

COMMUNITY ENGAGEMENT PROCESSES AT ORICA BOTANY

DISCUSSION PAPER

MAY 2005

What is the purpose of this discussion paper?

The purpose of this discussion paper is to:

- report back on the feedback from the community consultation workshop held on 4 April; and
- propose for consideration some different ways Orica could engage with the community on its legacy and remediation projects at Botany in the future; and
- assist in identifying the mutual benefits for any changes.

This discussion paper will be used as the basis for a further community workshop. This workshop has been scheduled for **Monday 30 May 2005** from **5pm to 8pm** at the Orica Administration Building, 16-20 Beauchamp Road (entry off Denison Street), Matraville.

What should you do with this discussion paper?

The discussion paper is being circulated to all those who attended the workshop on 4 April and more broadly to other interested stakeholders. Orica would like everyone with an interest in its community engagement processes at Botany to:

- read the discussion paper;
- think about what has been proposed and make your own suggestions and comments;
- attend the next community workshop to provide your feedback and further input and/or;
- contact Orica to provide your feedback to us directly. Orica can be contacted via:
 - our community contact line on 1800 025 138
 - our postal address: Community Matters, 16-20 Beauchamp Road, Matraville 2036.
 - our email address: info@oricabotanygroundwater.com

What will happen at the next workshop?

The purpose of this next workshop is to:

- consider and discuss the models of community engagement proposed in this discussion paper and their benefits;
- agree on future community engagement models for Orica Botany which are mutually beneficial; and
- discuss criteria for the establishment of an independent body to monitor the Groundwater Treatment Plant

To help you in reading and understanding this paper, we have attached a glossary of terms and acronyms.

1. Community consultation workshop no. 1 – 4 April 2005

Orica understands that it has not always been the type of neighbour which the community would have liked it to be. Orica wants to improve as a neighbour and it is for this reason that Orica held a community workshop on 4 April to hear first hand from the community how effective Orica's different community participation processes at Botany were and how they might be improved.

Over 40 people from a range of community, local and state government agencies, industry and non-government organisations, attended the workshop to discuss these issues.

From Orica's perspective, the workshop was a very worthwhile experience and the feedback and direction given by the group has been invaluable. The workshop discussion is reported throughout this paper. In addition, the powerpoint presentation made at the workshop, which includes the workshop discussion is attached.

As already mentioned, the major outcomes of this workshop were:

- For Orica to draft this discussion paper to report back on the feedback from the community consultation workshop held on 4 April; and to propose some different ways Orica could engage with the community on its legacy and remediation projects at Botany in the future which might be mutually beneficial.
- To hold a second workshop where this discussion paper could be considered and reviewed and to reach agreement on future models for community engagement at Botany which are mutually beneficial.

2. Community engagement at Orica Botany

In order to look at models for future community engagement processes at Botany, it is necessary to provide a brief overview and critique of the existing processes.

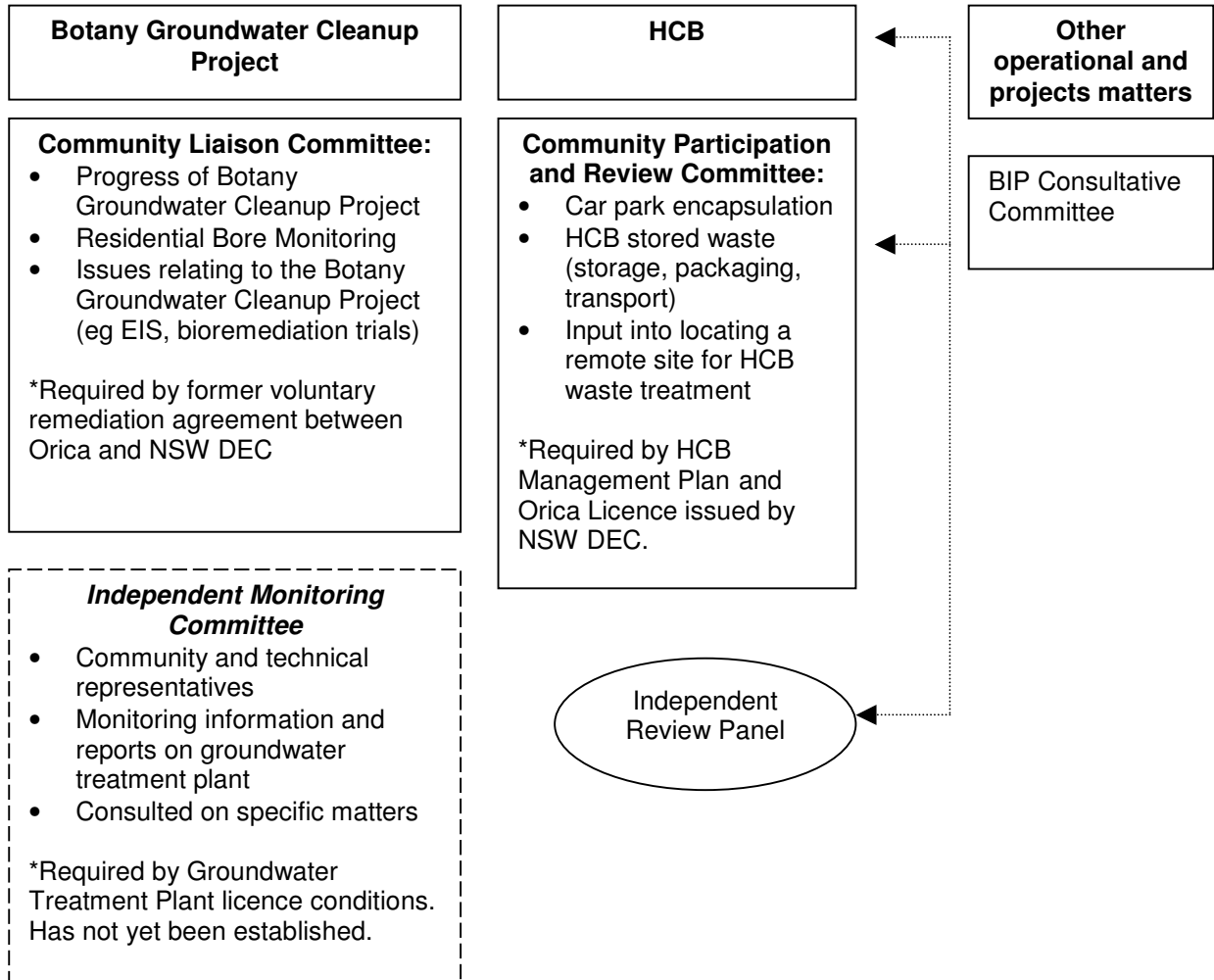
(a) Existing community engagement processes

At present, Orica has several well established processes to engage with its local community and other interested stakeholders who are potentially affected by legacy and remediation projects at Botany.

These processes are supported by an Orica community relations team that is dedicated to the management of the community relations program at the Botany site.

The flowchart over page illustrates the different legacy and remediation projects and community engagement processes currently established at Orica Botany.

Consultation efforts for Orica's legacy and remediation projects at Botany



(b) Are the existing processes working?

General feedback from the community on Orica's existing community engagement processes has been mixed. Whilst there is acknowledgment that Orica has improved in recent times, it is clear that the broader community does not understand all the contamination and cleanup issues about the site. It is also clear there is some underlying mistrust of Orica's intentions ie a perception that its community relations is just "public relations" or "spin".

The community consultation workshop discussion on the current situation also reported that:

Positive aspects	Negative aspects
Seems to be a positive change on Orica's part	Very fragmented and hard to assess bigger picture eg cumulative impact
Well meaning – ie intent is right	Level of information is not tailored for the community
Recently there has been a lot more activity and contact	Amount of Information can be overwhelming
	Flow of information is one-way
	Lack of trust on both sides

3. Summary of feedback

Based on the workshop and other feedback Orica has received (eg from the recent EIS for the Groundwater Treatment Plant (GTP) and direct feedback from community members), it is possible to summarise the community's concerns with the current processes under two general headings:

(a) Relationship between Orica and the community:

In recent times, the relationship between Orica and the community has improved somewhat. However, the history of Orica's relationship with the community over the last 15 years (and to some extent the existing processes) have failed to achieve the aim of mutual trust.

The perception is that the process is not a two-way relationship that allows genuine community input that enables any influence on Orica's decision-making. Rather, it is viewed as mostly a one-way process with Orica providing the information.

(b) Communication

Although Orica tries to present the information as simply as possible, feedback indicates that it is still confusing for many people as the information is by its nature complex and technical. Also as currently requested Orica presents information on a project basis or single issue approach (eg groundwater, HCB) as opposed to a whole-of-site approach to the community. This, given the inter-related nature of the various projects at Botany, can cause confusion.

It is further exacerbated by the amount of information that Orica provides. Orica has responded to community and regulatory requests to provide technical and other reports in full, which often results in an excessive amount of information for community members to take in and understand. Finding the balance between the provision of an appropriately detailed amount and level of information and an overwhelming amount of information is a constant challenge for Orica.

Both the content and the quantity of the information can be disempowering for many community members as it's difficult for them to understand and make their own judgement on the information that Orica provides them. Many feel this forces the community to rely solely on Orica for information, as they have no access to independent advice. This can also have the effect of making people disengage as they feel they can't understand or contribute to the discussion – or they simply aren't interested!

Another issue regarding communication is how far and with whom Orica should be communicating eg the whole Botany Bay catchment area or the local Botany community. It has been noted that many people in the broader community are simply not aware of the issues at the Orica Botany site or are influenced solely by media reports. Orica needs to find more effective ways of reaching the broader community at an appropriate level.

4. So where to from here?

The feedback shows that there is plenty of room for Orica to improve its community engagement processes. The remainder of this paper looks at some different ways Orica could make those improvements.

To do this, the first step is to consider the feedback provided by the group at the community consultation workshop held on 4 April about their ideal future situation. Secondly, it is also useful to look briefly at other consultation/communication programs and identify the critical success factors of those programs. Thirdly, we need to consider what is helping and/or hindering us from reaching this “preferred situation”.

From these three steps, we can look at proposing some general objectives and principles and different models for community engagement at Botany.

(a) Feedback from community consultation workshop

The feedback from the community consultation workshop could be summarised under a couple of different headings:

	Preferred future situation
Scope	<ul style="list-style-type: none"> • Consider broad approach i.e geographic, cumulative impacts and stakeholders • Orica to demonstrate its long-term commitment to the community and to act on broader Botany issues
Process	<ul style="list-style-type: none"> • Shared values of respect and understanding of all parties' views and constraints • A two-way process that allows greater community input into decision making and the community engagement process itself eg committee structure and terms of reference, meetings, agendas etc • To focus and deliver on goals which have been agreed by all parties • An informed, resourced community
Communications	<ul style="list-style-type: none"> • Transparency balanced with the practical tailoring of information for community members • Timely • Reaching all sections of the community

(b) Success factors to good communications and consultation

Success elements of other community consultation programs (eg Sydney Olympic Park, Cabarita, contaminated sites in Europe) also have similar themes and principles:

	Success factors
Process	<ul style="list-style-type: none"> • forums for two-way discussions between representative members of the affected public, community activists, the proponents and technical experts, preferably with a degree of shared decision-making • responsive to public requests for new information, including the conduct of additional research • independently-chaired forums which were responsive to the needs to participants, involved a degree of shared control and built good interpersonal relationships • generous allocation of time • early public involvement, well before a final decision • agency was not the proponent of a particular technology or site, or if the agency was the proponent, then the process was seen to be independent of the agency • the agency was genuinely committed to community participation • to take a proactive approach

Communications	<ul style="list-style-type: none"> • open and honest • treat people with respect • listen to each others concerns seriously and respond appropriately • build trust, based on mutual respect, and credibility, by delivering on commitments • include a mix of educational, consultative and participative approaches in an integrated program that provided opportunities for the whole of the affected community • regular and consistent, well-timed and planned in advance • communicate as early as possible • use clear language
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(c) What's stopping us from getting to a better situation?

The feedback from the community consultation workshop identified the barriers and drivers that were both hindering and helping Orica and the community from reaching a better situation and also proposed some actions to reach that situation.

Barriers:

- Complacency
- Volunteer availability
- Resources
- History and mistrust – lack of public confidence
- Complexity of issues that need to be dealt with; complexity of documents and processes
- Delays in information delivery
- Competing issues for attention
- Fear
- History of misunderstanding and miscommunication
- Not clearly understanding constraints of all parties

Drivers:

- Changing and more empowered community
- Most parties do want to solve the problems
- Greater awareness of environmental issues and protection
- Legislation, regulation and policy
- Shareholder demands and profitability
- Corporate citizenship

Actions:

- More educational methods
- More pushing at the grass roots
- Using NGOs to communicate; using experts
- More [independent] scientific overview /involvement
- Resourcing community-based organisations (independent technical experts)
- Better definition of who's affected, who's a stakeholder, what's the community, where are they
- Clearer definition of the goal/vision of processes
- Better understanding of what's important and relevant and accessible to the community

- Agreeing to the roles of everybody involved
- Understanding of role vis-à-vis performance of company
- Greater action orientation in what we do – clearly identify problem and the agreed outcome
- Broader corporate citizenship role in the community
- Reviewing existing terms of reference
- Project-based approach going forward

5. Possible future community engagement processes for Orica Botany

Based on the feedback from the community consultation workshop, other successful projects and the barriers/drivers to achieving success, it is possible to develop some draft objectives and principles that could be considered for the community engagement processes at Botany.

In preparation for the next workshop, please take some time to think about these objectives and principles and add your own comments or suggestions.

(a) Draft objectives for Orica's community engagement processes at Botany

Objectives	Please add your own comments/suggestions
Continue to build public confidence in Orica's management of legacy and remediation at its Botany site	
Create a better awareness and understanding of Orica's environmental issues and initiatives in the broader community	
Deliver community engagement processes that meet the expectations of the community and other stakeholders	
Deliver a model which is mutually beneficial.	

(b) Draft principles for Orica's community engagement processes at Botany

Principles¹	Please add your own comments/suggestions
Make it timely	
Make it inclusive	
Make it community-focussed	
Make it interactive and deliberative	
Make it effective	
Make it matter	
Make it two way	
Make it mutually beneficial	
Make it well facilitated	
Make it open, fair and subject to evaluation	
Make it cost effective	
Make it flexible	

¹ Ideas for Community Consultation – Principles for effective community consultation (www.iplan.nsw.gov.au/engagement/stories/docs/ideasforconsult)

(c) Draft models for community engagement at Botany

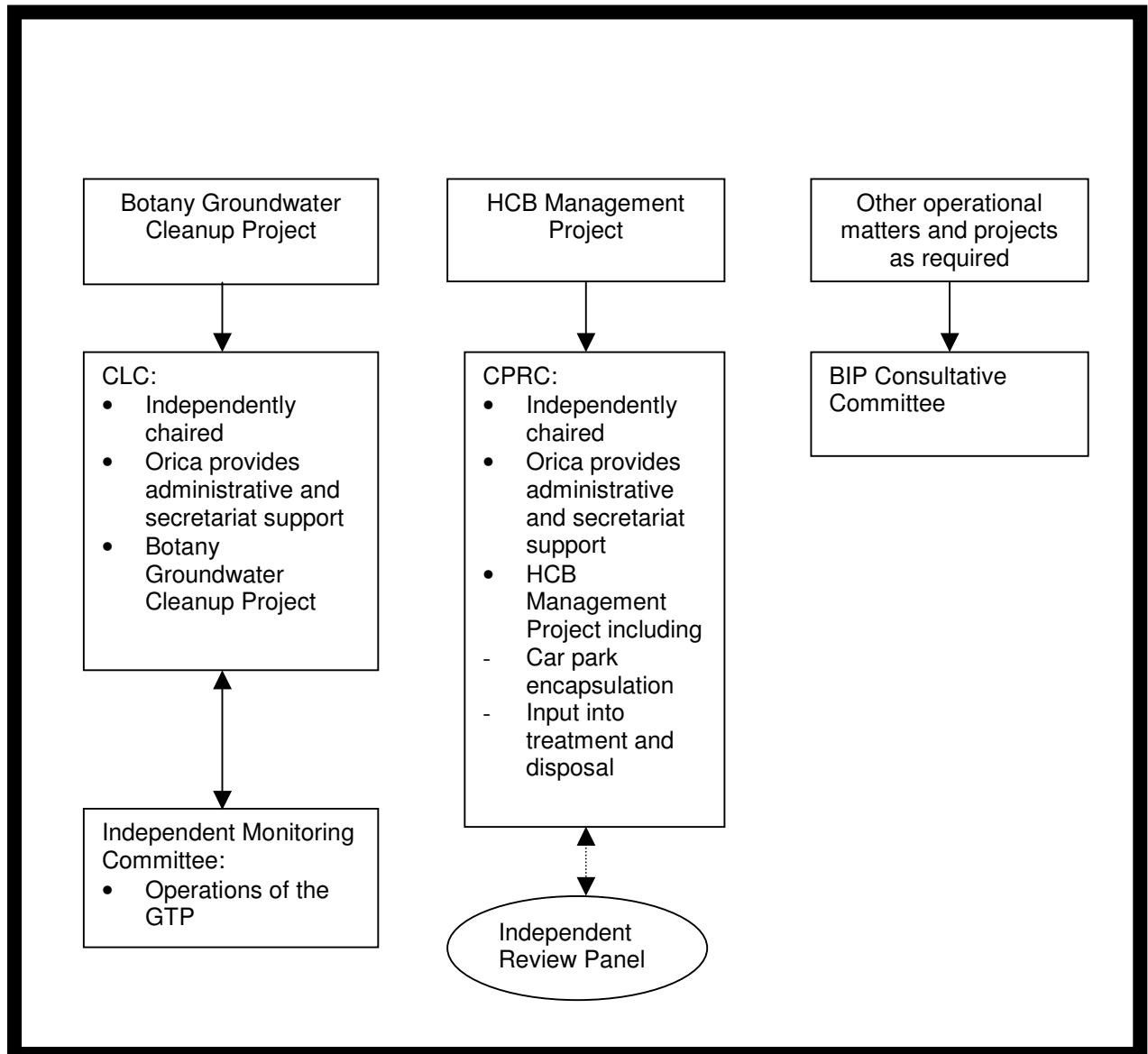
The following pages set out some different models for how Orica could take forward its community engagement processes. They are by no means exhaustive or definitive; nor does Orica prefer one model over the other.

Each model has been presented in the form of a flow chart; then broken down into individual elements and undergone a preliminary assessment for pros and cons.

By presenting the models in this way, we hope to stimulate discussion and allow the community to draw out elements of community engagement that they might like to see applied at Botany. From this discussion, it may be possible for the group to agree on one of the two models proposed. Alternatively the group may choose to design and build their own model using some of the basic elements.

In preparation for the next workshop, please take some time to think about models and add any comments or suggestions you may have and the possible benefits.

Model 1: Retain and improve existing processes – flow chart



Model 1: Retain and improve existing processes – elements

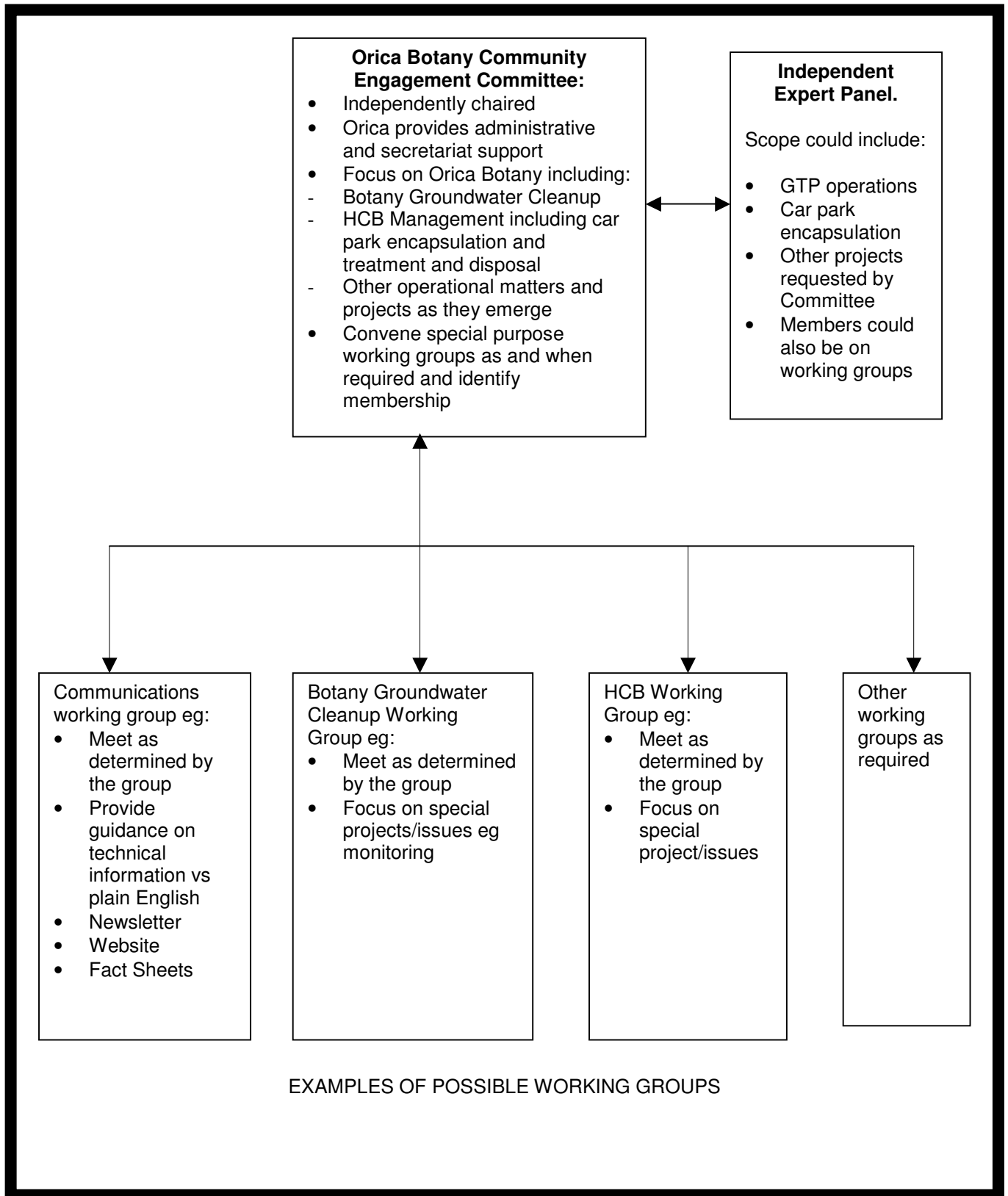
	Element	In preparation for the workshop, please add your own comments/suggestions
Scope	Project based i.e. groundwater, HCB and other projects as they emerge	
Process	Individual independently-chaired community participation committees: <ul style="list-style-type: none"> • Community Liaison Committee • Community Participation and Review Committee 	
	For each committee, review and revamp: <ul style="list-style-type: none"> • Committee membership • Terms of reference • Administration eg timing/structure of meetings etc 	
	Independent Monitoring Committee for Groundwater Treatment Plant	
	Early input into decision-making within agreed parameters	
Communications	A specific communication plan for each project. Tools to include ie <ul style="list-style-type: none"> • Specific Southern Courier column. Consider other newspapers to reach broader audience • Specific newsletter • Specific fact sheets • Specific website • Specific community hotline 	
	Orica to provide some administrative assistance (eg adding members to contact/ mailing list) to community groups (on the committees) to assist them communicate with their members.	
	Independently facilitated annual public information exchange “event”.	
Other		

Model 1: Retain and improve existing processes – pros & cons

Pros	In preparation for the workshop, please add your own comments/suggestions
Parts of the community, regulators and Orica reasonably familiar with processes.	
Processes are already well established and do not to be reinvented.	
Processes comply with Orica's licence conditions and management plans	
Some people view process as successful and do not think change is necessary	
Other	

Cons	In preparation for the workshop, please add your own comments/suggestions
Communication can be fragmented, confusing and not accurately reflect the cumulative impact of the various issues at Botany.	
Duplication in administration, membership etc	
Some people view process as stale and unsatisfactory and would like to change	
Other	

**Model 2: An alternative process focusing on the whole of Orca Botany site:
flow chart**



Model 2: An alternative process focusing on the whole of Orica Botany site: elements

	Element	In preparation for the workshop, please add your own comments/suggestions
Scope	Whole-of-Orica Botany focus	
Process	Independently chaired community engagement committee	
	Special focus working groups established as and when required.	
	Independent expert panel. Could provide advice on: <ul style="list-style-type: none"> • Operations of Groundwater Treatment Plant • Car park encapsulation • Other projects requested by Committee 	
	For both the community engagement committee and the independent expert panel; the community, Orica and regulators to agree on: <ul style="list-style-type: none"> • Membership, including independent chair • Terms of reference • Meeting structure, timing, agendas etc 	
	Early input into decision-making within agreed parameters.	
Communications	A single communications plan for Orica Botany. Tools include: <ul style="list-style-type: none"> • Southern Courier column focusing on Orica Botany. Other newspapers as and when required. • Specific Orica Botany newsletter • Specific Orica Botany website • Specific community hotline 	
	Orica to provide some administrative assistance (eg adding members to contact/ mailing list) to community groups (on the committees) to assist them communicate with their members.	
	Independently facilitated annual public information exchange “event”.	
Other		

Model 2: An alternative process focusing on the whole of Orica Botany site – pros & cons

Pros	In preparation for the workshop, please add your own comments/suggestions
Integrated, streamlined communications approach	
Enables community to get better understanding of bigger picture and cumulative impacts of legacy and remediation projects at Botany	
Enables flexibility to deal with issues as they emerge	
Streamlined administrative processes	
Maximises volunteer time and capacity through improved systems	
Other	

Cons	In preparation for the workshop, please add your own comments/suggestions
Would need to get community and regulator endorsement	
Would need to establish new committee structures, processes etc	
Requires committee members to have understanding of all issues affecting Orica Botany and therefore may disenfranchise special interest groups or some individuals	
Requires committee members to dedicate greater amount of time to meetings, reading etc	
Other	

Attachment A: Glossary of Terms and Acronyms

We realise that some of the words used to describe the various approaches and techniques by Orica's communications team can have different meanings depending on peoples' backgrounds and experiences. Listed below is a glossary that gives specific definitions of those words used frequently throughout this paper and at various workshops as part of the communications process.

To help your understanding in reading this paper and your participation in the workshop scheduled for 30 May, we have provided a glossary of terms:

Term	Definition
Community engagement	Broad term given to public processes in which the general public and other interested parties are invited to contribute to particular proposals or policy changes. It can go beyond the provision of information and can entail a more active exchange of information and viewpoints between an organisation and its community.
Inform	To provide information to the community to help them understand the issues, problem, alternatives and/or solutions being proposed.
Consult	To obtain public feedback on analysis, alternatives and/or decisions.
Involve	To work directly with the community throughout a process to ensure that community issues and concerns are consistently understood and considered.
Collaborate	To partner with the community in each aspect of the decision including the development of alternatives and the identification of a preferred solution.
Empower	To place final decision making in the hands of the public.

We also know that our written communications contain many acronyms which are confusing, so we have provided a list of the acronyms used in this paper:

Acronym	Definition
BIP	Botany Industrial Park
CLC	Community Liaison Committee
CPRC	Community Participation and Review Committee
DEC	NSW Department of Environment & Conservation
EIS	Environmental Impact Statement
GTP	Groundwater Treatment Plant
HCB	Hexachlorobenzene
NGOs	Non-Government Organisations

Case studies/more reading

If you are interested, we have also included some websites where you can do your own reading on community engagement processes:

- www.iplan.nsw.gov.au/engagement
- www.iap2.org