

# Outer Harbor Channel Widening Project

## Community Engagement Plan

April 2019



*Outer Harbor Channel Widening Project*

# About this plan

**Flinders Ports has developed a Community Engagement Plan to drive implementation, aligned to project priorities and milestones.**

In preparing this plan, Flinders Ports has drawn from past experience and feedback from initial engagement with community for this project, research and best practice in the field of stakeholder and community engagement as outlined by the International Association for Public Participation.

Initial feedback indicated the community and stakeholders weren't interested in forming a reference group but they did see value in a round table or drop in information session, regular email or Electronic Direct Mail updates and having access to monitoring data. Ideas such as these were used to inform the engagement activities in this plan.

This plan includes:

- Values and principles to be used to underpin engagement and communications
- An outline of the core engagement mechanisms / methods
- An outline of the core engagement supporting tools
- Schedule

# Context

**Flinders Ports Pty Ltd (Flinders Ports) has identified the need for an upgrade of the existing infrastructure at Port Adelaide as a priority project for Flinders Ports.**

A detailed Development Application (DA) Report was submitted in July 2017 in accordance with the Development Act 1993, as a Section 49 application given this project is defined as public infrastructure. Sponsorship for this application was received from the Minister for Transport and Infrastructure prior to lodgement in May 2017.

Flinders Ports has identified the need to widen the existing channel to suit the Post Panamax class vessels. It currently caters to vessels with a maximum width of 36.0m, (up to 42.2m with operational restrictions which includes weather, speed and tidal restrictions) and are planning to increase the overall width to accommodate vessels up to a maximum width of 49.0m without the need to implement operational restrictions and hence ensuring maximum efficiency.

Flinders Ports DA 010/V048/17 received approval on 28th May 2018.

In accordance with the Environment Protection Act 1993, Flinders Ports has prepared a Dredge Management Plan (DMP) and an Environmental Monitoring Program (EMP) to comply with the requirements of the Dredging Licence that was issued by the Environmental Protection Authority (EPA) on Monday, 12th March 2019. This Community Engagement Plan, as required in the licence, supports the DMP and EMP. It outlines Flinders Ports planned activities and engagement approach to inform key stakeholders of the project and ensure it meets its obligations (both approval conditions and in line with Flinders Ports overall engagement strategy organisationally).

# Engagement objectives

**The overarching objective of engagement is to build a trusted and participatory relationship between Flinders Ports, key stakeholders, and the wider community and public groups.**

Engagement objectives for this project include:

- Establishing positive, proactive and transparent engagement with key stakeholders and community members in the Port Adelaide Enfield local area.
- Proactively engaging stakeholders to build awareness of the project and its progress, including management of identified issues as addressed in the DA report and EPA licence approvals.
- Identifying the primary areas of community concern, and working with the community to address through engagement methods, content and communications.
- Engaging stakeholders during the permitting and licence approvals process (including public comment periods) by briefing key stakeholders, making supporting information available, providing opportunities for people to talk to technical specialists and answering stakeholder questions in a timely manner.
- Delivering effective, transparent, and authentic communications to potentially impacted and interested community members and groups throughout the dredging/construction period and supporting them during these works.

# Issues of community interest

**A number of issues of community interest have been identified through various engagement activities leading up to the issuing of the EPA licence.**

Communications will be developed to address these issues and advise of mitigation/management measures to be implemented. Issues of interest to the community include:

## **Sediment plumes**

Plume modelling has shown that the dredging activity will create some turbidity north and south of the project area. Modelling identified the predicted impacts to seagrasses and mitigation actions have been agreed (such as the “no side-casting methodology”) as well as the requirement to agree and implement an Environmental Monitoring Program to the satisfaction of the EPA and Coastal Protection Board. Community will have interest in accessing monitoring data and understanding trigger levels and dredge management response in order to have confidence that the project is being well managed in line with the licence conditions.

## **Environmental impacts**

Commercial fishers and some community groups will want to understand how environmental impacts, such as biosecurity and spill prevention/protocol, are being managed to ensure the future viability of their industries and sustainability of the environment are protected. Flinders Ports will continue to work closely with government agencies, such as PIRSA, to manage any biosecurity risks. A survey will be conducted on the presence of *Caulerpa taxifolia* (a weed species) in the dredge area and appropriate management strategies will be developed with PIRSA. Dredge equipment will be inspected and thoroughly cleaned prior to arriving in Australia to minimise the risks of biofouling and spread of non-native aquatic species. A fuel, waste and chemical spill management plan will be put in place.

## **Dolphins and marine mammals**

Environmental groups and the local community will want to know how marine mammals are being protected during dredging activities. Flinders Ports will utilise trained Marine Mammal Observers to spot, record and alert operators of marine mammal sightings within 150 metres of the dredge activities. If the mammal moves within 50 metres of the backhoe dredge, activities will pause until the mammal moves on. All sightings will be reported back to the EPA and available to the public via the project microsite.

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# Issues of community interest

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## **Local community**

Some in the local community may either view the dredging activity or hear noise associated with the activity especially as it relates to piling activities required at the end of the project to install the new navigation aids. Dredging and piling activity will be managed in accordance with the development consent with specific engagement actions for nearby residents and the local community implemented both in the lead up to the start of dredging and during the course of the project.

## **Fisheries**

While the dredge site and placement area have been assessed as previously disturbed sites with limited fisheries values, it is understood that some commercial fishers may still utilise the placement area for fishing activities and will therefore have concerns about the dredging activity. Engagement will be required commercial with fisheries in SA, recreational fishers and PIRSA.

## **Pacific Oyster Mortality Syndrome (POMS)**

POMS is a significant issue that has only recently emerged following detection in the Port River early in 2018. Flinders Ports project team have worked through a risk assessment with PIRSA and the EPA, with specific mitigation measures agreed. These measures have been implemented by Flinders Ports and progress against these measures has been communicated to community and specific interest groups.

# Stakeholders

A stakeholder identification process has been carried out to identify people and groups who will have an interest in the proposed project or should be encouraged to take an interest. Stakeholders have been grouped as shown to the right to enable specific engagement approaches to be tailored for each audience.

Stakeholder groups include:

## **Decision makers/influencers**

Including EPA, DPTI, DEW, PIRSA and Biosecurity SA and other government agencies as relevant.

## **Business and industry groups**

Groups who promote economic development and employment or operate within the region.

## **Port users and tenants**

Those who currently use the Outer Harbor Port and will continue to do so during construction and operation of the expanded port.

## **Local and regional communities**

People who live and work within the local area.

## **Community/special interest groups**

Those who have a specific interest in an aspect associated with the project, i.e. environment groups.

## **Heritage groups**

Groups with current interests in the project and the environment.

## **Media**

Relevant media outlets.

# Our Guiding Principles

The successful implementation of this plan is supported by a simple set of Guiding Principles.

These principles set a framework and approach that underpins all communications. They are integral to the successful implementation of the stakeholder and community engagement activities.

## Relationships, Empathy and Education

Building relationships with the community and stakeholders is an important element to understanding and addressing concerns. Information needs to be developed and delivered in community friendly tone and manner.

Successful information sessions and reference group meetings usually occur because of the relationships people attending have with the project team. While structure, information provision and relevant messages are important, relationships enable community to more readily approach the organisation to ask questions and seek responses.

## An Integrated Approach

This plan promotes an integrated approach to communications, facilitation and community interaction. No one tool or approach tends to work well in isolation or stand alone. Using best practice strategies in an integrated way will deliver better outcomes for the community.

## Simple Language and Terminology

Written forms of communication and presentations – as well as interactions in person – will use technology and language that is simple, without jargon and avoids fear-inducing terms. Communication materials will be clear and able to be easily understood, as well as convey information that is important for community.

## Visuals Instead of Words

Visuals will be used in place of text where possible to explain information and concepts. Visuals improve retention and are much more likely to hold attention. Presentations will be developed that focus on visuals as opposed to the traditional, dot point heavy PowerPoint.

The use of infographics, simple diagrams and identifiable images will help illustrate complex issues, ensuring information is inclusive for all community members.

## Frequency of Communication

Information about the project will be communicated regularly and consistently in a way that the community requests (e.g. Electronic Direct Mail (EDM) has initially been identified as a good source). The project team will identify key milestones and communicate updates accordingly using tools that work for the community.

## A Tailored Approach

Today we are dealing with more communication channels than ever before and each of these mediums differs in the way it delivers and communicates information. Tailored approaches will be used to achieve best practice results. Communities respond to different triggers and have different drivers, influences, structures, leaders, issues and demographics and flexibility is essential to meet needs as they arise.

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# Governance, reporting and approvals

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## Stakeholder database

Strong community and stakeholder relationships are developed over time. Recording interactions, outcomes and stakeholder interests helps to understand common issues and actions required to address these. The privacy of stakeholders will be maintained and information will only be used for the purpose of the dredge project. Information will be managed systematically and routinely to enable Flinders Ports to analyse that data and better implement future engagement while also supporting consistency and continuity.

## Complaints register

Flinders Ports will implement a complaints policy to ensure all enquiries are filtered through, and tracked by the project team. This will ensure consistency in approach and messaging, and that all enquiries are responded to and tracked with appropriate management interventions implemented.

Any enquiries made will be recorded in the stakeholder database and shared with the EPA, including:

- Complaint details, such as environmental concerns and likely cause of events giving rise to the complaint
- Data and time of enquiry
- Contact details of the person making the enquiry (if permitted by the complainant)
- Actions taken in response

All engagement, including proactive and reactive (such as complaints or enquiries), will be managed via the stakeholder database.

## Community engagement reporting

A summary of enquiries will be recorded and submitted to the EPA in a monthly Stakeholder Engagement Report. This will include:

- Key activities for the month
- Summary of community and stakeholder questions / issues
- Any other relevant qualitative and quantitative data
- Key priorities for upcoming month

## Public access to information

Flinders Ports will provide public access to planning documentation, such as the Community Engagement Plan, Dredge Management Plan and Environmental Monitoring Program, as well as reporting and monitoring data.

Information will be accessible via the Flinders Ports website under the project microsite. The project team may also directly share this information via EDMs and other stakeholder communication mechanisms.

Monitoring data will be presented on the microsite in a way that can be easily interpreted and understood by the community to explain activities and data results.

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# Engagement mechanisms and methods

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## One on one meetings and leveraging existing relationships

### What is it

Regular meetings, briefings and group presentations will be held with identified stakeholder groups around key project milestones to distribute information and ensure a two-way flow of communication.

This enables us to remain flexible, meeting specific group needs as opposed to taking a “one size fits all” approach that larger sessions automatically become simply because they cannot be tailored in the same way to specific interests or groups.

### Why is it needed

- Ability to introduce the full project details to stakeholders and gauge their views
- Important for the process of building trust and relationships with each of the stakeholder groups and be able to put a name and a face to those individuals likely to have a high level of ongoing interest in the project

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## Stakeholder briefing forums

### What are they

These sessions will be hosted in one of two ways:

1. If after the initial engagement we find that the level of interest is low to moderate we will hold a single information session that will have 2-3 formal presentations throughout the day.
2. If after the initial engagement we find that there is a higher level of interest, we will host a number of round table briefings prior to dredging commencing.

### Why are they needed

- Provide the broader community the opportunity to be brought up to speed, ask any questions
- Provide the project team with the opportunity to identify any stakeholders that had not been identified through the initial engagement phase. Further engage with these stakeholders to understand and address factors that are important to them and ensure they receive relevant information and communication in the future

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# Engagement mechanisms and methods

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## Information stand in Port Mall and North Haven Shopping Centre

### What are they

A public display stand with information about the project available in the Port Mall and North Haven Shopping Centre in the weeks prior to dredging commencing.

### Why are they needed

- This will inform the broader community that dredge works is about to begin and what they can expect during this time. It will help dispel myths and educate the community about key factors and how these are being managed
- The stands will provide contact details for the project team in case the community have concerns of further questions, prior to or during the dredge works, ensuring their enquiries are heard or addressed

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## Social media

### What is it

Key information will be distributed via the Flinders Port Holdings Facebook page, directing people to the website for more information or the project team for enquiries.

Social media will be monitored for conversations about the project and when relevant, Flinders Ports will endeavour to engage privately with interest groups to address concerns or provide more information.

### Why is it needed

- Useful mechanism to understand community and stakeholder sentiment
- Ability to communicate messages quickly if required, via the Flinders Port Holdings Facebook page
- Ensures people are aware of where they can source information and who to speak with if they have queries

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## SMS

### What is it

SMS enables quick project updates and news to be communicated to targeted audience. For those who have registered their details with the project team, they will be able to receive SMS notifications of work commencing and key project milestones. This enables the project team to communicate quickly and effectively to ensure there are no surprises to key stakeholders during the works.

### Why is it needed

- Allows the project team to send alerts to anyone on the database to notify them of late changes to communicated plans or to remind them of any potential disruptions that might affect them

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# Engagement mechanisms and methods

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## Electronic Direct Mail (EDM) / email updates

### What are they

These updates (templated EDM or “standard” email) can be designed and sent to the database built from website contact enquiry forms, phone enquiries, 1 on 1 meetings and the information sessions. It will provide the project team with a platform to share any project updates relevant for that month.

EDMs will be sent to a set schedule, noting some months will feature more activity than others.

Other emails are sent to a more “ad-hoc” schedule to respond to specific issues, questions and circumstances.

### Why are they needed

- By providing regular updates, we ensure that the community and relevant stakeholders have the latest project information and are able to contact the project team easily

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## 1800 number

### What is it

A project specific toll free 1800 number to ensure ease of communication with community and stakeholders.

All calls will be acknowledged within 2 hours and issues responded to within 24 hours and all contact is recorded in the stakeholder database.

### Why is it needed

- Provides a simple way for the community to make contact with the project team and can be consistently advertised through all collaterals
- Ensures that calls being made by stakeholders or the community are answered quickly and their questions or requests acknowledged or actioned

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## Letterbox drops

### What are they

Targeted distribution of letter and fact sheet or other news updates in hard copy to raise community and stakeholder awareness of the project as a whole or a specific issue or event in a specific area.

### Why are they needed

- Enables broad reach to targeted audience
- Raises awareness of the project and share contact details so community and stakeholders are able to obtain more information if they wish to

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# Engagement tools and products

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## Project brand

### What is it

A simple, typographic presentation of the project name that complements the existing Flinders Ports logo.

### Why is it needed

- To build recognition and awareness of the project
  - To differentiate public-facing information from “business as usual” content
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## Website

### What is it

Once approved project materials have been developed these will be uploaded to Flinders Ports website under a newly developed microsite.

This will be easily navigated and can be found from the home page of the main Flinders Ports website.

### Why is it needed

- The website will act as central place for all project-related information
  - The project team will be able to directly and quickly manage updates and upload content
  - Enables “separation” of content between corporate “business as usual” versus project-related
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## Project journey infographic

### What is it

Overarching visual presentation of the key project milestones, timing and associated activities.

### Why is it needed

- Provides community and stakeholders with an immediate snapshot of what is involved, likely timing and when decision-making occurs
  - Provides a clear line of sight to project milestones
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## Powerpoint “master” slidepack

### What is it

This slidepack will be used for any presentations across identified stakeholder groups. This is not a “typical” dot point heavy slidepack. It will contain clear messaging, strong visual elements and information about the importance of the project while ensuring careful and considered management of environmental impacts.

### Why is it needed

- A powerpoint template that has a suite of useful slides already developed will deliver improved efficiency and consistency of information

# Engagement tools and products

## Fact sheets

### What are they

A series of fact sheets about the project and broader issues will be developed and continue to be reviewed and updated as the project progresses.

These may cover the following core topics:

- Seagrass: describe the types, why they are significant, difference between direct and indirect impacts and how they will be managed and monitored
- Dredging: details of the dredging process and dredging vessel, how it operates, safety mechanisms for ocean life, monitoring and use, similar projects, success factors
- Disposal: rationale as to disposal method selected, testing of dredge material, where it is going, expected scenarios, risk management plan
- Dolphins and other aquatic biota: measures being taken to manage risk to dolphins and other sealife, process if a dolphin or whale is spotted, what happens to smaller biota, impact of plume
- Changes to channel markers/navigation aids: simple diagram of where the current channel markers are located and where they will be moved to, where boat and ship operators can go to get up to date information on the dredging location, information about temporary buoys
- General project overview and context: details about the project, what is it, what will it involve, why is it important to the South Australian economy and industries

The fact sheets will be A4 size available in hard copy and online / electronically. Standardised template and contact information is to be used on all materials to encourage two-way conversation and opportunities for comment or asking questions.

### Why is it needed

- By having fact sheets for the main issues of public interest associated with this project, we are able to provide clear and easy to access information making it more efficient for stakeholders
- Fact sheets will be developed in accordance with our guiding principles, ensuring transparency, simplicity of language and substantial visual content

# Schedule

## Flinders Ports - Outer Harbor Channel Widening Project Stakeholder engagement action plan

Milestone	Activity	Oct 2018	Nov	Dec	Jan 2019	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
<b>Engagement set up</b>	Hotline, email address, website, project branding, etc													
<b>Launch engagement program</b>	Stakeholder database													
	Letter to stakeholders													
	Introduction stakeholder briefings													
	Project journey infographic													
	Environmental fact sheet													
	Stakeholder briefings													
	Website monitoring													
	EDM on monitoring													
	FAQ - master copy													
	Community Engagement Plan													
	Complaints register													
	Monthly reporting													
	EDM update													
<b>Removal of navigation aids</b>	EDM update													
<b>Issuing of licence / Dredge contractor announcement</b>	EDM to database													
	Fact sheet													
	Web copy updates													
	FAQs													
	Media release announcement													
	Dredge Management Plan and methodology fact sheet													
	Web copy updates													
	FAQs													
	EDM to database													
	Stakeholder meetings													
	Media release announcement													

