

# Liddell BESS Project

## Stakeholder Engagement Plan 'Project Execution'



Project Document Number  
LDBS-AGL-PM-PLN-0012





## Table of Contents

<b>1. Document Administration</b>	<b>3</b>
<b>2. Executive Summary</b>	<b>8</b>
<b>3. Introduction</b>	<b>9</b>
<b>4. Scope</b>	<b>14</b>
<b>5. Stakeholder Identification</b>	<b>16</b>
<b>6. Traditional Owner and First Nations</b>	<b>19</b>
<b>7. Community Sentiment</b>	<b>21</b>
<b>8. Implementation</b>	<b>22</b>
<b>9. Community Feedback Strategy</b>	<b>26</b>
<b>Appendix 1</b>	<b>28</b>
<b>Appendix 2</b>	<b>29</b>
<b>Appendix 3</b>	<b>32</b>

---

# 1. Document Administration

## 1.1. Purpose

This Stakeholder Engagement Plan ('the Plan') is applicable for the select, development and execution phase of the proposed 500 MW / 2,000 MWh Liddell Battery Energy Storage System (BESS) ('the Project').

This document presents a framework for how AGL intend to engage, consult and communicate with stakeholders regarding AGL's proposed development and construction of the Project.

## 1.2. Document revision history

The document revision history is outlined in Table 1 below.

*Table 1 Document revision history*

Date	Version	Author	Comment
14/4/2024	1.0	Rob Cooper, Senior Manager Stakeholder Engagement	Development of Plan

## Document Endorsement

Date	Name	Position
15/04/2024	Rob Cooper	Senior Manager Stakeholder
04/07/2024	Chirag Kakadiya	Senior Project Manager – Major Projects
04/07/2024	Hamid Shilani	Project Director – Major Projects

## 1.3. Review and update procedures

The Plan for the Project will be reviewed and, if necessary, amended and updated:

- Formally on an annual basis by relevant members of the Stakeholder Engagement team.
- Following any project milestone (such as commencement of construction);
- Upon receipt of regulatory approval conditions, licences and permits;
- To achieve the Key Performance Indicators; or
- When directed by any appropriate regulator.

## 1.4. Application

This Stakeholder Engagement Plan (SEP) is applicable for the development of the AGL Liddell Battery Project, located on the existing site of the Liddell Power Station in the NSW Hunter Valley.

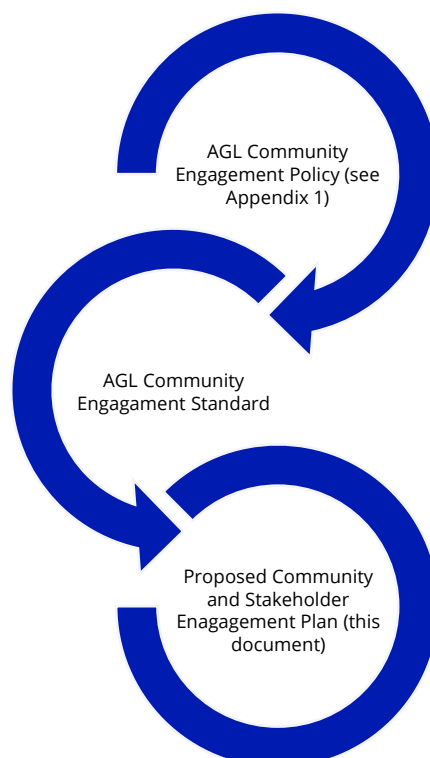
The Liddell Battery Project will be delivered under an Engineer Procure Construct (EPC) Contract by Fluence Energy. AGL has appointed Fluence Energy to act as the Principal Contractor and have HSE control for the Liddell Battery Project site.

AGL has also signed the Connection Agreements with Transgrid for the construction of 330kV/33kV BESS substation along with a 330kV overhead line to connect the BESS substation with Liddell 330kV Transgrid switchyard. Transgrid will be principal contractor for the BESS substation.

The Plan has been guided by AGL's Community Engagement Policy and Community Engagement Management Standard with the intention to engage the right stakeholders at the right time, and with the long-term aspiration of improving the Hunter Region community because of AGL's activities.

The Plan is aligned with a framework that AGL has developed to ensure its community and stakeholder relations activities are consistent with best practice approach. This strategy document has been produced using the principles outlined in *AGL's Community Engagement Policy* (Appendix 1) from AGL's *Community Engagement Standard* (February 2017). This approach is also aligned with the AGL Social Licence Framework. This is a strategic priority for AGL because we deliver an essential service and so we have an obligation to meet the needs of our customers and the community, as well as our people and shareholders.

*Figure 1 Community and Stakeholder Engagement Plan integration*



## 1.5. Distribution

All individuals on the following distribution list will be notified when a version of this document is updated. Others may be notified at the discretion of the Community Relations Manager (CRM). All requests for changes to the distribution list must be addressed to the CRM.

*Table 2 Distribution list*

Role	Position	Name	Location
Project Sponsor	General Manager, Energy Hubs, Integrated Energy	Travis Hughes	Level 11, 699 Bourke Street, Melbourne, 3000
Head of Major Projects	Head of Major Projects	Andrew Monahan	Level 11, 699 Bourke Street, Melbourne, 3000
Project Director	Project Director, Major Projects	Hamid Shilani	Level 24, 200 George Street, Sydney, 2000
Project Manager	Senior Project Manager	Chirag Kakadiya	Level 24, 200 George Street, Sydney, 2000
Government Relations	General Manager, Stakeholder Engagement	John McCormack	Level 24, 200 George Street, Sydney, 2000
AGL Legal – Commercial	Senior Corporate Lawyer Projects and Energy Hubs	Daniel Sawyer	Level 11, 699 Bourke Street, Melbourne, 3000
AGL Legal – Environmental Planning	Senior Corporate Lawyer HSE & Transition	Jenelle Cramer	Level 11, 699 Bourke Street, Melbourne, 3000
HSE - Environment	Senior Manager – Environment	Ed Boucaut	Level 11, 699 Bourke Street, Melbourne, 3000

## 1.6. Accountabilities and Responsibilities

This Plan and associated resources are owned by John McCormack, General Manager, Stakeholder Engagement.

Accountability for this Plan rests with Hamid Shilani, Project Director or his nominated representative.

Responsibility for implementation of this Plan rests with Rob Cooper, Senior Manager Stakeholder Engagement, NSW.

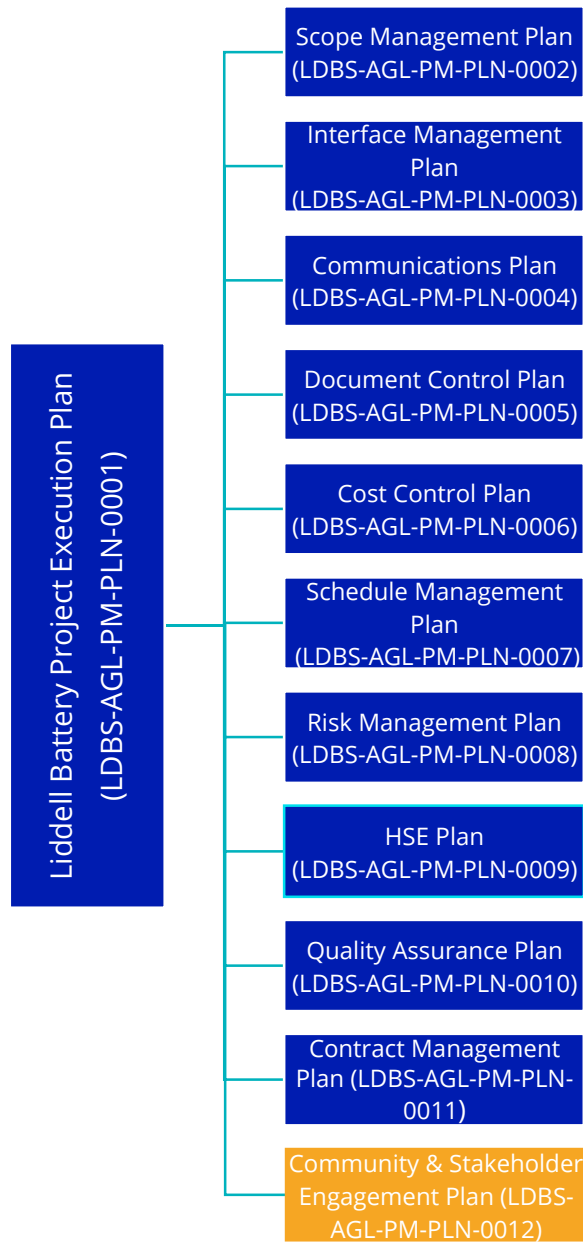
## 1.7. Document hierarchy

Figure 2 shows this Plan's part within the AGL Stakeholder Engagement document hierarchy.

Figure 2 Document hierarchy



This Stakeholder Engagement Plan is a subsidiary plan of the Liddell Battery Project Execution Plan (PEP) as shown in **Figure 1**.



**Figure 1 Project Implementation Plan and Subsidiary Plans**

## 2. Executive Summary

AGL proposes to build a 500 MW / 2,000 MWh Battery Energy Storage System (BESS) on the site of the former Liddell Power Station Newcastle Power Station in the NSW Hunter Valley.

The purpose of this Plan is to identify stakeholders, undertake an assessment of engagement levels in the community and conduct project related engagement as required.

The Plan outlines the key stakeholders and outrage drivers and recommends actions to mitigate these outrage factors. As indicated in **1.3 Review and Update Procedures**, this is a live document and actions may need to change as engagement continues through the feasibility, planning and development phase of the project management framework.

The Plan outlines AGL's approach to engagement with stakeholders who have an interest in the Hunter region and will be based on evidence through Social Impact and Opportunities Assessment ("**SIOA**") research and demographic data, previous experience and knowledge sharing from AGL employees at an operations and community relations level, and industry best practice. Industry best practice is understood through various publications based on the International Association for Public Participation's ("**IAP2**") Core Values and Public Participation Spectrum.

As the project progresses, this Plan will also take into consideration any requirements arising through the construction process as well as other legislative and regulatory requirements.

The objectives of AGL's community engagement relating to the Project are to:

- **Communicate and engage with stakeholders at an early stage** to ensure they feel meaningfully included during the feasibility, planning and development phase.
- **Inform the local community and stakeholders** of any upcoming milestones or key decision points, demonstrating our commitment to transparency and accountability.
- **Educate the local community and stakeholders** through providing adequate explanations and information regarding how batteries contribute to the renewable energy transition.
- **Minimise outrage or negative sentiment** by identifying potentially outraged groups and individuals and working with them authentically to address their concerns.
- **Establish a strong social license to operate** by understanding and meeting community expectations.
- **Understand how AGL can positively contribute to the community** for the lifespan of the project and beyond, with engagement activities each year.
- **Meet regulatory community engagement requirements** required for Development Approval.

This Plan has been developed through engagement with key stakeholders and will be updated in accordance with principles of continuous improvement.



## 3. Introduction

### 3.1. Project background

AGL is one of Australia's leading integrated energy companies, with 4.3 million residential and small business customer accounts throughout Australia and a large generation portfolio with a total capacity of over 10,000 MW. This portfolio includes the operation of a range of fossil fuel fired generators and Australia's largest renewable energy generation fleet.

In October 2022, AGL released its **Review of Strategic Direction** which confirmed AGL's support of the global goal to limit warming to under 2°C and including commitments to:

- Continue to provide customers with safe, reliable, affordable and sustainable energy options.
- Not build, finance or acquire any new conventional coal fired power stations.
- Bring forward the closure of existing coal-fired power stations.

Within the context of these commitments, in 2023 AGL closed Liddell Power Station, located in Muswellbrook, NSW.

Batteries will form part of the electricity market's response when old coal fired power stations are withdrawn from the market, playing an increasingly important role by providing capacity to firm intermittent renewable generation and improve the strength of the network. This is further supported by AGL's 2022 **Climate Transition Action Plan** that states that through both direct investment and offtake agreements, we will use our balance sheet to support the development of up to 12 GW of new renewable energy sources and flexible generation capacity the market needs to support greater penetration of intermittent renewable energy.

#### Battery background

Power systems operators and utilities use battery technology to store energy for later use. A BESS collects energy from the grid, stores it and discharges that energy to provide electricity when needed.

When there is an oversupply of electricity or low demand, grid-scale batteries can store electricity so that it can be dispatched when supply decreases or demand is high. A BESS can stabilise the grid during frequency disruptions and immediately dispatch stored electricity when there is a temporary loss of supply (either unexpected or regulated). Grid-scale batteries can also be cheaper than emergency gas-fired and diesel generators as interim electricity sources. When there is a supply imbalance, a BESS can reduce the frequency of blackouts and need for load shedding.

#### 3.1.1. Location selection

---

The Liddell Battery location is based on several factors, including proximity to the Liddell switchyard and related infrastructure, and accessibility. Access for construction and ongoing operations is also a key requirement.

The site will accommodate the proposed 500 MW Liddell BESS and balance of plant which includes:

- Battery containers
- Inverters
- Medium voltage and low voltage building
- Control and office building

### 3.1.2. The site

Liddell Power Station is located 15 km south-east of Muswellbrook, 25 km north-west of Singleton, and approximately 165 km west north west of Sydney in NSW. The total area of the AGL landholding is approximately 10,000 ha, including Bayswater and Liddell operational areas, the Ravensworth rehabilitation area, Lake Liddell and surrounding buffer lands.

The Liddell Battery site is situated on the former site of the Liddell Solar Thermal Project (highlighted yellow below), is and proximate to the Liddell Transgrid 330 kV Switchyard which is on the west side of the Liddell Power Station.

The development footprint is expected to be up to 20 hectares (suitable for the maximum battery size of 500 MW and 2,000 MWh (Land marked as Area 2: Solar array area in the Figure 3 below)).

*Figure 3 Development Footprint*



## 3.2. Strategy

The purpose of this strategy is to identify local community dynamics and understand who AGL should be engaging with, as well as understand issues in the community identified during ongoing consultation with key stakeholders in the region.

The strategy also outlines key community issues and actions to mitigate any perceived risks.

This is a live document and actions may need to change as engagement continues through the feasibility, planning and development phases of the project management framework.

### 3.2.1. Objectives of the community and stakeholder engagement

---

Continued successful stakeholder and community engagement will assist with the following objectives of reaching project approval:

- Successful completion of the project, and Liddell Battery in operation.
- A strong social licence to operate in the local community.
- AGL viewed as a professional organisation with a commitment to best practice stakeholder engagement.

## 3.3. Community Context

The Hunter Region of NSW is home to the largest regional economy in Australia and is the State's leading regional contributor to gross domestic product. The region spans 10 local government areas, with a population of more than 800,000.

The Lower Hunter and Greater Newcastle area is reinventing itself as a modern diverse city, distinct from its industrial, coal and steel heritage. Health care is now metropolitan Newcastle's single largest sector, with retail, manufacturing and education other significant employers. Conversely, the Upper Hunter is heavily reliant on mining and power generation, and is recognised as a major supplier of coal, wine and thoroughbred horses to national and global markets. These industries have driven prosperity in the Upper Hunter, providing sustained economic growth, employment and investment in transport and associated infrastructure.

As the region enters a phase of transition, the economy is trending towards greater diversification. Transformation is anticipated through emerging technologies, alternative energy resources, high-technology primary industry and rural tourism.

### Cultural Heritage

The Wonnarua people, the Traditional Owners of what is now known as the Upper Hunter region, would have used the wide variety of natural resources present within the fertile landscape, and ethno-historical accounts list some of the methods through which Aboriginal people harvested fruits, nuts, marine resources, terrestrial fauna, birds and so forth.

Modification of the landscape by Aboriginal people took place through the use of fire farming and reed planting/weir development, but little evidence of such activities is likely to have been preserved in the archaeological record due to the perishable nature of the materials used and the consequent alteration

of the landscape through non-Aboriginal occupation. Evidence of campsites, through deposits of stone artefacts and shell, hearths or middens are, in contrast, likely to be found where the landscape has not suffered severe ground disturbance or sedimentation.

Scarred trees, which were a result of the production of items such as canoes, containers, shelters and bowls also have the potential to be present within the region. Other sites, such as grinding grooves, stone quarries, burials and ceremonial grounds (bora rings, stone arrangements), while rare, are known to be focal points within the current cultural landscape.

### **Industrial Setting**

The Project is located within an area dominated by mining and power generation. The landscape local to Liddell and Bayswater is heavily influenced by industrial activity. Local land use is dominated by large-scale infrastructure associated with Bayswater and Liddell and open cut mining activities at Ravensworth Mine Complex, Mount Arthur Coal, Hunter Valley Operations, Liddell Coal Mine and the former Drayton Mine. Agricultural clearing for the purposes of grazing is also present within and surrounding the AGL landholding. There is limited social infrastructure and sensitive receivers in the locality of the Project. The closest social infrastructure is the Lake Liddell recreation area. The closest residential area is the Antiene subdivision, which is located approximately four km north of the Project.

The New England Highway runs between Liddell and Bayswater, with access from the highway provided by means of a dedicated road network designed to service the power stations. The Northern Railway Line runs to the east of the AGL landholding.

*Table 3 Selected 2016 Census data for Muswellbrook and Singleton LGAs compared to New South Wales*

Demographic	Characteristic	Muswellbrook LGA	Singleton LGA	NSW
Population and growth	Estimated resident population (2017)*	16,427	23,496	7,861,068
	Average annual change in ERP (2007-2017) (%)	0.4%	0.4%	1.4%
	Population projection (2036)**	20,300	28,600	9,925,550
	Projected annual change in population	0.9%	0.8%	1.3%
Age profile***	Median age (years)	35	36	38
	0-14 years (%)	22.5	21.2	18.5
	15-64 years (%)	64.6	66.1	65.2
	65+ years (%)	12.9	12.7	16.3
Cultural diversity***	Overseas born (%)	7.9	7.9	27.7
	Speaks language other than English (%)	3.5	3.1	25.2
Families and households***	Couple family with no children (%)	37.2	36.1	36.6
	Families with children (%)	42.5	47.9	45.7
	Total families	4,095	5,962	1,940,226
Housing***	Total private dwellings	5,764	7,741	2,604,314
	Separate houses (%)	87.8	87.7	66.4
	Rented (%)	38.9	28.4	31.8
	Median weekly rental costs (\$)	250	280	380

Sources: \*Based on ABS (2018), ERP by LGA and by SA2 and above, 2001 to 2017; \*\*DP&E (2016), 2016 NSW State and Local Government Area Population Projections; \*\*\*Based on ABS 2016 Census of Population and Housing, General Community Profile for Muswellbrook (A) LGA, Singleton (A) LGA and NSW

# 4. Scope

## 4.1. Project Management Framework

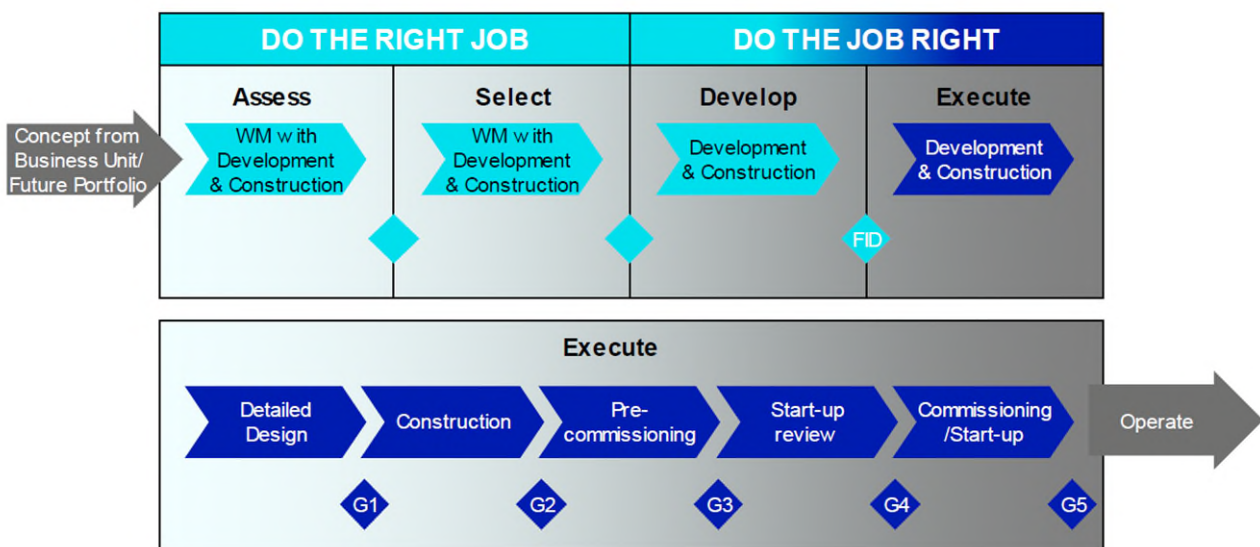
The AGL Project Management Framework (PMF) is a gated process, based on the PMBOK methodology and Australian Standard AS21500 (Guidance on Project Management), intended to provide guidance to Group Operations Project Managers and their stakeholders around consistent development and delivery of major green field and brown field projects.

The figure below depicts the PMF, including the four key phases and key Assurance Gates through Execution.

The four phases describe a staged approach for project implementation with an increasing level of detail. This ensures that the business assesses, selects, defines and delivers the right options and that any options which are not aligned are discarded in a timely manner to avoid the incursion of significant expenditures, resources and time.

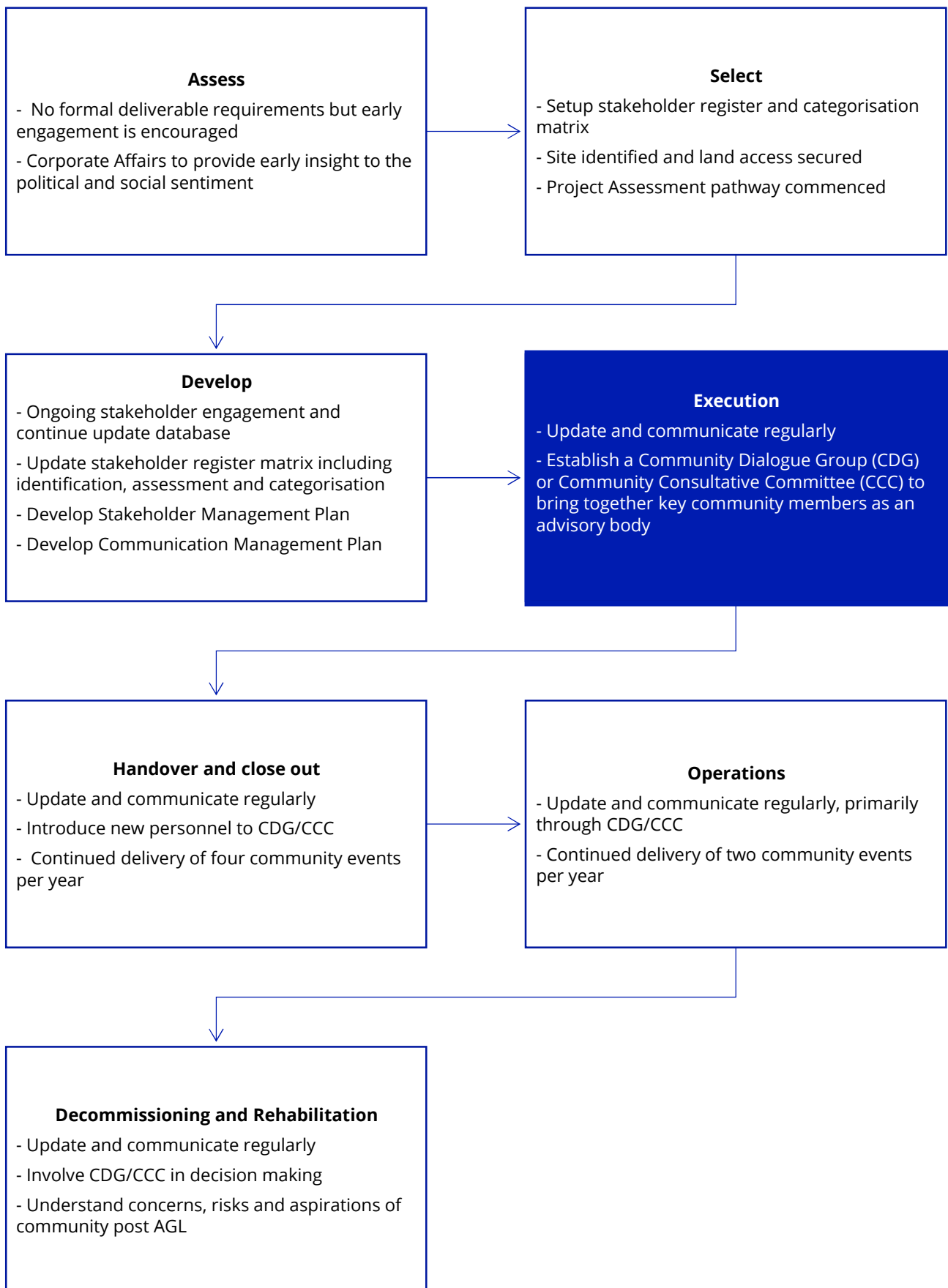
The five Assurance Gates (G1 to G5) at the end of key Execution are aligned to the completion of key milestones to ensure that the project objectives are met.

Figure 5 Project Management Framework



Assess stakeholder sentiment from Assess Phase of the PMF. The following flow chart (Figure 6) outlines the basic engagement outputs at each stage of the PMF:

Figure 6 Community and Stakeholder Engagement outputs at PMF stages



## 5. Stakeholder Identification

AGL understands that interest in the Project may not just be from neighbours but will extend to the broader community. AGL proposes to engage people and individuals outside the directly affected project area as appropriate. Further, AGL acknowledges that the Project may impact businesses, education facilities, healthcare centres, Local Aboriginal Land Councils and others.

The preliminary stakeholder identification process undertaken for the Project predominantly involved desktop research and experience with existing AGL stakeholder engagement activities in the Hunter Region. Further stakeholders will be identified as the Project progresses, arising from conversations with key stakeholders, and AGL's database will continue to develop over the life of the Project. Stakeholders can broadly be categorised as belonging to one or more of the following groups:

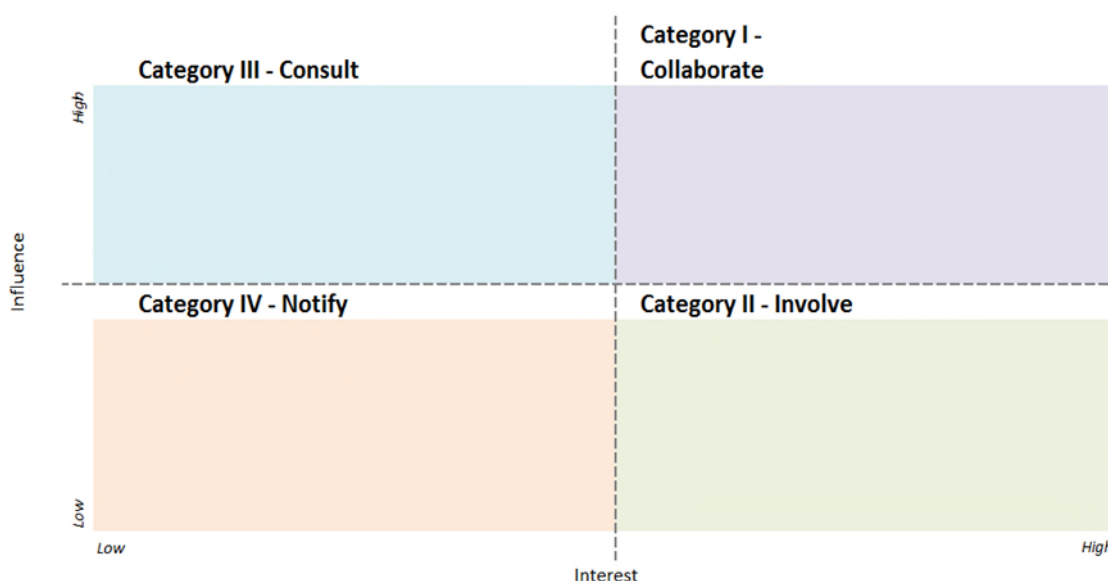
- Industry
- Regulators (at all levels)
- Elected officials (at all levels)
- Activists (at all levels)
- Employees (and retirees)
- Neighbours (everyone who may be directly impacted by this Project)
- Interested citizens (everyone who has indicated a desire to get involved in this Project)
- Experts (everyone who has specialised knowledge of this Project)
- The media (and through the media, the rest of the public)

There are key community and stakeholder groups that will need to be engaged through construction of the Project; therefore, individual stakeholders have and will continue to be identified within each of the stakeholder groups and an internal database has been established to record and report on all communication and engagement activities.

Stakeholder mapping has been undertaken to identify those who may experience impacts (both positive and negative) and those with an interest in the Project. Stakeholders have been identified and categorised according to their levels of impact and interest in the Project, previous experience of AGL working with similar stakeholder groups, and their potential level of involvement with the Project, as per the stakeholder identification tool in **Table 6** and **Table 7**.



Table 6 Stakeholder Identification Tool



The stakeholder analysis tool categorises stakeholders in the following way:

Table 7 Stakeholder Mapping Model

		Level of Interest	
		Low	High
Level of Influence	High	<p><b>Leverage</b> <i>Ensure access to information and include if interest grows</i></p>	<p><b>Partner</b> <i>Ensure involvement and support is maintained</i></p>
	Low	<p><b>Monitor</b> <i>Take action if they acquire a stake</i></p>	<p><b>Engage</b> <i>Provide information early and update throughout the project</i></p>

The stakeholder mapping model categorises stakeholders in the following tiers:

- **Partner:** stakeholders on which AGL's future operations are likely to have a high level of impact (positive and negative) and those with a high level of interest in the Project. This includes landholders, residents, and businesses in close proximity to the Project, local councils, relevant NSW Government departments, and members of parliament
- **Leverage:** stakeholders on which the future operations of the Project are likely to have a high level of impact (positive and negative) but who have a lower level of interest in the Project. This includes residents and businesses located further from the Site
- **Engage:** stakeholders who have considerable interest in the Project but on whom it is likely to have a relatively low impact
- **Monitor:** stakeholders with comparatively little interest in the Project and on whom its future operations is likely to have little or no impact

Table 8 Stakeholder Map

Category 3 – Consult	Category 1 - Collaborate
<ul style="list-style-type: none"> <li>• Interested community and environment members or groups</li> <li>• Local media</li> <li>• Local utilities</li> <li>• Major industrial neighbours</li> <li>• Residents and businesses in the broader area</li> <li>• Muswellbrook Chamber of Commerce</li> <li>• Business Singleton</li> </ul>	<ul style="list-style-type: none"> <li>• AGL Macquarie Community Dialogue Group</li> <li>• Neighbouring Landowners</li> <li>• Transport for NSW</li> <li>• Commonwealth Department of Environment and Energy</li> <li>• Federal Minister of Climate Change and Energy</li> <li>• Federal Minister for the Environment</li> <li>• Federal Member for the Hunter</li> <li>• NSW Minister for Energy</li> <li>• NSW Minister for Planning</li> <li>• State Member for Upper Hunter</li> <li>• Department of Planning, Housing and Infrastructure (DPHI).</li> <li>• Commonwealth Government – Department of Environment and Energy</li> <li>• Muswellbrook Council - Mayor and General Manager</li> <li>• Singleton Council – Mayor and General Manager</li> <li>• Wanaruah Local Aboriginal Land Council</li> <li>• Wonnarua Nation Aboriginal Corporation</li> <li>• Hunter Valley Aboriginal Corporation</li> <li>• Plains Clans of the Wonnarua People</li> <li>• Fire and Rescue NSW</li> <li>• Regulatory authorities – AEMO, AER</li> <li>• TNSP - Transgrid</li> </ul>
Category 4 – Inform	Category 2 – Involve
<ul style="list-style-type: none"> <li>• Business Hunter - Bob Hawes, Alex Brennan, Sheena Martin</li> <li>• HunterNet – Ivan Waterfield, Boris Novak, Peter Morrisey</li> <li>• Newcastle Institute for Energy &amp; Resources – Alan Broadfoot</li> <li>• Committee for the Hunter - Alice Thompson and Richard Anicich</li> <li>• Hunter Joint Organisation of Councils - Steve Wilson</li> <li>• Regional Development Australia (Hunter) – Trevor John</li> <li>• Electricity Infrastructure Jobs Advocate - Mark Apthorpe</li> <li>• Australian Government Employment Facilitator - Grahame Irwin</li> <li>• Department of Regional NSW - Scott Goold, Tanya Peterkin, Samantha Marsh and Chrissy O'Brien</li> <li>• Beyond Zero Emissions - Sam Mella</li> <li>• NewH2 - Clare Sykes</li> <li>• Industry Capability Network</li> </ul>	<ul style="list-style-type: none"> <li>• Shadow Minister for Planning and Public Spaces</li> <li>• Shadow Minister for Energy and Climate Change</li> <li>• NSW Greens Spokesperson for Energy</li> </ul>

## 6. Traditional Owner and First Nations

### 6.1. Engagement Approach

AGL's vision for reconciliation is a unified and inclusive Australia where Aboriginal and Torres Strait Islander peoples are respected and have equal voice, rights and opportunities for prosperity.

We will bring our vision to life by:

- Truthfully acknowledging the past and how it has influenced where we are today.
- Working towards an inclusive future together.
- Being a trusted partner for Aboriginal communities in locations where we operate and are planning future projects.
- Supporting tangible economic benefits for Aboriginal communities through our investment in energy transition.

Our approach to reconciliation is founded on our core values; our focus on creating positive social impact and building on our social licence.

AGL's approach to engaging with Traditional Owners and First Nations People on the Liddell Battery Project will be informed by our AGL Energy Ltd Best Practice Aboriginal Cultural Engagement Guidelines and Reconciliation Action Plan.

AGL has an existing:

- Cultural understanding of the Liddell Battery site
- Approach to operating within Aboriginal Cultural Engagement Guidelines
- Relationship, partnership, procurement, and economic capability development goals

AGL's project team will be provided access to cultural awareness and understanding training to empower them with the competencies necessary to engage with local Aboriginal communities in a culturally respectful manner. Our engagement is also guided and supported by AGL's Aboriginal Engagement Advisor and First Nations Procurement Lead.

AGL is committed to building respectful relationships with local First Nations people in the Hunter Region and the Liddell Battery Project area, including with the Wanaruah Local Aboriginal Land Council, Wonnarua Nation Aboriginal Corporation and the Plains Clans of the Wonnarua People.

This Project will provide a tangible opportunity to implement AGL's relationship, employment and procurement Reconciliation Action plan goals. AGL is a member of Supply Nation and the NSW Indigenous Chamber of Commerce.

## 6.1. Wonnarua / Wanaruah People

The Traditional Owners of Country on which the Liddell Battery Project is proposed are the Wonnarua / Wanaruah People.

Organisations in this region representing First Nations People include:

- The Wanaruah Local Aboriginal Land Council
- The Wonnarua Nation Aboriginal Corporation
- Hunter Valley Aboriginal Corporation
- Plains Clans of the Wonnarua People



Source: [AIATSIS](#)

**Note:** Where a determination recognising native title is made by the Federal Court, the NTA requires native title holders to establish a corporation to represent them and their interests. These organisations are known as Registered Native Title Bodies Corporate (RNTBCs). They are most commonly known as Prescribed Bodies Corporate (PBCs). Finding the appropriate Traditional Owners of Country is often a multitier process contacting regional or local organisations that can then connect you with the respective Traditional Owners. Aboriginal and Torres Strait Islander people are governed by many layers of authority including cultural and family governance as well as PBCs and Native Title Representative Bodies (NTRBs) or Native Title Service Providers (NTSPs).

Further detail of Traditional Owner and First Nations engagement is contained in **Section 8: Implementation** chapter of this Plan.

## 7. Community Sentiment

Community sentiment can become a risk to the progress of the Project, so it is critical to appreciate that risk is a function of hazard and concern. All concerns should, therefore, be considered concurrently with hazards, though the actual risk arising from a hazard rarely correlates with the extent to which it upsets people.

People may be very upset about a hazard associated with a project or development, or they might be likely to become very upset about it. If this sentiment is not technically justified, such a perception can, therefore, be considered an unfounded fear. In such circumstances, authentic engagement is still required to determine ways to understand and respond better to stakeholders' concerns.

If the engagement confirms that there is no basis to stakeholders' concerns, the objective is to reduce the gap between low hazard and high concern. This must be done carefully by explaining why the hazard is considered to be low without dismissing the concern. Unchecked or inflamed outrage is risky; the media will pay more attention to emotional charges of riskiness than to technical claims of safety.

Conversely, if stakeholder engagement reveals that concerns about a hazard are more valid than initially thought, the objective is to demonstrate to stakeholders that their concerns are legitimate and being addressed (ultimately resulting in a reduction to both the hazard and the concern, in an ideal scenario).

From a community engagement perspective, the primary goal during the feasibility, development and planning phase of the Project is to identify and mitigate community concern (in the absence of significant hazards). Table 9 sets out the different ratings of concern and the commensurate level of action required to treat the sentiment or concern.

*Table 9: Concern Sentiment Ratings and Corresponding Actions*

Rating		Action
10	Severe	Immediate action is required to address concerns to avoid more stakeholders moving to a severe concern state
8-9	High	Stakeholders will move to a severe concern state if action is not taken in the near term to mitigate concerns
6-7	Significant	Concerns are growing and are likely to continue to grow without action
3-5	Moderate	The issue is present but not driving concern. It could rise or fall depending on the next steps taken
1-2	Low	Concerning factors not present in a meaningful way

# 8. Implementation

## 8.1. Strategic Approach

This communication strategy is designed to inform community members of the Project, encourage engagement, and disseminate information.

Regardless of the consultation level required for stakeholders on the IAP2 Public Participation Spectrum (see Figure 7), strategic approaches will remain the same at this stage of the Project.

The strategic approaches considered appropriate are outlined in Table 10.

*Table 10 Strategic Approaches*

Approach	Purpose	Technique
<b>Be open and transparent</b>	<ul style="list-style-type: none"> <li>Allows key stakeholders the opportunity to voice their concerns and raise issues important to them.</li> <li>Mitigates challenges by identifying and addressing issues early, allowing AGL to consider these issues during the decision-making process.</li> <li>The early announcement of AGL's interest will allow us to start to manage the community and any potential outrage rather than just responding to the community's growing fears (if there are any).</li> </ul>	<ul style="list-style-type: none"> <li>Communicate with key stakeholders as early and as often as practical.</li> <li>Engage with stakeholders who would be most impacted by the Project.</li> <li>Share as much relevant detail as possible with stakeholders who would be most likely to oppose the Project.</li> </ul>
<b>Consult with the community</b>	<ul style="list-style-type: none"> <li>Invite the community and key stakeholders to contribute their views on the Project and consider feedback when making key decisions.</li> <li>Consult with the community regularly to update them on progress of work and how the Project may affect them.</li> </ul>	<ul style="list-style-type: none"> <li>Identify the negotiable and non-negotiable aspects of the Project.</li> <li>Commit to giving key stakeholders an opportunity to contribute to decision-making.</li> </ul>
<b>Be accountable</b>	<ul style="list-style-type: none"> <li>Being accountable helps lay the foundations for a trusting relationship.</li> <li>Stakeholders are more willing to raise issues and concerns directly with AGL if they feel that they understand AGL's position and trust that AGL will listen.</li> <li>This will allow opportunities for meaningful feedback and for AGL to correct mistakes (if there are any).</li> </ul>	<ul style="list-style-type: none"> <li>Allow key stakeholders to understand the planning process, raise issues and provide feedback openly and directly with AGL.</li> <li>Admit mistakes and acknowledge any legitimate concerns raised by key stakeholders.</li> <li>Be responsive and direct when addressing issues and feedback.</li> </ul>

## 8.2. Key Messages

The following key messages provide an overview of AGL, the project context and project specific messages. These will be developed as more Project and technical details are understood.

### About AGL

- AGL is the largest ASX listed owner, operator and developer of renewable energy generation in Australia.
- AGL aims to be net zero by 2050.

### Project Context

- For over 185 years AGL has delivered energy and innovation for Australia.
- As Australia's largest energy supplier, AGL will help drive the energy transition with flexible generation and storage, while maintaining reliable and affordable energy.
- AGL is investigating opportunities for utility scale batteries within the National Electricity Market.
- AGL has completed construction of a grid scale battery at Torrens Island (South Australia) and is building at Broken Hill (NSW) and has approval to build at batteries at Liddell (NSW)..
- Grid-scale batteries are comparable to gas peaking plants as they can be deployed instantaneously, allowing more efficient use of the network.
- A battery would allow for more renewable energy in the grid, providing network stability and reliability while reducing costs.
- The investment in batteries is part of AGL's ongoing commitment to firming technology and is in direct alignment with the Federal Government's National Technology Investment Roadmap
- Battery storage technologies are key to the development of Renewable Energy Zones under the NSW Government's Transmission Infrastructure Strategy 2018.
- 

### Liddell BESS Specific Key Messages

- AGL is constructing a 500 MW / 1000 MWh battery on the site of the former Liddell Power Station, in the NSW Hunter Valley.
- Battery storage is critical to enhance the energy system's flexibility and support the ongoing integration of renewable sources to the NEM.
- AGL's Energy Storage project is a vote of confidence in the ongoing transformation of Australia's energy system to one of lower-cost, lower-emission electricity.
- As Liddell has retired, this battery will help meet peak demand and help to back up wind and solar generation.
- Due to Liddell's location, the battery storage will help ensure the ongoing stability of New South Wales power system.

- This will make use of the significant infrastructure at Liddell and utilise it for battery storage.

### 8.3. Proposed Strategy and Plan

The execute phase of the Liddell Battery Project will be complemented by best practice community engagement and respect for the communities with which we work. Our approach has been designed to ensure that all relevant stakeholders are engaged with AGL’s development of the Project and our activities in the community.

Table 11 documents AGL’s proposed engagement activities with a view to achieve the objectives set in this plan.

*Table 11 Proposed Strategy*

Tactic	Target stakeholders	Strategic approach
Briefings / meetings Written information	<ul style="list-style-type: none"> <li>• First Nations Representatives</li> <li>• Local MPs</li> <li>• Councils</li> <li>• Agencies and Departments</li> <li>• Neighbours</li> </ul>	<ul style="list-style-type: none"> <li>• Be open and transparent</li> <li>• Be accountable</li> <li>• Share control</li> </ul>
Website development	<ul style="list-style-type: none"> <li>• Interested parties</li> </ul>	<ul style="list-style-type: none"> <li>• Be open and transparent</li> </ul>
Online Forum	<ul style="list-style-type: none"> <li>• Local community</li> <li>• Interested parties</li> <li>• landowners/ easement hosts</li> <li>• Neighbours</li> <li>• Activists</li> </ul>	<ul style="list-style-type: none"> <li>• Be open and transparent</li> <li>• Be accountable</li> <li>• Share control</li> </ul>

The following table (Table 12) documents AGL’s proposed engagement activities with a view to achieve the objectives set in this Plan and actively achieve AGL’s community engagement commitments. The community engagement activities outlined sit in the ‘Inform’, ‘Consult’ and ‘Involve’ sections of the above spectrum.



Table 12 Engagement Plan – Key Stakeholder Groups

Stakeholder Group	IAP2 Spectrum	Responsibility	Method	Frequency
<b>Regulators</b>	<ul style="list-style-type: none"> <li>• Consult</li> <li>• Involve</li> </ul>	Project Team / Corporate Affairs	Verbal update / Written Notification	Project milestones and as requested
<b>Government Departments and Agencies</b>	<ul style="list-style-type: none"> <li>• Consult</li> <li>• Involve</li> </ul>	Project Team / Corporate Affairs	Verbal update / Written Notification	Project milestones and as requested
<b>Councils</b>	<ul style="list-style-type: none"> <li>• Consult</li> <li>• Involve</li> </ul>	Project Team / Corporate Affairs	Verbal update / Written Notification	Project milestones and as requested
<b>State and Federal MP briefings</b>	<ul style="list-style-type: none"> <li>• Consult</li> <li>• Involve</li> </ul>	Project Team / Corporate Affairs	Verbal update / Written Notification	Project milestones and as requested
<b>Opposition and Cross Bench MP briefings</b>	<ul style="list-style-type: none"> <li>• Consult</li> <li>• Involve</li> </ul>	Project Team / Corporate Affairs	Verbal update / Written Notification	Project milestones and as requested
<b>Industry Bodies</b>	<ul style="list-style-type: none"> <li>• Inform</li> <li>• Consult</li> </ul>	Project Team / Corporate Affairs	Verbal update / Written Notification	Project milestones and as requested
<b>Sensitive receivers</b>	<ul style="list-style-type: none"> <li>• Inform</li> <li>• Consult</li> </ul>	Project Team / Corporate Affairs	Verbal update / Written Notification	Project milestones and as requested
<b>Immediate neighbours</b>	<ul style="list-style-type: none"> <li>• Inform</li> <li>• Consult</li> </ul>	Project Team / Corporate Affairs	Verbal update / Written Notification	Project milestones and as requested
<b>AGL Macquarie CDG</b>	<ul style="list-style-type: none"> <li>• Inform</li> <li>• Consult</li> </ul>	Project Team / Corporate Affairs	Verbal update / Written Notification	Quarterly meetings and as requested
<b>Indigenous Engagement</b>	<ul style="list-style-type: none"> <li>• Inform</li> <li>• Consult</li> </ul>	Project Team / Corporate Affairs	Verbal update / Written Notification	Project milestones and as requested
<b>Community / Environment Groups</b>	<ul style="list-style-type: none"> <li>• Inform</li> <li>• Consult</li> </ul>	Project Team / Corporate Affairs	Verbal update / Written Notification	Project milestones and as requested

**Note:** Details of engagement will be recorded in AGL’s new engagement management program (Simply Stakeholders).

## 9. Community Feedback Strategy

Although AGL's Community Engagement Strategy allows for community members to submit feedback through multiple channels, AGL also has a dedicated online forum, email address and 24/7 contact number to ensure community members can provide feedback and complaints through a method that they are comfortable with.

AGL has developed a Community Complaints Framework (Appendix 2) to ensure AGL employees manage feedback and complaints in a uniform way.

The most common feedback methods are outlined in Table 13 below.

*Table 13 Feedback Methods*

Feedback Method	
Website	The Government and Community Relations team will develop a project webpage on the AGL website. There will be a link on this webpage to the dedicated online forum for the Project.
24-hour Enquiries and Complaints Hotline	An Enquiries and Complaints Hotline is available for all stakeholders to contact with questions and is available 24/7. 1800 039 600
Email	The AGL Community email address allows stakeholders to provide feedback or ask questions. <a href="mailto:AGLCommunity@agl.com.au">AGLCommunity@agl.com.au</a>

### 9.1. Evaluation and Monitoring

To ensure this Plan remains effective, it is important that ongoing reporting is undertaken so that performance can be measured, activities can be reviewed, and new tools identified to meet community needs.

A regular review of feedback will be completed by the CRM to assist with the identification of any areas for improvement. A review of comments and complaints captured as part of AGL's activities will facilitate this review.

#### 9.1.1. Maintaining consultation records

A record of all community engagement activities will be maintained. AGL staff will update the online database, recording all contact with stakeholders, including enquiries, complaints, and meetings.

### 9.1.2. Monitoring

---

Monitoring and evaluating the effectiveness of consultation activities is an important process and will be undertaken regularly. This is to ensure activities are streamlined, effective, appropriate, and adequate in addressing all stakeholders and community needs. This process includes reviewing all community feedback regularly.

AGL will monitor how well we are meeting the community's consultation and communication expectations by reviewing and taking on board feedback received from surveys, and the 24-hour information line and share any concerns or questions with the rest of the business.

# Appendix 1

## AGL's Community Engagement Policy

### Aspiration

---

Leave a positive legacy: AGL will strive to make a net positive social, economic and environmental contribution to the communities in which we operate.

### Vision

---

AGL will be a trusted and respected member of the communities in which it operates.

AGL's community engagement will exceed baseline regulatory requirements.

### Scope

---

This Community Engagement Policy applies to all AGL employees, contractors, projects, services and joint ventures under AGL's control. Our Community Engagement Standard sets out how we implement this policy.

### AGL's Community Engagement Commitments

---

AGL will:

- **Be proactive:** we will engage with communities early and often, so that we understand and respond to their interests and concerns.
- **Be flexible and inclusive:** we will offer a range of engagement opportunities that are tailored to the variety of needs and preferences of the communities in which we operate.
- **Be transparent:** we will act honestly and ethically in all our dealings with the communities in which we operate.
- **Support our employees and contractors to engage well:** we will provide tools, peer support and training to enable our staff to deliver on our commitment.
- **Continuously improve our engagement:** we will evaluate the effectiveness of our engagement and modify it as needed to ensure that our activities address community needs and expectations.

# Appendix 2

## AGL's Community Complaints and Feedback Policy

### Purpose

---

This Policy sets out AGL's commitment to the effective management of complaints and feedback made by members of the community about our assets, operations, existing or planned projects and other activities or our complaint handling.

### Ownership

---

AGL's General Manager, Stakeholder Engagement owns this Policy and associated resources.

### Scope

---

This Policy applies to complaints and feedback made by community members about AGL assets, operations, existing or planned projects and other activities. Complaints and feedback may relate to plans, actions, decisions, impacts or complaint handling. Any AGL customer related complaints and feedback (e.g. account or billing enquiries, service complaints and service suspensions) are managed by AGL Customer Markets and are excluded from the Policy.

This Policy applies to all AGL employees, contractors, projects, services and joint ventures under AGL's control. The AGL Community Complaints and Feedback Procedure sets out how we implement this Policy.

### AGL's Community Complaints and Feedback Commitments

---

These commitments are aligned with AGL's Complaints and Feedback Management Framework and adopt the best practice principles outlined in the Australia and New Zealand Standard 10002:2014 Guidelines for Complaint Management in Organisations.

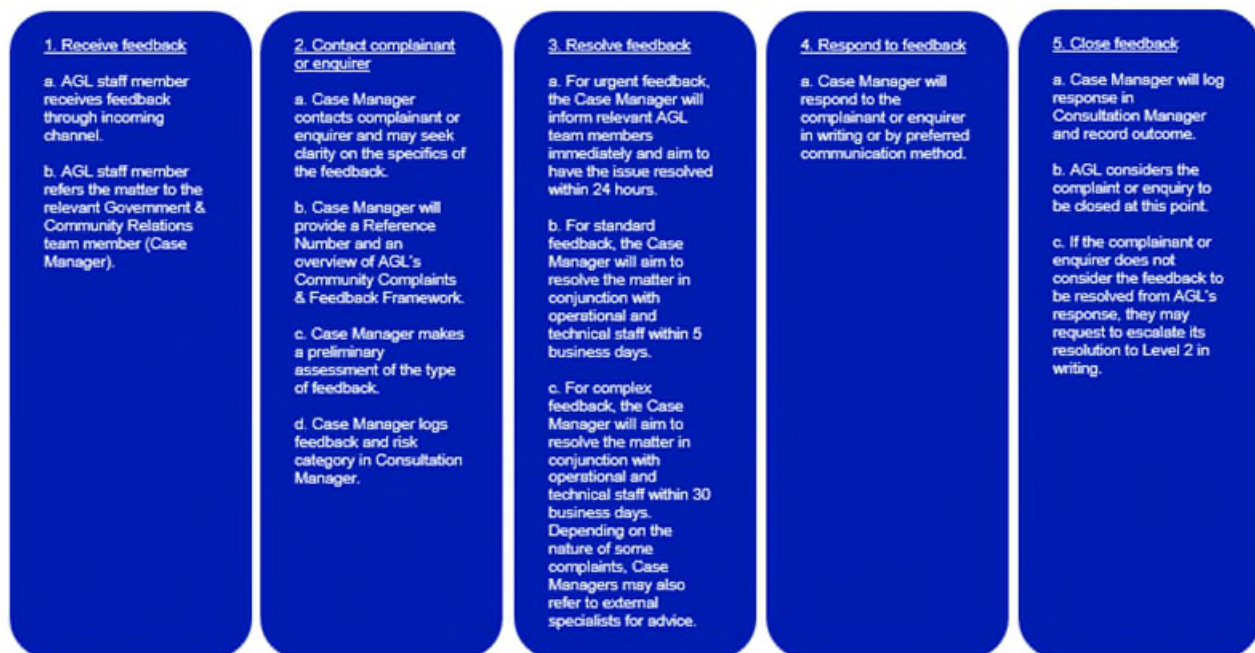
AGL will:

- Address issues before they become a potential area of complaint.
- Promote a culture that respects the rights of community members to lodge complaints and feedback in relation to our work.
- Ensure that the channels to provide complaints and feedback to AGL are clearly communicated to members of the community.
- Respond to feedback promptly and provide updates to complainants during the process, in adherence with the timeframes in our Community Complaints and Feedback Framework.
- Act transparently in our dealings with complainants and enquirers, by managing feedback in an equitable, objective and unbiased manner.
- Achieve consistent, prompt and highly effective feedback and complaint handling, through clear communication and high staff awareness of the process.

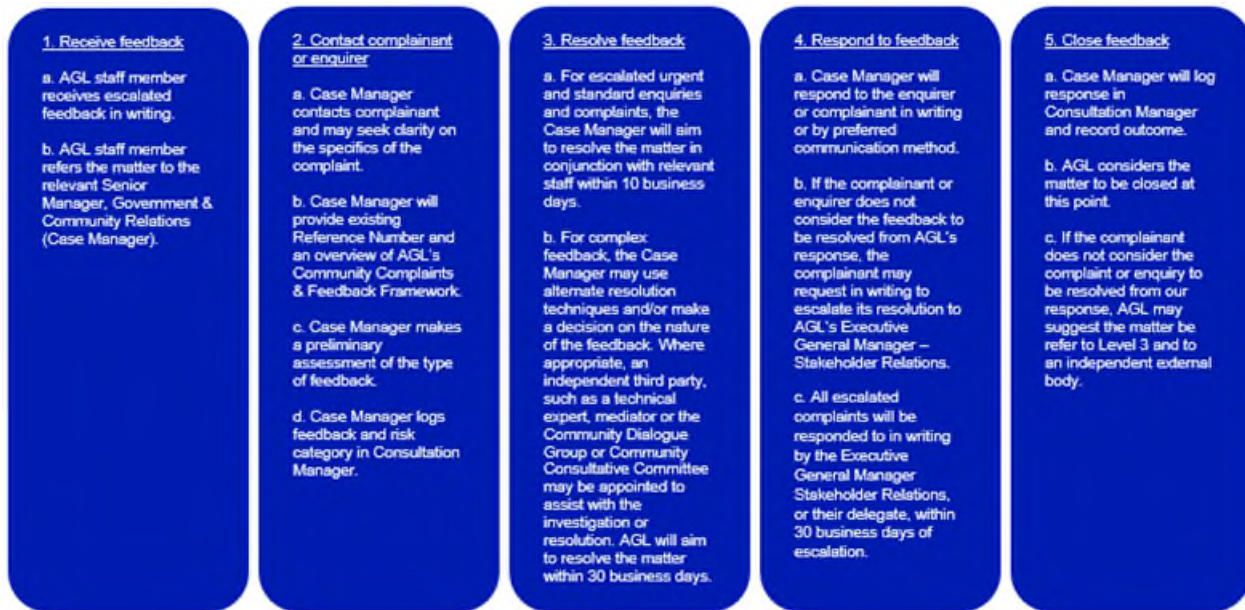
- Empower and enable frontline staff to resolve issues quickly.
- Continually improve the complaint and feedback management process by monitoring and reviewing our actions at regular intervals, as outlined in our Community Complaints and Feedback Framework.

Our procedures enable a consistent, prompt and highly effective approach to handling feedback from members of the community.

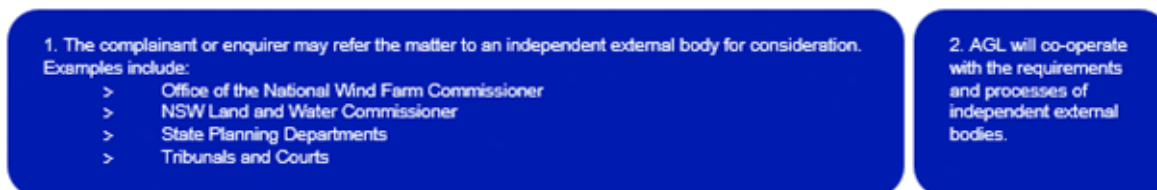
## Level 1: Early Resolution – we aim to resolve most feedback at this level



## Level 2: Internal Review and Escalation



## Level 3: Conciliation and Closure



# Appendix 3

## AGL's Foundations for Traditional Owner Engagement

<p><b>Foundations for Traditional Owner engagement</b></p>	<ul style="list-style-type: none"> <li>• <b>Understand</b> who the Traditional Owners are and investigate who speaks with authority. This will take time and be an ongoing process.</li> <li>• <b>Seek to understand:</b> <ul style="list-style-type: none"> <li>○ The community's specific context, priorities and ambitions.</li> <li>○ The decision-making structures including governance, who has authority to speak on certain issues, what does consent look like?</li> </ul> </li> <li>• <b>Ask the Traditional Owners</b> how they would like to be engaged. We should be guided by the Traditional Owners as much as possible. It will be the Traditional Owners who will judge whether our engagement process was meaningful.</li> <li>• <b>Codesigning an engagement process</b> with the Traditional Owners is good practice.</li> <li>• <b>Cultural awareness training</b> by Traditional Owners or local First Nations community members should be explored.</li> <li>• <b>Consider compensation</b> for Traditional Owner time at meetings.</li> </ul>
<p><b>What is benefit sharing?</b></p> <p><a href="#"><u>Leading-Practice-Principles-First-Nations-and-Renewable-Energy-Projects.pdf</u></a> (<a href="http://cleanenergycouncil.org.au">cleanenergycouncil.org.au</a>)</p>	<p><b>Economic benefits:</b></p> <ul style="list-style-type: none"> <li>• Ensure economic benefits of renewable energy projects are shared with First Nations Communities.</li> <li>• Research indicates this includes employment, procurement and co-ownership or equity.</li> </ul> <p>Questions to explore / flag:</p> <ul style="list-style-type: none"> <li>• What does our RAP say about local employment and procurement?</li> <li>• When will we know number of jobs, types of jobs, expected length of contracts?</li> </ul>



- Training and support mechanisms?
- Ownership and co ownership agreements?
- Creating inter-generational wealth?
- Equity partnership agreements?
- Increase the share of our procurement spend.
- Increase employment opportunities.
- Traineeship program opportunities.

**Social benefits:**

- Social benefits via a community benefits fund (p63 research suggests separate to broader community benefits fund)
- First Nations Community Benefit Fund.
- Energy security.
- Social benefits refer to positive effects that a project can have on a community as a whole, and include improvements in health, education, the environment and the overall wellbeing of the community.
- Engaging early and building a meaningful relationship with the local First Nations community is critical to understanding the specific needs of the community and building long-term benefit-sharing agreements agreement.
- Develop an understanding of community priorities, needs and aspirations for benefit-sharing.
- Establish a dedicated First Nations benefit-sharing agreement with benefits and social investment tailored to the needs and priorities of the community.
- Provide local sponsorship opportunities for local and regional community organisations and initiatives. Encourage First Nations groups to apply for these sponsorship opportunities.
- Consider energy literacy.