concerned stakeholders
- **build trust and credibility:** demonstrate transparency, responsiveness, and commitment to environmental stewardship to foster trust and confidence
- **manage expectations:** set realistic expectations regarding the VMP's timeline, scope, and outcomes
- **mitigate potential concerns:** proactively address concerns and objections from community members, local businesses, and environmental groups
- **comply with regulatory requirements:** ensure all relevant environmental regulations and guidelines are adhered to.

2. CSEP context

2.1 EPA Declaration of Contaminated Sites

Declaration of the Site as Significantly Contaminated under the CLM Act by the EPA was initiated when GPM took ownership of a parcel of land adjacent to the Colongra Power Station. GPM took ownership of lands, including the former Fire Fighting Training Area (FFTA) that was used to train staff by the Electricity Commission of NSW and Delta Electricity over many decades.

After GPM took possession of the parcel of land in 2023, the EPA moved to manage these issues in totality at the Site under the CLM Act. This occurred by the EPA advising GPM of its intention to formally declare the Site and inviting GPM to propose a VMP to the EPA to investigate, understand, and address any potential for environmental harm from the contamination. GPM

agreed with the need to investigate and appropriately remediate both PFAS and hydrocarbon plumes and any other contamination that may arise.

The remediation process will be managed under the EPA Accredited Site Auditor Scheme. GPM has engaged a Site Auditor for this purpose who will now approve the processes and findings from investigations, any resulting remediation works and undertake verification works to confirm identified issues have been adequately addressed.

GPM has been actively overseeing the containment of a hydrocarbon plume beneath the former Munmorah Power Station footprint, associated with a historic diesel fuel leak from plant operations. Comprehensive investigations have been conducted to delineate the extent of contamination and assess its impact on soil and groundwater. These efforts have included subsurface assessments, groundwater monitoring, and remediation strategies to control and mitigate further spread. Through ongoing monitoring and containment measures, GPM maintains that the plume remains controlled, minimizing environmental risks and working towards implementation of the VMP.

Documents relating to the Declaration of the Site as Significantly Contaminated can be found at <http://www.epa.nsw.gov.au/> and <https://app.epa.nsw.gov.au/prclmapp/searchregister.aspx>

2.2 Voluntary Management Proposal

The VMP was prepared by GPM as a scope of works and program to adequately investigate issues identified by the EPA under its CLM Act Declaration and to propose works to adequately address environmental risks set out in the Declaration. The VPM is based on original knowledge of the extent of contaminants and possible pathways to the wider environment. The VMP was approved by the EPA on March 7, 2025, refer **Section 1.1**.

The VMP breaks the scope of works into two significant phases. The scope of phase one focuses on the initial assessment, stakeholder engagement, and evaluation of remedial options for managing significant contamination areas within the Site. The phase one objectives are as follows:

1. implement this CSEP to maintain proactive community and stakeholder engagement for the VMP
2. adequately identify and characterise the contamination at the Site to refine the conceptual site model (CSM)
3. evaluate remedial options and develop appropriate approaches to address significant contamination to mitigate risk to human health and the environment on and off-site.

Following the successful completion of phase one, a separate VMP will be prepared for phase two, which will focus on the implementation and validation of the chosen remedial approach. The phase two objectives are as follows:

1. address the significant contamination, ensuring that the contamination no longer presents a risk of harm to ecological receptors on and off-site
2. demonstrate that residual contamination (after remediation) does not pose an unacceptable level of risk to identified on and off-site ecological receptors.

The approved VMP for the Site can be found at

<https://app.epa.nsw.gov.au/prclmapp/searchregister.aspx>

2.3 Other relevant documents

An outline of key policies, documents and forms is provided below that GPM will follow and implement to maintain regulatory compliance and transparent engagement with community and

stakeholders. These resources detailed below are designed to guide GPM's operations, support environmental monitoring, and facilitate interactions with the community and regulatory bodies. From the provided links, EPA-related documents can be found.

- Relevant policies available from the GPM's website include:
 - [GPM Environment Policy](https://drive.google.com/file/d/1ND90N0QgLKHWkFLtIG-j2uZ1MzVQgePh/view?rm=minimal) (<https://drive.google.com/file/d/1ND90N0QgLKHWkFLtIG-j2uZ1MzVQgePh/view?rm=minimal>)
 - [GPM Code of Ethics](https://drive.google.com/file/d/1c0S8XBJPJkvuHtF0bk6MphLszRXBL8ok/view?rm=minimal) (<https://drive.google.com/file/d/1c0S8XBJPJkvuHtF0bk6MphLszRXBL8ok/view?rm=minimal>)
 -)
- Relevant documents and information sources:
 - [EPL monitoring Data \(no 759\)](https://gpmco.com.au/environment/) (<https://gpmco.com.au/environment/>)
 - [EPL \(no. 759\)](https://gpmco.com.au/wp-content/uploads/2025/04/EPL-759-Former-Munmorah-Power-Station.pdf) (<https://gpmco.com.au/wp-content/uploads/2025/04/EPL-759-Former-Munmorah-Power-Station.pdf>)
 - [Community Updates webpage](https://gpmco.com.au/community-updates/) (<https://gpmco.com.au/community-updates/>)
 - [Former Munmorah Power Station Voluntary Management Proposal](https://gpmco.com.au/wp-content/uploads/2025/03/Voluntary-Management-Proposal.pdf) (<https://gpmco.com.au/wp-content/uploads/2025/03/Voluntary-Management-Proposal.pdf>)

Further information, such as the following, may be requested from GPM by calling the Community Engagement Team on 0443 908 994 or emailing info@gpmco.com.au:

- GPM PFAS Monitoring Data
- Investigation reports
- Lake Colongra Reports.

2.4 Local and regional context

2.4.1 GPM land holdings

GPM land holdings (the land holdings) comprise several titles totalling approximately 719 ha, stretching from the Pacific Highway at Doyalson to residential areas of Budgewoi and sits between Lake Munmorah and Lake Budgewoi. The land holdings include land adjacent to the Premises that is owned by GPM and leased by others, refer **Figure 2-1**.

Several parcels of land around the perimeter of the land holdings are leased to the Central Coast Council for community facilities. Camp Breakaway also leases land for their respite care services for people with disabilities and their carers to have short-term breaks. Two other sites within the Premises boundary are currently leased by Centennial Coal as part of historic coal mining leases. No current mining activities are performed on these two sites.

The Premises were used for power generation for over 50 years. As a result, a Coal Ash Dam, named Colongra Lake, remains on the Premises and requires active management. Various other historic waste disposal areas, including a large asbestos disposal area and general waste dumps, also exist within the Premises and are managed under the EPL. These areas within the Premises are not part of the Site declared as significantly contaminated land by the EPA. As such these areas are not covered by this CSEP.

2.4.2 Surrounding infrastructure

The Site is located adjacent to infrastructure owned and operated by other organisations including Snowy Hydro, TransGrid, and Ausgrid, refer **Figure 2-1**. Numerous easements pass through the Site to facilitate the surrounding infrastructure.

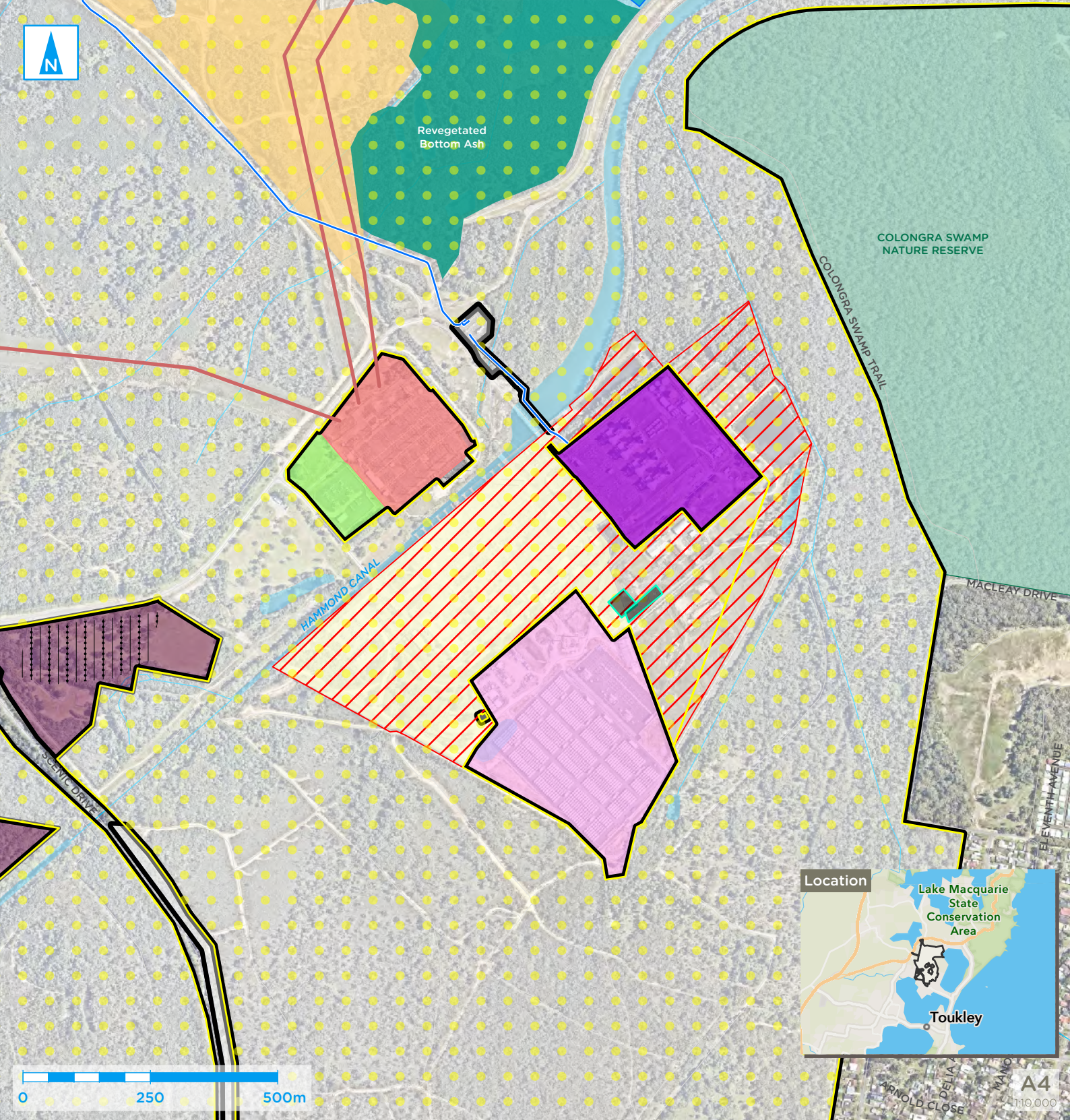
Colongra Power Station (owned and operated by Snowy Hydro) is surrounded by the Site. The gas supply line into Colongra Power Station runs across the Premises through an easement north of Doyalson. High-voltage transmission lines connect the Colongra Power Station to the Network at a TransGrid switchyard. It is suspected that PFAS impact on the former Munmorah Power Station site may extend under the footprint of the Colongra Power Station.

TransGrid owns a high-voltage switchyard (TransGrid Switchyard), now utilised as a switching station, that is located northeast of the Site. The TransGrid switchyard connects 330KV transmission lines from the region's other power stations with the Network, refer **Figure 2-1**. These transmission lines run through easements towards the northern side of Colongra Power Station and cross the Premises to the west of the Ash Dam.

Adjacent and connected to the TransGrid Switchyard is the Ausgrid Switchyard for suburbs in the local area as far south as Toukley and northwards to Lake Macquarie. This switchyard is connected to Ausgrid's transmission and distribution network by several transmission lines running across the Premises within easements to the South, East, and North.

In February 2023, the Waratah Super Battery was granted development consent adjacent to the Site. The consent created a new lot in the location of the former Munmorah Power Station's coal plant which is now leased by GPM to the Battery Owner. The 850MW battery has been built within this area and is connected to the TransGrid Switchyard by a double circuit 330KV transmission line running through an easement along the eastern side of where the former Munmorah Power Station originally stood.

Figure 2-1: GPM land and surrounding stakeholders



Aerial photography by Nearmap, flown 06/12/2020

Legend

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> GPM land holdings Former Munmorah Power Station EPL Boundary Extent of EPL 759 (the Premise) Contaminated land declared under the CLM Act (the Site) Former Munmorah Power Station Site (demolished) Fire Fighting Training area Revegetated bottom ash Ash dam reservoir Existing asbestos and non-asbestos dumps | <p>Areas with no impact</p> <ul style="list-style-type: none"> TransGrid Switchyard Ausgrid Switchyard <p>Areas with potential impact</p> <ul style="list-style-type: none"> Snowy Hydro Colongra Power Station | <p>Surrounding infrastructure stakeholders</p> <ul style="list-style-type: none"> 330kV overhead transmission lines Burried gas pipeline Waratah Super Battery <p>Surrounding receptors</p> <ul style="list-style-type: none"> GPM land holdings leased to others Community facilities Colongra Wetland |
|---|---|---|

Note: Data source from GPM unless otherwise stated.

Spatial reference: GDA2020 MGA Zone 56
 RAMBOLL AUSTRALIA - GIS MAP file : 318002272_GIS_P001_CommsPlan | F002_ContamArea_V05 | 29/04/2025

Figure 1-1 : The declared contamination area and associated impact zones
 Former Munmorah Power Station Voluntary Management Proposal - Community and Stakeholder Engagement Plan

3. Stakeholder identification

Stakeholders with a perceived interest in the VMP have been identified and grouped into audiences. Identification of these stakeholder engagement audiences (stakeholder group) allows for consideration of how engagement might need to be delivered diversely to enable people with disabilities, culturally and linguistically diverse communities and Aboriginal and Torres Strait Island communities to participate (Department of Planning, Housing and Infrastructure, 2024). Messaging and communication activities will be appropriately customised to these groups through specific activities that provide transparent engagement. Key stakeholders have been identified and grouped in **Table 3-1**. GPM has identified several stakeholders and stakeholder audience groups that are believed to be key to the success of the VMP, refer **Figure 3-1**.

Table 3-1: Identified stakeholder groups

Stakeholder Engagement Audiences	Identified stakeholder	Level of concern or interest
Regulatory authorities	<ul style="list-style-type: none"> NSW EPA 	High
Local community members	<ul style="list-style-type: none"> Users of local waterways Darkinjung Aboriginal Land Council Budgewoi Public School Local Businesses Residents in the general area Property owners and occupants bordering the Premises General community beyond resident boundary areas Community Consultation Group established for the Project 	High
Broader community	<ul style="list-style-type: none"> Broader community not located within the general surrounding locality 	
Community Groups	<ul style="list-style-type: none"> Community Environment Network (CEN) Colongra Bay Landcare Lake Munmorah Progress Association Future Sooner 	
Other critical stakeholders	<ul style="list-style-type: none"> Snowy Hydro TransGrid Akaysha Energy Ausgrid Jemena Telecommunication infrastructure owners and managers 	Medium
Government Representatives	<ul style="list-style-type: none"> The Hon Yasmin Catley MP, Member - Swansea The Hon Pat Conroy MP, Member - Shortland NSW Treasury 	Medium/High

Stakeholder Engagement Audiences	Identified stakeholder	Level of concern or interest
Local Councils	<ul style="list-style-type: none"> Central Coast Council (Council) 	Medium/High
Media	<p>Radio:</p> <ul style="list-style-type: none"> Coast FM 96.3 Hit 101.3 & Triple M Central Coast Star 104.5 Radio 5-0 PLUS 2NUR ABC Local Radio Central Coast <p>Newspapers / Magazines:</p> <ul style="list-style-type: none"> Coast Community News Central Coast Business Review Seniors on the Coast Central Coast Sun Central Coast Business Access Central Coast Express Advocate 	Medium/High
Internal Stakeholders	GPM employees, managers, Board of Directors	Medium/High
Local Government Bodies	Regional Development Australia (RDA) Central Coast	Low

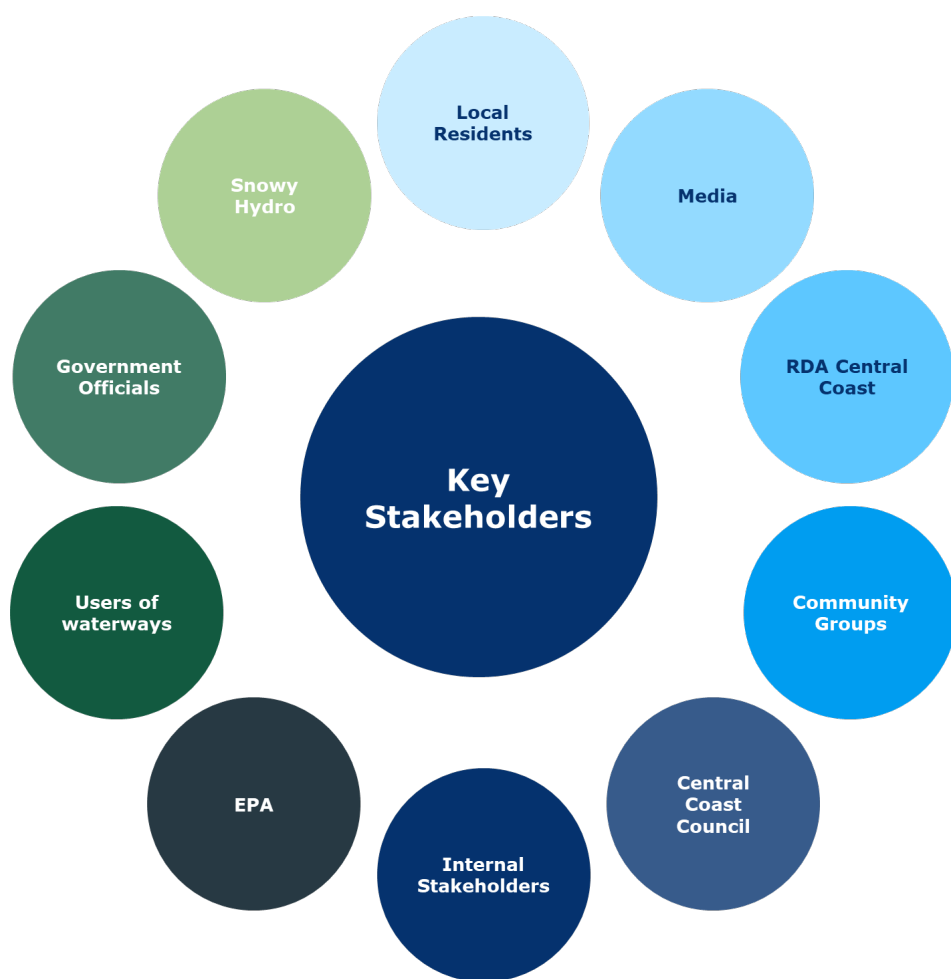


Figure 3-1: Key stakeholders for consideration

4. Community engagement completed to date

A summary of community consultation undertaken to date has been provided in **Table 4-1**.

Table 4-1: Summary of community consultation undertaken to date

Targeted Stakeholder	Type of activity	Date	Description of activities
General community	Notification informing the community of the Declaration	3 May 2024	<ul style="list-style-type: none"> issuing press releases and information to complement the EPA's public advice of site declaration, refer Appendix 1
General community	Community outreach to establish the Community Consultation Group (CCG)	28 August 2024	<ul style="list-style-type: none"> direct outreach to local community groups to encourage participation in the CCG. This included a targeted social media campaign conducted by an engaged PR agency and a post from local the Regional Development Australia Central Coast, refer Figure 1 and 2 of Appendix 2. dissemination of flyers in crucial community areas and local businesses and erection of community signs, refer Figure 3 of Appendix 2 leveraging local media channels, including NBN Television, ABC Central Coast, ABC Newcastle, and Coast Community News, to promote the call for CCG members placement of radio, print, and online advertisements to amplify the call for CCG members. A copy of printed advertisements has been provided in Figure 4 and Figure 5 of Appendix 2. reviewed applications and held the first CCG meeting

5. Engagement and communication approach

5.1 Stakeholder management elements for consideration

Stakeholder management is a critical component to the successful delivery of any project, programme, or activity. Prior to undertaking engagement, the key approaches identified in **Table 5-1** and the community engagement principles provided in **Appendix 3** will be considered.

Table 5-1: Key approaches for considerations

key elements	Description
Communication	To ensure the intended message is understood and the desired response achieved.
Consultation	To get helpful information and ideas, ask questions.
Compassion	Operate with an awareness of human feelings. Show your care. Be empathetic. Listen.
Planning	Time investment and careful planning have a significant payoff.
Relationships	Engender trust with the stakeholders.
Compromise	Compromise in any relationship shows a deep understanding of feelings and negates feelings of rigidity.
Understanding	Understand what is considered successful and what the stakeholders value regarding the VMP.
Responsibility	Project governance is the key to the VMP's success.

5.2 Engagement strategy elements overview

GPM will employ a comprehensive, multi-channel engagement strategy to engage with the public and stakeholders throughout the VMP process. These elements will enable transparent and effective communication aligned with the target audiences' needs and preferences. Key elements of the engagement strategy are presented in **Table 5-2**.

Table 5-2: Key elements of GPM's engagement strategy

Key engagement strategy element	Description
Targeted Messaging	Developing tailored messages for stakeholders, including the public, residents, landowners, and regulatory agencies.
Multiple Channels	Utilising a variety of communication channels, such as: <ul style="list-style-type: none"> Traditional Media: Print, radio, and television Digital Media: Website, social media (via an external provider), email, and, when necessary, SMS.
Community Engagement	Community Consultation Group meetings and information sessions (see detailed breakdown on this below)

Key engagement strategy element	Description
Direct Outreach	One-on-one meetings and phone calls
Regular Updates	Providing timely and accurate information on VMP progress, environmental impacts, and mitigation measures.
Proactive Engagement	Anticipating and addressing potential concerns and questions from stakeholders.
Regulatory Compliance	Ensuring all communications activities adhere to relevant environmental regulations and guidelines.
Community Consultation group (CCG)	Provide and obtain feedback directly from community representatives who have an ongoing interest and commitment to the outcomes of the VMP, refer Table 5-3 .
Engagement reports	Engagement reports will be developed for internal use and to update the EPA and other groups as appropriately identified. The engagement reports will highlight activities underway, those completed, and communications activities that have yet to be completed. Engagement reports will be issued via email and made available online as is relevant.

5.1 Consultation tools

Engagement channels and tools identified in **Table 5-3** will be utilised to effectively deliver the key engagement strategy previously outlined in **Table 5-2**.

Table 5-3: Communication channels and tactics

Engagement channel / tool	Description of engagement
Community Consultation Group (CCG) meetings	<p>The CCG provides an opportunity to engage with locals to inform them of the latest activities at the Site and the progress of the VMP.</p> <p>Establishment phase</p> <p>GPM issued a call-out to interested parties to form the CCG, refer Table 4-1. Specific relevant groups associated with use of the Tuggerah Lakes water system were targeted for representation on the Committee as these groups would be the most impacted by issues emanating from the substances of concern.</p> <p>The CCG has subsequently been established. Members of the community group were selected and notified of their appointment to the CCG. Meetings are held at GPM's Munmorah office at a time that is convenient for all concerned so that attendance is maximised. These meetings will enable community members to contribute towards the VMP process and voice their concerns. These meetings are chaired by a representative of GPM, with minutes documented and shared on the GPM website.</p> <p>VMP phase</p> <p>Throughout the VMP process contributions from members of the CCG will offer a variety of opinions that will be critical to the success of the overall VMP process. Should any contamination concerns arise, these will be forwarded to the EPA and GPM's environmental consultant for consideration and a complaint/concern process will be followed, as per Section 9.</p> <p>Conclusion phase</p> <p>At the conclusion of the VMP process, all CCG members will be invited to present their final thoughts for any potential elements that may be of benefit to the area in the future of the Site. A final meeting will be held at a convenient time and location, with acknowledgements to be made to all members of the CCG for their time and contributions. A potential media release could be considered regarding the conclusion of this element of the VMP.</p>

Engagement channel / tool	Description of engagement
GPM Website	<p>The GPM website will be the primary platform for communication with the community. The website allows for in-depth information sharing through dedicated pages. There are several tabs on the website that are relevant to the VMP including:</p> <ul style="list-style-type: none"> • Media Releases - Where contamination media releases will be found • Community Updates - Where contamination updates will be found – these will be time and date stamped online • Data and news – data as it relates to PFAS levels, provided as required • Contact - Where contamination contact options will be found. <p>These pages will be regularly updated throughout the VMP process. (Note: These pages may change due to website upgrade occurring in 2025, however where possible GPM will endeavour to keep changes to these pages to a minimum.) GPM has established a member only access area created for members of the Community Consultation Group, where minutes and relevant information can be shared with these members.</p> <p>Using the website to predominantly disseminate messages reduces the risk of misunderstandings that can occur with character limitations on social media posts. The website provides a space for clear, official announcements, avoiding the potential for misconstrued information that can spread quickly on social media platforms.</p> <p>By establishing the website as the central point of contact, GPM fosters a more reliable and controlled communication channel with the community. The website allows GPM to focus on elements as they relate to the declaration of the contaminated areas on site at Munmorah.</p>
Dedicated email address	<p>GPM has created a dedicated email address /drop-down option on the "Contact" page. This email address (info@gpmco.com.au) will direct concerns relating to Munmorah to the relevant contact at GPM and ensure prompt reply to their matter. Should the matter require further input from the EPA or other stakeholders, these will be flagged at the earliest opportunity.</p>
Media releases / outreach / interviews	<p>GPM will continue to contact relevant media outlets (TV, radio, print, and online) with relevant updates regarding the VMP. Information will be made available through the media releases, and, if appropriate, media interviews /further comments can be provided either as pre-recorded sound bites or in-studio /in-situ interviews.</p> <p>A fluid schedule of releases has been drafted for GPM's internal purposes, and a copy can be made available at the EPA's request. It is noted that pending changes in the VMP and updates will mean that, as previously stated, this schedule will always remain fluid to allow critical releases to be issued as deemed necessary. Copies of media releases will be shared on the GPM website after dissemination to appropriate media outlets.</p>

Engagement channel / tool	Description of engagement
	Should a contamination /crisis scenario arise, GPM will collaborate with the EPA regarding the best course of immediate action to communicate clear and concise information to the local community and key stakeholders immediately with further steps taken as per a crisis communications plan.
Dedicated phone line	GPM has an 1800 contact service (1800 817 711) that has been widely advertised for anyone to contact the company in relation to issues at the Munmorah.
Community Notices/public notices	<p>Community/ Public notices will be created for publication in local papers and as versions made available as letter box drops. These notices will endeavour to reach the community on a more direct level. The notices will be distributed to the suburbs surrounding the Site.</p> <p>Additionally, copies of these notices will be available on the GPM website. Community members will be able to respond with any queries via the dedicated email address (see below for details).</p>
Corflute signage	<p>Corflute signs were produced and were posted in the local area as a public information tool, explaining the initial call-out phase for members for the Community Consultation Group. Moving forward with the VMP, GPM will create corflute signs to direct members of the community to the GPM website where they can access more information on the VMP / matter at hand. Signage will be displayed in high-traffic areas and removed by GPM once it is deemed no longer necessary for public awareness.</p> <p>Some high-traffic areas identified include (but are not limited to):</p> <ul style="list-style-type: none"> • Premises entry/ various high traffic perimeter points • Budgewoi Soccer Club • Coles Budgewoi • Budgewoi Hotel • Ocean Blues Seafood • Pizza Pit Budgewoi • St Vincent de Paul Budgewoi • LJ Hooker Budgewoi/ Toukley • Budgewoi Thai • The Doylo RSL • Lake Munmorah Shopping Centre
Letterbox drops	Beyond the community notices, these letterbox drops will be more personalised, in terms of recipients and the information contained within. As with media releases, if a crisis/ contamination scenario arises, residents will be contacted in the best

Engagement channel / tool	Description of engagement
	<p>way possible for immediate notification. Letterbox drops will be utilised to inform those in the immediate vicinity of the Premises with updates on activities and next steps.</p> <p>For a contamination scenario the letterbox drop letters will contain the following information:</p> <ul style="list-style-type: none"> • detail of contamination scenario • action being taken • scope of works • period of works • next steps once work is completed • contact details during works phase • GPM's website details. <p>Copies of the letter box drop letters will be made available online should residents misplace, or inadvertently destroy their letter/s.</p>
Radio and Print advertising	<p>Radio commercials around 30 seconds were created for the call out for members for the CCG and triggered a high number of applications. For future activities, GPM will look to have further commercials produced through selected radio stations (or appropriate production agency as necessary) providing updates on the overall VMP process or as required important messaging regarding the matter at hand.</p> <p>Print advertising will reflect the same messaging in local print /online media outlets, to ensure cohesion in messaging. Should a contamination scenario arise the advertising messaging will contain the following information:</p> <ul style="list-style-type: none"> • contamination information • action being undertaken and expected duration • contact information

Engagement channel / tool	Description of engagement
Community information sessions	<p>Community information sessions will have meetings be promoted in advance through local media promotion, corflute or relevant printed signage within the community, and letterbox drops. These information sessions will be <i>separate</i> to the Community Consultation Group meetings and will be more general in nature to allow for open, fair, and manageable discussion around relevant issues as they arise. A chair /representative from GPM will run the meeting and minutes will be taken during the meetings. These minutes will then be available for the community to download from the GPM website.</p> <p>Should a crisis or contamination situation arise, a dedicated meeting will be coordinated in conjunction with the EPA and (if suitable, GPM's Expert Panel). The crisis /contamination meeting will allow for clear and consistent communication of key points of the situation at hand, a snapshot of the next steps and details of best contacts for the community to speak to for further information. Printed handouts will be available (if deemed necessary) with the following information:</p> <ul style="list-style-type: none"> • summary of issue • steps being undertaken to stem the issue • how long the work will take • next phase of action (and estimated commencement date) • key contacts during contamination management works • GPM's website details. <p>As with any other information session, minutes will be documented and shared on the GPM website.</p>
One-on-one discussion	<p>One-on-one discussions allow for transparent and focused conversations regarding the VMP and enables GPM to directly provide information and reduce the potential for misinformation.</p> <p>One-on-one discussions would generally be utilised to update stakeholders, however, may be used with the community if required.</p>
Communications report	<p>Communications reports will be developed to update internal stakeholders, the EPA and Government Officials, as required, of communication activities undertaken. The communications reports will be developed as required and will be distributed to the identified parties via email.</p>
Expert Panel	<p>A panel of experts may be formed to provide specialist insights regarding the Site and contamination management. An expert panel may form part of the CCG meetings.</p>

6. Key messages

The purpose of key messages is to enable clear, consistent and appropriate communication throughout the VMP process. GPM will tailor the critical messages from this engagement strategy for specific audiences. These messages will be updated throughout the duration of the VMP in consultation with the EPA.

6.1 Detailed analysis completed to date

Extensive environmental investigations at the premises have been underway since 2017, involving a comprehensive series of assessments and testing activities. These studies have focused on identifying and evaluating the presence of various contaminants, including per- and polyfluoroalkyl substances (PFAS), petroleum hydrocarbons, and other potentially hazardous chemicals. Sampling has been conducted across multiple media, including groundwater, surface water, and soil, to determine the extent of contamination and to assess any potential migration pathways.

6.2 Extent contamination

The Former Munmorah Power Station was built in a low area of the land. Like many old coal power stations in New South Wales, it was designed so that rainwater and other runoff from around the plant would flow back into the station itself. This helped stop waste, spills, and other liquids from leaving the site.

However, during heavy rain, the drainage system can overflow, and stormwater may spill into the nearby Hammond Canal, which feeds into the lakes. This means there is a low potential for small amounts of contaminants to reach the nearby lakes.

6.2.1 PFAS contamination

The main source of PFAS at the site is an old fire-fighting training area located behind the former Munmorah Power Station. The size and spread of the contamination are still being studied and closely watched. Because groundwater moves very slowly, there's only a small risk that the PFAS will spread further and reach nearby waterways.

Tests have shown that seafood from the Tuggerah Lakes is still safe to eat as part of a balanced diet (up to 2–3 serves per week). However, fishing is banned in the canals and water systems within the former power station site.

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6.2.2 Management of PFAS

Significant investment has been made to manage PFAS on site. In late 2024, approval was granted to build a water treatment plant to help treat PFAS from water. Construction will begin soon.

Ongoing assessments will continue, and the community will be kept informed about:

- Key activities and progress
- Environmental monitoring
- Milestones and timelines

- Compliance updates

6.2.3 Hydrocarbons contamination

Hydrocarbons have also been detected in groundwater beneath the former power station. This contamination is well-contained underground and located far from nearby canals and lakes.

Although past wet weather events may have caused some hydrocarbons to reach nearby waterways, current conditions show this contamination is being effectively controlled.

6.2.4 Management of hydrocarbons

Groundwater at the site is being actively managed through a system of pumping and treatment to prevent hydrocarbons—such as oil and fuel residues—from spreading. Groundwater is extracted from below the surface. This process helps keep hydrocarbon levels below the stormwater drainage systems, reducing the risk of pollutants entering the environment.

In addition to groundwater treatment, protective containment booms have been installed at key discharge points and along sections of nearby canals. These booms act as physical barriers, designed to trap and contain any floating or migrating substances—such as oil sheens or debris—before they can move further downstream or reach open water bodies.

Together, these control measures are critical for preventing the spread of contamination. They help ensure that pollutants remain contained within the site and do not pose a threat to the nearby lakes.

6.2.5 How we are moving forward

GPM is actively working with a team of qualified environmental experts to gain a complete understanding of the type, location, and extent of contamination at the site. These detailed investigations include sampling soil, groundwater, and surface water, as well as studying how contaminants may move through the environment over time. The goal is to gather all the necessary information to choose the safest, most effective, and environmentally responsible way to clean up the site.

Once all investigations are finished, GPM will work with the experts to develop a comprehensive remediation plan. This plan will outline the specific steps needed to manage and reduce contamination, restore the site, and protect the surrounding environment. The plan will then be submitted to the Environmental Protection Authority (EPA) for review and approval, ensuring that it meets strict environmental and safety standards.

GPM is committed to open and ongoing communication with the community throughout this process. Regular updates will be provided to keep local residents informed about progress and next steps. Our long-term goal is to ensure the site is managed responsibly and that environmental health and safety are protected for future generations.

6.3 Potential contamination scenarios communication plans

Detailed possible scenarios and contingency plan recommendations are presented in **Table 6-1**.

Table 6-1: Potential contamination scenarios and contingency plans

Scenario	Communications contingency plan
Increased PFAS loading into waterways due to unforeseen circumstances	<ol style="list-style-type: none"> 1. EPA alerted by phoning Environment Line on 131 555. 2. Statement issued with what works are being done to stop /mediate the situation with immediate effect and advisory details for residents who may be impacted. 3. Community groups contacted with a copy of the statement and the impacts. 4. Signage placed at waterway entry points. 5. Media release issued with facts, contact numbers for concerned residents to use and information regarding the next update. 6. Follow-up releases /updates provided. 7. If the issue has not been resolved, the above steps will be repeated until the event is resolved.
Scope of PFAS contamination is greater than anticipated	<ol style="list-style-type: none"> 1. EPA alerted by phoning Environment Line on 131 555. 2. Statement issued with what works are being done to stop /mediate the situation with immediate effect and advisory details for residents who may be impacted. 3. Media release issued with facts, contact numbers for concerned residents to use and information regarding the next update. 4. Follow-up releases /updates provided. 5. If the issue has not been resolved, the above steps will be repeated until the event is resolved.
Water treatment plant malfunctions (once installed)	<ol style="list-style-type: none"> 1. Engineers called to repair water treatment plant. 2. EPA alerted by phoning Environmental Line on 131 555. 3. Statement issued advising of the storage available within the water delivery system to provide protection and sufficient time to adequately address the malfunction, and what works are being done to stop /mediate the situation and advisory details for residents who may be impacted. 4. Media release issued with facts, contact numbers for concerned residents to use and information regarding the next update. 5. Follow-up releases/ updates provided. 6. If the issue has not been resolved, the above steps will be repeated until the event is resolved.
PFAS found to be in upward migration through local food chain	<ol style="list-style-type: none"> 1. EPA alerted by phoning Environment Line on 131 555. 2. Statement issued with what works are being done to stop /mediate the situation with immediate effect and advisory details for residents who may be impacted. 3. Media release issued with facts, contact numbers for concerned residents to use and information regarding the next update. 4. Follow-up releases/ updates provided. 5. If the issue has not been resolved, the above steps will be repeated until the event is resolved.
Inappropriate removal of Asbestos encountered	<ol style="list-style-type: none"> 1. EPA alerted by phoning Environment Line on 131 555. 2. Statement issues with what works are being done to stop/ mediate the situation with immediate effect and advisory details for residents who may be impacted.

Scenario	Communications contingency plan
leading to airborne asbestos dust.	<ol style="list-style-type: none"> 3. Media release issued with facts, contact numbers for concerned residents to use and information regarding the next update. 4. Follow-up releases/ updates provided. 5. If the issue has not been resolved, the above steps will be repeated until the event is resolved.
Unanticipated contamination by unforeseen circumstances.	<ol style="list-style-type: none"> 1. EPA alerted by phoning Environment Line on 131 555. 2. Statement issues with what works are being done to stop/ mediate the situation with immediate effect and advisory details for residents who may be impacted. 3. Media release issued with facts, contact numbers for concerned residents to use and information regarding the next update. 4. Follow-up releases/ updates provided. 5. If the issue has not been resolved, the above steps will be repeated until the event is resolved.

7. Mitigation measures

Mitigation measures have been developed by GPM to effectively manage community engagement risks and build trust and confidence throughout the VMP process. Mitigation measures are presented in **Table 7-1**.

Table 7-1: Mitigation measures developed by GPM

Mitigation measure topic	Description of how it will be conducted by GPM
Proactive and Transparent Communication	<ul style="list-style-type: none"> regular updates: establish clear communication channels (e.g., website, newsletters, public meetings) to provide regular updates on VMP progress, findings, and any potential concerns open dialogue: encourage open and two-way communication with the community through various channels (e.g., surveys, focus groups, public forums) addressing concerns promptly: acknowledge and address community concerns and questions promptly and transparently CCG: appoint and hold meetings with the CCG, made up of members from the local community.
Building Trust and Confidence	<ul style="list-style-type: none"> demonstrate commitment: clearly demonstrate GPM's commitment to environmental protection and community well-being independent oversight: ensure independent oversight of the remediation process to build public trust transparency in decision-making: involve the community in decision making processes whenever possible highlighting positive outcomes: emphasise the positive outcomes of the VMP, such as improved environmental quality and community benefits.
Managing Community Expectations	<ul style="list-style-type: none"> realistic expectations: clearly communicate the scope, limitations, and potential challenges of the VMP setting realistic timelines: provide realistic timelines for VMP completion and avoid overpromising regularly assess community expectations: regularly assess and adjust communication strategies based on evolving community expectations.
Tailored Engagement Strategies	<ul style="list-style-type: none"> targeted outreach: tailor engagement strategies to reach different segments of the community (e.g., residents, businesses, local organisations) accessible information: provide information in accessible formats (e.g., plain language, translated materials) cultural sensitivity: Be mindful of cultural sensitivities and communication styles within the community.
Risk Assessment and Mitigation	<ul style="list-style-type: none"> identify potential risks: conduct a thorough risk assessment to identify potential risks associated with community engagement.

Mitigation measure topic	Description of how it will be conducted by GPM
	<ul style="list-style-type: none"> • develop mitigation plans: develop and implement mitigation plans to address identified risks • regularly monitor and evaluate: regularly monitor and evaluate the effectiveness of engagement strategies and make adjustments as needed.
Compliance and Regulatory Requirements	<ul style="list-style-type: none"> • adhere to regulations: ensure strict adherence to all relevant environmental regulations and guidelines • transparency in compliance: be transparent about compliance efforts and any potential non-compliance issues.

8. Issue Management

Day-to-day management and remediation of the Site presents a complex issue management challenge. Key issues include public concern over potential health risks from PFAS and hydrocarbon contamination, environmental impact of the Site, and regulatory compliance required for the clean-up process. Effective issue management will require proactive communication with stakeholders, including residents, environmental groups, and regulatory authorities. This will involve transparent updates on the progress of remediation, addressing concerns and misinformation, and mitigating potential risks to public health and the environment.

Additionally, careful planning and execution of the clean-up process will be crucial to minimise disruptions to the local community and ensure compliance with environmental regulations. By proactively addressing these issues, the responsible parties can restore public trust, protect the environment, and facilitate the redevelopment of the Site.

9. Protocols

The following sections identify the associated protocols and procedures that will be developed in relation to the consultation and engagement of the VMP.

9.1 CCG meetings

A CCG protocol will be developed to guide the implementation of the group. The protocol will include the following items:

- meeting frequency and duration
- agenda development and distribution
- meeting minutes documentation and distribution
- Q&A session guidelines
- conflict resolution procedures.

9.2 Enquiries and Complaints

The GPM website and dedicated email address are the primary communication channels. A dedicated 1800 number ([1800 817 711](tel:1800817711)) has been established for public enquiries and complaints. GPM has established a standard response protocol and will commit to responding to all enquiries and complaints within a specified timeframe (e.g., 24-48 hours) and staff to respond with empathy and understanding. Through all communications, all parties will venture to respond promptly to comments and questions asked by media/ public. GPM to work to provide clear and concise information, avoiding technical jargon.

It is critical that there is an establishment of clear procedures for escalating complex or sensitive issues to appropriate authorities. GPM media consultant will continue to undertake regular media monitoring of traditional and social media sites for public sentiment and potential issues.

A process chart has been created for dealing with any complaints relating to the VMP and is presented in **Figure 9-1**.

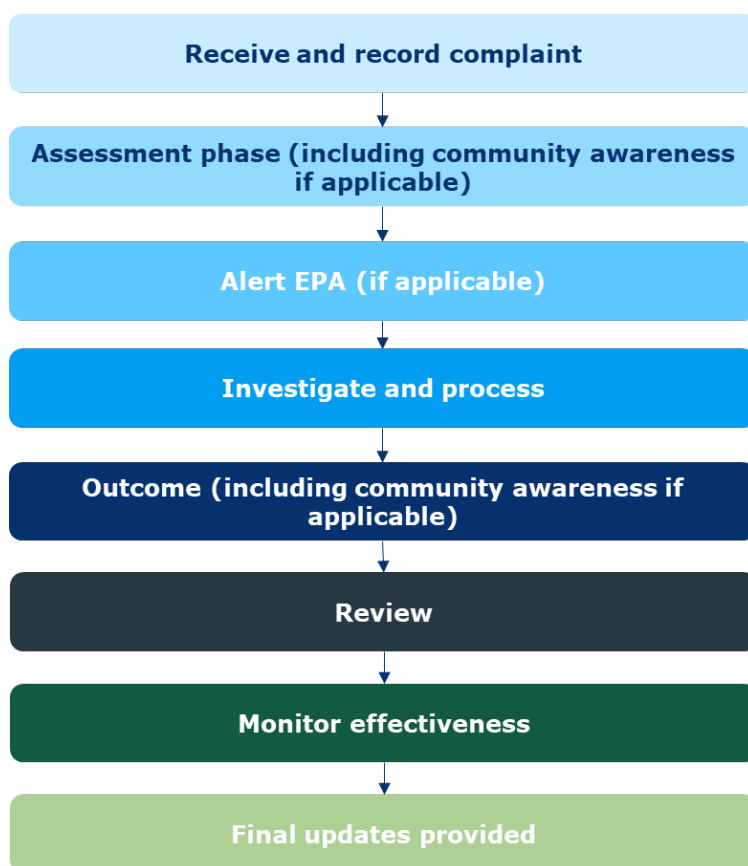


Figure 9-1: Complaint process chart

9.3 Media

GPM's relationship with local media is considered favourable and is managed through a media adviser. The following steps will be executed, noting in some instances, media training and guidance has already been undertaken:

- media-trained spokesperson: Ensure a knowledgeable and experienced spokesperson to handle media enquiries
- clear communication guidelines: The GPM consulting media adviser will provide clear guidelines for media interactions, including key messages and talking points.
- proactive media engagement: Initiate proactive media outreach to provide updates and address concerns.
- media training: Conduct regular media training sessions for key personnel.
- media monitoring: Monitor media coverage to identify potential issues and opportunities, refer **Section 9.3.1**.

For any media engagement, as a minimum, the following steps will be followed:

- key messages: prepare a list of key messages to be consistently communicated
- stay on message: encourage the spokesperson to stay on message and avoid going off-script
- bridge statements: train the spokesperson to use effective bridging techniques to steer the conversation back to key messages.

The following items will be developed and maintained throughout the VMP process:

- media contact list

- press release templates and distribution channels
- media interview guidelines
- crisis communication procedures
- social media engagement guidelines.

9.3.1 Monitoring

The GPM media adviser will continue to conduct monitoring of traditional and social media platforms to gauge public sentiment and identify potential issues that may arise. This proactive approach will involve:

- **real-time monitoring:** utilising media monitoring tools to track news articles related to the VMP in real-time
- **issue identification:** proactively identifying potential issues or controversies that may impact the VMP's reputation or progress
- **rapid response:** developing a swift and effective response mechanism to address any negative publicity or public concerns
- **regular reporting:** providing regular updates to key stakeholders on the results of the monitoring activities, including any identified issues and proposed mitigation strategies.

By maintaining a vigilant watch on public opinion and potential risks, GPM aims to improve the VMP's ongoing success and minimise any negative impacts.

9.4 Community engagement crisis preparedness

Should a crisis eventuate, GPM will communicate honestly and openly to the EPA and work to achieve a sound communication strategy that succinctly conveys concise information to the community. As noted in **Section 9.3**, a crisis communication procedure will be developed for the VMP process.

GPM has an identified spokesperson for crisis issues, who has received media training. Media contacts are constantly updated, and location /locations are noted for suitable announcements.

Throughout any crisis the four pillars of crisis communication will be followed as best practice.

These pillars are:

- **The Truth** - Acknowledging the truth of the situation and how things currently stand.
- **Acknowledgement** - appreciating external /internal influences, responsibilities, and roles in the next best steps to move forward.
- **Empathy Reflecting** - a sense of empathy through what is said (and the way it is said) and what is presented (body language)
- **Respect** - for the land, the locals, and the next steps, that this process will be dealt with in the best way possible, and measures will be taken to prevent any such crises occurring in the future.

The following principles are considered key to engagement processes relating to the third Contaminated land scenario that has been identified (i.e., unexpected contamination and emerging contaminants):

- **Engage as early as Possible** – Give communities time to understand and make sense of the information currently available and prepare for possible impacts. Preferably notify communities immediately and indicate that there is a planned process to gather more information and then develop an appropriate action plan.

- **Communicate Risks** – Be honest and transparent about the risks identified relating to the emerging or unexpected contaminants and seek input from the community to identify or clarify those risks.
- **Explain the Need** – Explain what approaches are being taken in a way that communities can understand, and which accurately portrays the complexity and challenges of decisions that need to be made.
- **Ensure a Fair Process** – Follow a process that is transparent and fair to the broad range of community members affected by emerging or unexpected contamination.
- **Respect Emotions** – Recognise and respect that our communities have a high emotional attachment to the safe enjoyment of both their immediate and local environments, particularly vulnerable areas.
- **Understand Different Responses** – Some residents will want to stay and 'fight', whereas others will want to evacuate immediately in the face of emerging or immediate contamination.

10. Consultation Program

The following actions will be undertaken by GPM to establish and maintain appropriate engagement avenues for stakeholders:

- establish dedicated communication channels for public enquiries and complaints (hotline, email, online portal)
- develop a standardised response protocol for prompt and empathetic responses
- monitor social media platforms for public sentiment and potential issues
- designate a media spokesperson to handle media enquiries and provide clear communication guidelines
- proactively engage with the media to provide updates and address concerns
- conduct regular media training for key personnel
- organise community CCG meetings and information sessions (where required) to address concerns and build trust
- provide regular updates on the remediation progress through various channels
- obtain necessary consents and approvals from affected landowners
- respond promptly to enquiries and complaints from the community.

A consultation program has been developed to identify the engagement to be undertaken with stakeholder, including its purpose, engagement tools that would be used and the activities to be undertaken. The consultation program to be conducted through the VMP implementation has been provided in **Table 10-1**.

Table 10-1: Consultation program

Stakeholder Engagement Audience	Purpose	Engagement tools	Engagement activities
Broader community	<p>Inform and educate the community of the Declaration, VMP, and remediation process while building and maintaining trust and credibility.</p> <p>Mitigate potential concerns by proactively engaging with the community and providing evidence and scientific based information.</p>	<ul style="list-style-type: none"> media releases website updates corflute signs Community Consultation Group meetings direct emails radio advertising community information sessions. 	<p>The general public will be kept informed with the following:</p> <ul style="list-style-type: none"> high-level site activity overview environmental benefits of the remedial site activities community engagement opportunities promoted.
Local community members	<p>Manage expectations of the community specifically regarding the timeframe of the VMP and the Sites remediation.</p>	<ul style="list-style-type: none"> media releases website updates community notices/public notices direct emails letterbox drops corflute signs radio advertising Community Consultation Group meetings community information sessions. 	<p>Local community members will be kept informed with the following:</p> <ul style="list-style-type: none"> high-level site activity and other VMP information potential impacts on local amenities and infrastructure noise, dust, and traffic management plans. <p>Residents bordering the Premises will receive ongoing communication about the following activities by letter box-drop detailing:</p> <ul style="list-style-type: none"> activities underway important notices communication of potential impacts and mitigation strategies Community Consultation Group activities land activities - as deemed relevant (local landowners) environment updates - as per the reporting process.

Stakeholder Engagement Audience	Purpose	Engagement tools	Engagement activities
Community Groups		<ul style="list-style-type: none"> media releases website updates direct emails corflute signs Community Consultation Group meetings community information sessions. 	<p>Email briefings will be sent by GPM to each group to keep them up to date with the following:</p> <ul style="list-style-type: none"> activities underway important notices Community Consultation Group activities land activities - as deemed relevant (local landowners) environment updates - as per the reporting process.
Government Representatives		<ul style="list-style-type: none"> direct emails virtual and/or face-to-face meetings guided site visits (if required). 	<p>Pending the outcome of the continued and ongoing testing and work, the government across all levels is anticipated to support GPM's work and ensure a positive outcome. Given the nature of the Site and the critical infrastructure it supports the ongoing management and operation of the Site is critical to the State of NSW and its people.</p> <p>Government representatives will be kept up to date with VMP matters so they can answer questions or complaints received in relation to the VMP.</p> <p>Monthly email update will be distributed to government representatives outline the following:</p> <ul style="list-style-type: none"> activities / work underway / proposed environment updates costs important notices Community Consultation Group activities scientific results.

Stakeholder Engagement Audience	Purpose	Engagement tools	Engagement activities
			In the event of a crisis, Government representative will be provided regular updates.
Snowy Hydro	Maintain open and regular communication relating to level and extent of contamination, potential environmental impacts, the VMP process and subsequent remediation requirements.	<ul style="list-style-type: none"> • direct emails • virtual and/or face-to-face meetings. 	<p>Snowy Hydro will be kept up to date on the following:</p> <ul style="list-style-type: none"> • requirement of road closures • activities underway (as relevant) • important notices • land activities - as deemed relevant (local landowners) • environment updates - as per the reporting process
Other critical stakeholders		<ul style="list-style-type: none"> • direct emails • virtual and/or face-to-face meetings. 	<p>Occupants with infrastructure located within the Site or surrounded by the Premises will be kept up to date with key activities and the progress of the VMP.</p> <p>Site occupants will, therefore, be kept up to date on the following:</p> <ul style="list-style-type: none"> • land access restrictions/requirements to access land and/or plant areas (if required) • requirement of road closures • activities underway • property-specific information • potential impacts on future use • important notices • Community Consultation Group activities • land activities - as deemed relevant • environment updates - as per the reporting process.

Stakeholder Engagement Audience	Purpose	Engagement tools	Engagement activities
Regulatory authorities	Comply with regulatory requirements while maintaining regulation communication.	<ul style="list-style-type: none"> direct emails virtual and/or face-to-face meetings. 	<p>Maintain open and regular communication with the EPA throughout the VMP, providing timely updates and seeking valuable feedback.</p> <p>Communications with the EPA will occur at the following stages:</p> <ul style="list-style-type: none"> important notices changes in site contamination status Environment reporting under the EPL VMP milestone reporting changes to land activities upon progressing to the next milestone prior to commencement of activities. <p>The following engagement activities will occur with other regulatory agencies, as required:</p> <ul style="list-style-type: none"> compliance with regulatory requirements regular reporting and documentation timely response to agency requests.
Local Councils		<ul style="list-style-type: none"> media releases website updates direct emails virtual and/or face-to-face meetings guided site visits (if required). 	<p>Central Coast Council (Council) will be kept up to date with all VMP matters so they can, in turn, answer any questions or complaints their community have about the VMP process.</p> <p>GPM will continue to meet with Council to outline where they are with the VMP and what it means for the area. Site visits can also be arranged, when necessary, plus GPM will distribute email updates to both representatives outlining the following:</p> <ul style="list-style-type: none"> activities underway

Stakeholder Engagement Audience	Purpose	Engagement tools	Engagement activities
			<ul style="list-style-type: none"> important notices Community Consultation Group activities land activities - as deemed relevant environment updates - as per the reporting process. <p>Council will be kept informed regarding land leased from GPM including the following information:</p> <ul style="list-style-type: none"> property-specific information land access restrictions (if applicable) potential impacts on future use (if applicable)
Media	<p>Inform and education the community of the Declaration, VMP, and remediation process while building and maintaining trust and credibility.</p> <p>Mitigate potential concerns by proactively engaging with the community and providing evidence and scientific based information.</p> <p>Manage expectations of the community specifically regarding the timeframe of the VMP and the Sites remediation.</p>	<ul style="list-style-type: none"> media releases direct emails direct phone calls/interviews. 	<p>The role of the media between GPM and the community is vital; consequently, keeping the media informed of the latest news and progress of testing and community consultation groups is critical to keeping both the media and the local community abreast of the work being undertaken. Whilst most future media relations should be positive, there is a strong chance that some journalists will want to put forward an antagonistic slant on the VMP process, which will require critical management.</p> <p>Strong media relations will be crucial in communicating information about the VMP to the public and local businesses.</p> <p>The media channels to be utilised will be radio, print and online outlets. (NOTE: GPM does NOT have a presence on social media channels, as its website allows community interaction via its "Contact Page").</p> <p>Radio</p>

Stakeholder Engagement Audience	Purpose	Engagement tools	Engagement activities
			<ul style="list-style-type: none"> Radio advertisements may be produced through the chosen radio stations deemed suitable for advertising (or a suitable production agency). These advertisements will announce the call for applications to be part of the Community Consultation Group (CCG) (completed) and inform the public of any significant events or outcomes stemming from the VMP. Radio interviews will also be arranged when necessary to explain important aspects of the VMP at critical stages. ABC Radio Central Coast will be invited to a site visit, a private briefing, and an interview with the GPM CEO. <p>Print</p> <ul style="list-style-type: none"> Newspapers & Online Advertising will be placed in the Coast Community News to announce the call for applications to be part of the CCG (completed) and general communications activity, as necessary. Editorials and public information pieces about the VMP will also be arranged, and site visits with strategic media personnel will be arranged when necessary. General press releases will be periodically distributed to outlets to announce important notices, milestones, good news stories, and CCG activities. <p>Online</p> <ul style="list-style-type: none"> The GPM media adviser effectively leveraged an established Facebook presence to disseminate information about the Community Consultation Group (CCG) membership call-out. This online strategy allowed for controlled messaging and

Stakeholder Engagement Audience	Purpose	Engagement tools	Engagement activities
			<p>minimised the need for reactive moderation, ensuring the conversation remained focused and productive. By proactively managing the narrative, engagement was optimised and the reach of the CCG initiative was maximised. Similar tactics will be employed for future communications needs online, as required.</p>
Internal Stakeholders	Provide timely and relevant updates relating to the VMP while clearly communicating the level of confidentiality of information distributed.	<ul style="list-style-type: none"> • internal meetings • internal communications report • direct emails. 	<p>Internal stakeholders of GPM will be kept up to date on the following:</p> <ul style="list-style-type: none"> • activities/work underway/proposed • environment updates • cost analysis • important notices • Community Consultation Group (CCG) activities • scientific results • a periodic communications report will also be distributed.
Local Government Bodies	Maintain positive relationship while providing updates to the community.	<ul style="list-style-type: none"> • Website updates • media releases • direct emails • virtual and/or face-to-face meetings • guided site visits (if required). 	<p>RDA Central Coasts' role within the community is critical, with a number of board members leading local business figures, consequently, it is important that updates are provided to the RDA, as it is seen as an authoritative body in the region and an additional communication channel to keep the community informed.</p> <p>The RDA Central Coast will be kept up to date with VMP developments through a monthly email briefing and site visits (as required).</p>

11. Approach to updating the CSEP

The CSEP would be reviewed and revised in the following circumstances:

- in the event of major changes to the extent of identified contamination, if required
- as the VMP progresses into a new phase, as per **Section 2.2**.

12. References

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13. Limitations

Ramboll credits Pursuit Communications for their work developing the original Draft Communication Plan to which this document has been based. This document was generated through the re-creation and updating of the Draft Communication Plan originally developed by Pursuit Communications. The content of this report has generally been altered to address the comments received from the NSW EPA on the Draft Communications Plan. The consultation noted within the document was undertaken by Pursuit Communications.

Ramboll Australia Pty Ltd (Ramboll) prepared this report in accordance with the scope of work as outlined in our proposal to Generator Property Management (GPM) provided on 15 April 2025 and in accordance with our understanding and interpretation of current legislative and regulatory standards.

Ramboll did not independently verify all of the written or oral information provided to Ramboll during the course of this investigation. While Ramboll has no reason to doubt the accuracy of the information provided to it, the report is complete and accurate only to the extent that the information provided to Ramboll was itself complete and accurate. Ramboll neither owes nor accepts any duty to any third party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by their reliance on the information contained in this report.

Appendix 1

GPM media release regarding the Declaration

Appendix 2

Evidence of communications undertaken to date



Figure 1: Paid social media advertisement published by Pursuit Communications to join GPM's Community Consultation Group regarding the former Munmorah Power Station.


RDA Central Coast

★ Favourites · 5h ·

Generator Property Management Pty Ltd (GPM) is inviting Central Coast residents to join a newly formed Community Consultation Group (CCG) to provide input on the cleanup of the former Munmorah Power Station site.

The NSW Environment Protection Authority (EPA) recently declared the site "significantly contaminated" due to historical operations.

Generator Property Management (GPM), a NSW Government-owned company managing the site, welcomes the EPA's decision and is committed to a thorough and transparent cleanup process.

The CCG will offer community members a platform to:

- Attend quarterly meetings
- Inspect ongoing cleanup works
- Receive updates on investigations
- Contribute to the development of the long-term remediation plan

For more information and to express interest in joining the CCG, please visit the GPM website at www.gpmco.com.au or contact GPM at 1800 817 711 or GPMCC@gpmco.com.au


CALL FOR MEMBERS

for Community Consultation Group

"Remediation of former Munmorah Power Station"

- **Be part of the Community Consultation Group**
- **Have your thoughts and opinions heard**
- **Apply online: www.gpmco.com.au**
- **Email: GPMCC@gpmco.com.au for an application form**





For more information and to apply visit:


www.gpmco.com.au


GPMCC@gpmco.com.au

Generator Property Management Pty Ltd

You and Central Coast Chronicle

 Like
  Comment
  Share

Figure 2: Social media post by RDA Central Coast regarding a call out for GPM members for the Community Consultation Group of the former Munmorah Power Station.

GPM CALL FOR MEMBERS

Generator Property Management Pty Ltd

for Community Consultation Group

"Remediation of former Munmorah Power Station"

- **Be part of the Community Consultation Group**
 - **Have your thoughts and opinions heard**

The Community Consultation Group will enable GPM and NSW EPA develop a long-term relationship with your community and will provide you with vital information about the remediation process. It will also enable you to inform us about any issues affecting your community.

For more information and to apply visit:


www.gpmco.com.au
GPMCC@gpmco.com.au

Generator Property Management Pty Ltd

Figure 3: Copy of community signs erected in crucial community areas

PAGE 32 THURSDAY, 30 MAY 2024
SPORT FOLLOW US WWW.COASTCOMMUNITYNEWS.COM.AU

Mariners defeat Victory and make history



ISUZU UTE A-LEAGUE CHAMPIONS 2024

The Mariners men win the 2023/24 Grand Final in Gosford Photo: CCM Media

The Mariners' 3-1 defeat of Melbourne Victory at Gosford's Industree Group Stadium in front of a record capacity crowd has effectively re-written the rules of round ball football in Australia.

The little club's formula of deep community interaction, quality coaching, regional loyalty, tight financial management, and football-loving ownership has triumphed once again over the 'money and marketing' approach of the big football clubs.

Perhaps the Mariners' approach works because it creates a series of deep emotions in its supporters.

Mariners fans and the greater Central Coast public most certainly feel inspired and elated after their little football team secured the triple crown: the top-of-table Premiership, the AFC Cup, and now the Championship—the first time in Australian football history.

The record crowd of over 21,379 on Saturday, May 25, ensured an atmosphere never before witnessed at a regional stadium anywhere in the country.

The game was certainly no walk in the garden for the local side, something Melbourne Victory made sure of.

The Melbourne team's notoriously aggressive style of football dominated the first half,

leading to bloody head clashes between Victory's Da Silva and Mariners forward Alou Kuol.

The incident stopped the game in its tracks for almost 10 minutes.

At half-time, the score was still locked at 0-0, thanks to a series of first-class saves from Mariners keeper Danny Vukovic.

Manager/coach Mark Jackson replaced Kuol with Ryan Edmondson in the front line, a move that later proved decisive.

Melbourne Victory was the first to open the scoring in the 50th minute with a classic cross that beat the uber keeper Vukovic.

The Mariners responded by turning up the tempo, but their efforts were initially fruitless against Melbourne's clinical defence.

As the half dragged on, Victory smelled victory in Gosford, as did the big local crowd.

Then, in the 90th minute, young Ryan Edmondson pulled one out of the bag to equal the scores, sending the crowd into rapturous applause.

Injury time didn't produce a decider, necessitating extra time.

The next 30 minutes showed another game, with the home side channelling the magic atmosphere of the evening lifting the men in gold to another level.

In the 96th minute, Miguel Di Pizio scored the Mariners' second goal of the evening, something that signalled a possible back to back win.

Victory, to their credit, refused to give in and pushed the Mariners with more of their physical football.

However, the tide had well and truly turned and the expectations in the home crowd were palpable.

Ryan Edmondson answered the crowd with a third goal in the 123rd minute.

When the final whistle finished the competition allowing the celebrations to begin, many fans spontaneously jumped the fence, flooding the ground, embracing the local players.

The Mariners have done more than earn the respect they deserve from the larger clubs, the football commentators and the big broadcast channels.

The club has shown that regional football clubs like the Mariners are a successful formula for the Professional Leagues in Australia.

Captain Danny Vukovic, announcing his retirement, said, "The odds are always against us and we find a way — I am so proud of this club, these players, and this region."

This sentiment must surely show football's beating heart in Australia now and into the future.

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Email: GPMCC@gpmco.com.au
for an application form

For more information and to apply visit:

www.gpmco.com.au GPMCC@gpmco.com.au
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Figure 4: Copy of advertisement included in Coast Community Newspaper 30 May 2024 issue

THURSDAY, 13 JUNE 2024

FOLLOW US     www.coastcommunitynews.com.au

PAGE 23

BUSINESS & PROPERTY

Concerns over Kanwal development

Member for Wyong David Harris has encouraged interested locals to submit their thoughts on a proposal to redevelop the Oasis Caravan Park at Kanwal to create 675 units in a series of buildings up to 12 storeys in height.

He said he had concerns about what might happen to current residents.

He spoke about the matter in Parliament in March and has since met with local businesspeople, the proponents, representatives from the Department of Planning and the Minister for Homes Rose Jackson.

"Some of the issues are being addressed but there are still concerns," Harris said on his Facebook page, as he urged residents to read the documents and submit their opinions – either for or against.

In Parliament on March 14, Harris spoke about the residents of the park.

"Under the previous government there was an expression of interest to find sites across the state where it was appropriate to increase the density to provide much-needed housing, and I

supported that process because it is absolutely necessary," Harris said.

"But there are some really stressful human stories connected with that."

"A group of people living at Oasis Caravan Park bought their van or transportable home, and they pay about \$150 per week to rent the land that it is on."

"As part of this development, they will have to move."

He said it was a difficult situation because some of those residents had been living there for 23 years.

And while they will be offered money to sell their current residence so the development can occur, the value of the small piece that they call their home will go nowhere close to what they will need to purchase somewhere else.

"Whether it is the government or the company doing the development, we have to work hard to find people either a new place to live or a place to live in the newly developed area," Harris said.

The number of units proposed for the site has been reduced from 800 units and the building height has been reduced by



An artist's impression of the proposed development

two storeys from the original development application (DA) submitted last year.

The proposal includes the provision of 15 per cent (102 units) affordable housing for 10 years, and another 30 per cent (200 units) of independent Living Units allowing people to live independently in the local area as they age.

It includes less ground floor commercial space than the original plan.

"The site provides an excellent opportunity to create a vertically integrated development, positioned within walking distance (of) the existing Kanwal Village and less than 15 minutes from several major local centres (Wyong, Lake Haven,

Warrawille, Wyong Hospital)," the DA says.

Three public primary schools and one public high school are within two kilometres of the site and infrastructure within walking distance includes a medical practice, childcare centre, community centres, places of worship, sporting and recreational facilities and public transport services.

The site is zoned general urban, allowing for 50 dwellings per hectare.

The proposed yield of 675 units results in a density of about 125 dwellings per hectare.

The DA states that the increased density and urban consolidation serves as a

proactive strategy to alleviate land-use pressures on outer areas.

"By decreasing the need for land-use clearing in these areas, the project actively contributes to the preservation of the environment," the DA says.

The proposal will require the clearing of 0.66ha of regrowth vegetation to establish bushfire asset protection zones.

Two ecosystem biodiversity credits and two swift parrot credits would be incurred to offset the residual impacts and achieve a no-net loss.

About 320 trees will be planted and about 32 per cent of the site (1.7ha) will be publicly accessible open space.

"With the caravan park reaching the end of its functional life, this transformation adheres to the principles of logical infill, making efficient use of urban space and revitalising the area with a contemporary, sustainable development," the DA says.

The park currently has 145 approved home sites (100 long term and 45 short term).

People in 33 sites have a permanent residency right

under the Residential (Land Lease) Communities Act 2013.

The operator may terminate a site agreement under specific circumstances, one of which is a change of use but a period of at least 12 months must be given and the operator must use reasonable endeavours to obtain or assist the homeowner in finding alternative accommodation that is of the same standard and requires no greater financial outlay than the current residential site, and is acceptable or reasonably ought to be acceptable to the homeowner.

The residents on short-term leases do not have the same rights and are treated according to their lease terms.

The owner of the caravan park, Vivacity, said "Vivacity considers that we have a moral obligation to support all residents within the community".

A Discussion Paper and updated planning proposals are on public exhibition until June 24.

For more information search for Walbatsh Road at www.planningportal.nsw.gov.au

Marilyn Vale

New Tuggerah office for Master Builders Association



From left: Dennis Wild, Doug Miller and Brian Seidler

The Central Coast Division of the Master Builders Association of NSW celebrated the opening of their new office at 1/2 Reliance Drive, Tuggerah, on June 4.

The event was celebrated with a ceremony conducted by current Divisional President Doug Miller and MBA NSW Executive Director Brian Seidler.

Celebrations took place at the conclusion of an industry information night and featured the traditional cutting of the cake.

Guests at the event included

NSW Membership Manager Luke Reeves, NSW Regional Manager Lee Tanks, and NSW Workplace Relations Manager Cameron Spence.

Attendees were provided with valuable insights into the new industrial relations legislation impacting their businesses and received an industry update from Seidler.

In addition to the office opening, the evening celebrated the significant contributions of Dennis Wild, who was awarded a 40-year Certificate of Appreciation.

It was also announced that the Central Coast Division had surpassed 60 years of

operation, a milestone achieved amidst the COVID-19 pandemic when meetings were temporarily halted.

The new office represents a significant milestone for the construction sector on the Central Coast.

It will serve as a hub for essential training including waterproofing, first aid and other vital skills.

The initiative aims to address skills shortages and provide upskilling opportunities for the Central Coast community, reinforcing the region's construction industry's strength and resilience.

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Generator Property Management Pty Ltd

Figure 5: Copy of advertisement included in Coast Community Newspaper 13 June 2024 issue

Appendix 3

Community engagement principles

1. Community Engagement Principles

The following sections provide background and overarching principles that form the basis for the framework.

1.1 Successful community engagement

The International Association of Public Participation (IAP2) is dedicated to the development and commitment to better engagement between organisations and their communities. IAP2 provides several standards and training offerings that are internationally recognised as best practices.

One of the critical underpinnings of IAP2 is the promise whereby an organisation is clear with the community as to the level or depth of engagement that will be undertaken.

Consistent with IAP2, a successful community engagement program relies on the following:

- A staged approach to properly engage with the community at relevant times to ensure required outcomes are met.
- Developing a community engagement strategy to guide all parties to undertake consultation in their local areas and use tactics that meet their capacity and needs.
- Selecting and implementing appropriate engagement tactics that can be implemented simply and effectively.
- Developing a suite of tools for all parties to communicate and engage on the project.

1.2 Key challenges for engagement

The framework acknowledges the critical challenges faced by all parties with respect to community engagement, including:

- Resourcing and educating staff to deliver an adaptable community engagement program.
- Managing the varying impacts on different stakeholders and different locations
- Improving community awareness or understanding and managing community outrage
- Managing expectations from a wide variety of stakeholders with different needs
- Dealing with potential impacts of remediation costs on individual landowners or broader community
- Balancing environmental considerations with community needs and expectations.

1.3 Community engagement objectives

In line with the IAP2 spectrum, community engagement objectives can be one or many of the following:

- Inform the community about a project and why it is required.
- Gather feedback from the community (impacted or interested) on the options available to the community around a contaminated land matter.
- Collect useable information on how those options might be enacted (tangible details relating to "how to")
- To improve awareness and manage expectations around the roles and responsibilities of potentially various local and state government authorities and other stakeholders who may be involved in the contaminated land project.
- To give the community some control in the management of contaminated land, helping to reduce the potential for outrage when an action takes place.

Through engagement methods, identify:

- What the community members values are.

- Differences between community members values and opinions (which will assist all parties in making better decisions and will inform communication)
- Community representatives who can positively and constructively contribute to enhancing community engagement outcomes.

1.4 Factors that increase emotion and outrage

GPM is aware that dealing with an issue such as land contamination is highly sensitive, and consequently, those affected by the case can feel an increase in emotion and outrage.

Several factors contribute to outrage. Identifying those relevant to a contaminated land scenario means that all parties can address these factors strategically (i.e., early planning to reduce the potential for anger developing) or reactively in situations where anger already exists.

Here are some of those factors:

- **Lack of Voluntariness:** A higher potential for outrage exists when parties feel they are being pushed into a particular course of action rather than those actions being voluntary.
- **Lack of Control:** When people have some semblance of control over risk, they are less likely to be outraged.
- **Unfairness:** Parties facing higher risk without higher benefits are likely to be more outraged.
- **Poor Process:** Parties will feel more outraged if the organisation is considered untrustworthy, dishonest, or arrogant.
- **Morality:** Parties will feel outraged by issues that are considered morally wrong.
- **Dread:** Things that are dreaded can exaggerate the perception of risk and outrage.

Some other factors that can increase emotion and outrage in relation to contaminated land can be:

- Nature of the contamination
- Period of exposure (past and future)
- Those attached to amenities and lifestyle
- Impacts on health
- Proximity to people
- Close to schools and day-care centres
- Historical actions (Council-led or community-led OR non-action where Councils/government have done nothing)
- Media (aggressive, hostile, or ill-informed)
- What adjoining councils are/are not doing
- Effects on property prices

Empathetic communication is required to reduce outrage.

Expert in Managing Public Outrage, international consultant Dr Peter Sandman, suggests the following advice when helping parties cope empathetically with outraged stakeholders.

Listen - Dr Sandman emphasises the importance of listening and allowing people to vent as a crucial first step. People want to tell you, their stories. Before you accomplish anything else, you must listen to them vent.

- Echo What you Heard - Skilful echoing shows people that you have really heard what they have said.
- Ask Questions - Ask questions that open the conversation rather than shutting it down.
- Find Things to Agree with and Points to Add - Early in the relationship; it's useful to voice some agreement and then take that point another step in a new direction.

- Find Things to Voice Reservations About - Establishing yourself as an authentic person whose views add value means showing you don't always agree. Rather than rebutting, it can be good to use the 'yes, but...' strategy.

1.5 Community engagement principles

The following principles are considered key to engagement processes relating to managing contaminated land information, and contamination on public land:

- **Engage Early** – Build community knowledge and understanding of the Contaminated Land Information System / public land project, its history, the need for a system/project, its responsibilities, and any research that has been done.
- **Provide time to Prepare** – Give communities time to understand and make sense of information and prepare for possible impacts from being identified in the Contaminated Land Information System or by the public land project.
- **Respect Community Interest** – For example, by gathering history and knowledge about contaminated sites and stories from the community.
- **Communicate Risks** – Be honest and transparent about the risks identified through the information system development process/project investigations and seek input from the community to identify those risks.
- **Explain the Need** – Explain what approaches are being taken in a way that communities can understand, and which accurately portrays the complexity and challenges of decisions that need to be made.
- **Ensure a Fair Process** – Follow a process that is transparent and fair to the broad range of community members affected by contaminated land.
- **Respect Emotions** – Recognise and respect that our communities have a high emotional attachment to the safe enjoyment of both their immediate and local environments, particularly vulnerable areas.
- **Enable Community Engagement** – Provide skills and resources to educate and enable the community, stakeholders, and staff to engage in contaminated land identification and prevention.
- **Understand Different Responses** – Some landowners with land included on an Information Register will have little concern or interest in the matter, whereas others may be upset or outraged.