



Community Engagement Action Plan

September 2025



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Our Ethos

The characteristic spirit of Neutrog's culture is manifested in the attitudes and aspirations of our people and products.

Culture & Values



Grounded



Focused



Disciplined



Spirited

Engaging with our community



Neutrog is a member of the Kanmantoo and Callington community and the wider Adelaide Hills and Murraylands region.

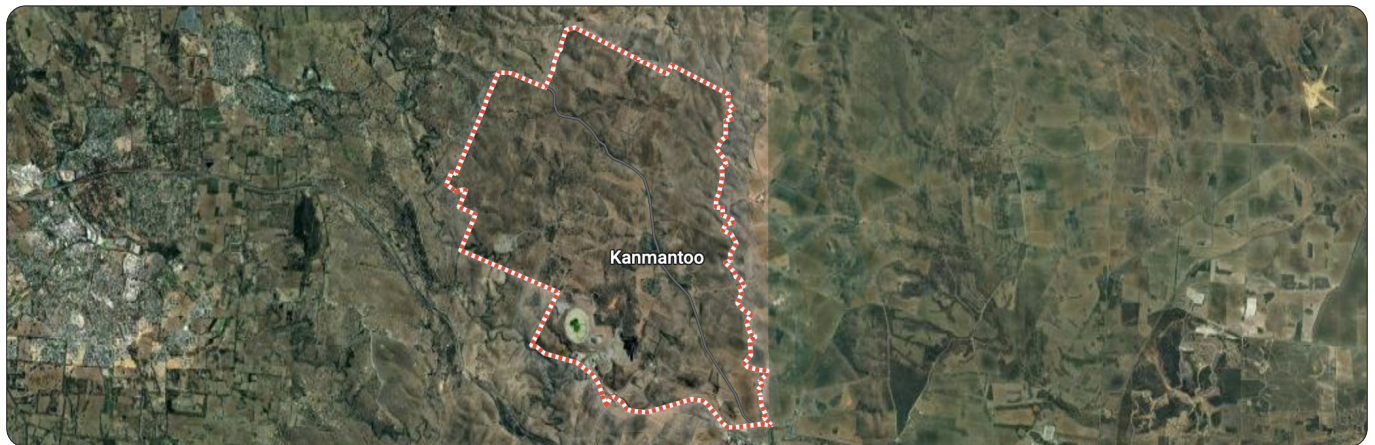
It's important to us that we work to support and maintain trusting, respectful and collaborative relationships between our organisation and the residents, landowners and businesses that make up this community.


This involves:

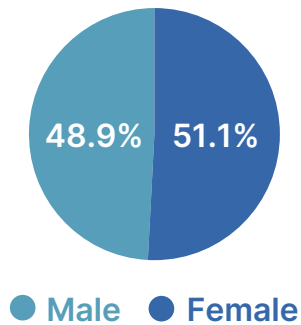
- Being as open and transparent as possible about our operations and our activities.
- Creating communication pathways that are straight-forward and accessible.
- Consulting on areas of concern, particularly dust, odour and fire risk.
- Working in a collaborative and non-confrontational way.
- Reassuring the local community that we are operating in the correct manner and taking all reasonable steps to address issues if/when they arise.
- Explaining the legislative requirements under the Environment Protection Act 1993, to which we must adhere.
- Creating a link between Neutrog and our immediate and wider community to demonstrate the value we bring to the area.

Neutrog believe that building trust with our community is central to the ongoing success of our organisation.

Demographic information about the township of Kanmantoo.




Population:
 **x 686**
Median Age:
38



Families: 196
Average number of children per family: 2.1

271 
Total amount of private dwellings

2.7 
Average number of people per house


\$1,705 
Median weekly income

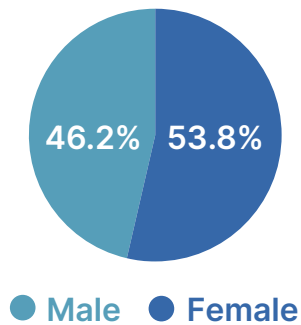
2.3 
Average number of vehicles per home

Age - All People	Kanmantoo	%
Median Age	38	N/A
0-4 years	41	6.0
5-9 years	55	8.1
10-14 years	60	8.8
15-19 years	52	7.7
20-24 years	30	4.4
25-29 years	29	4.3
30-34 years	40	5.9
35-39 years	47	6.9
40-44 years	65	9.6
45-49 years	53	7.8
50-54 years	55	8.1
55-59 years	51	7.5
60-64 years	38	5.6
65-69 years	32	4.7
70-74 years	21	3.1
75-79 years	03	0.4
80-84 years	0	0.0
85 years and over	7	0.1

Demographic information about the township of Callington.



Population:
 **x 625**
Median Age:
42






Families: 172
Average number of children per family: 1.8

279  
Total amount of private dwellings

2.4   
Average number of people per house

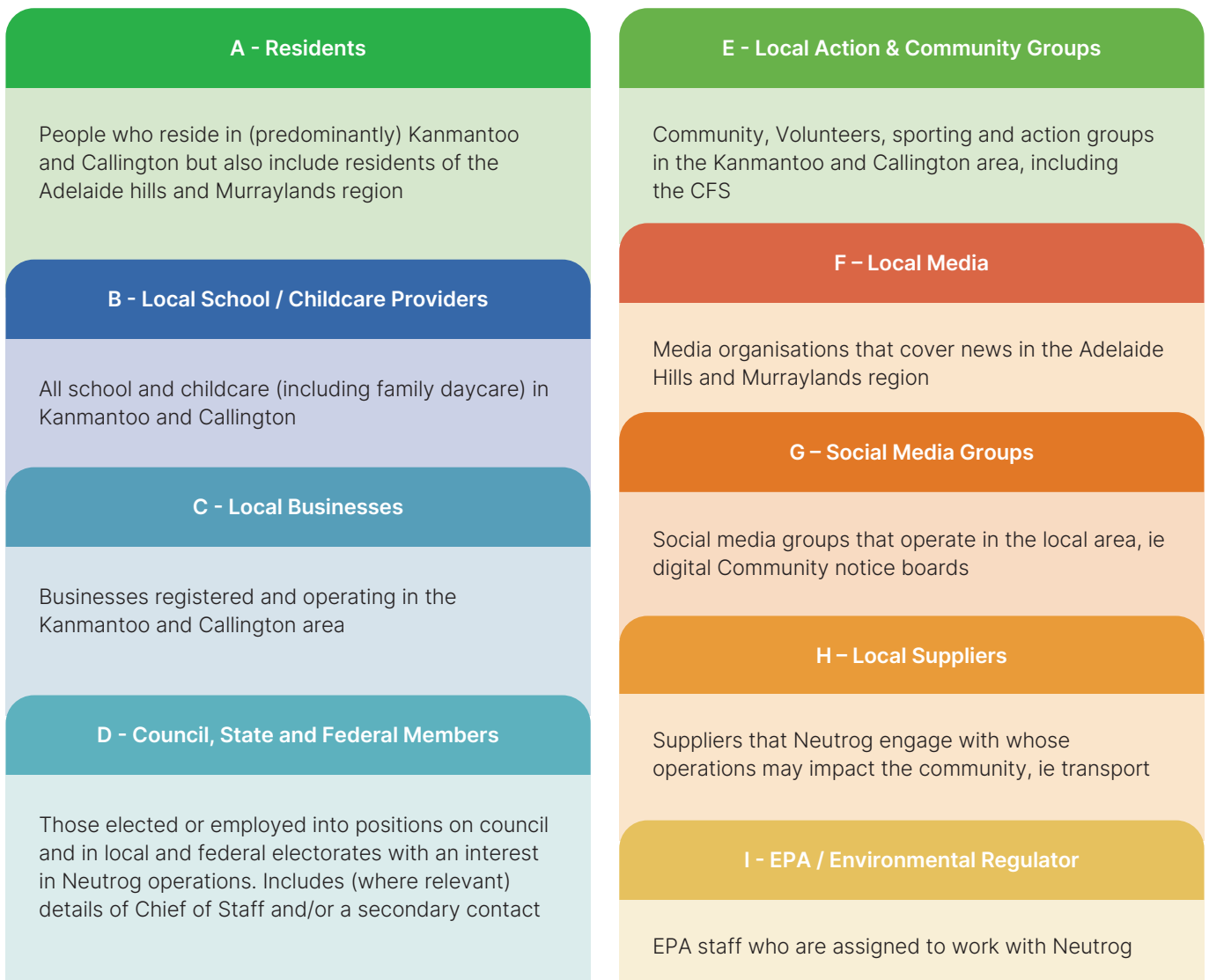
\$1,312 
Median weekly income

2.3   
Average number of vehicles per home

Age - All People	Callington	%
Median Age	42	N/A
0-4 years	40	6.4
5-9 years	34	5.4
10-14 years	35	5.6
15-19 years	37	5.9
20-24 years	40	6.4
25-29 years	37	5.9
30-34 years	42	6.7
35-39 years	36	5.7
40-44 years	38	6.1
45-49 years	46	7.3
50-54 years	50	8.0
55-59 years	50	8.0
60-64 years	53	8.5
65-69 years	31	4.9
70-74 years	24	3.8
75-79 years	16	2.6
80-84 years	13	2.1
85 years and over	5	0.8

Who are we engaging with?

Neutrog has a broad range of stakeholders with which to engage. We have grouped these as follows to ensure that the communication we share is relevant to the individual recipients. The reason for using Stakeholder groups¹, is to ensure that the communication we share is relevant to the individual recipients.



¹The contact information stored in each Stakeholder group is done so with the permission of the individual and is maintained in a password-protected file.

How does Neutrog plan to engage with the community?

With a wide range of stakeholders and communication and engagement pathways, we understand that not all information will be relevant to all groups, and the changing needs of the community over time.

Outlined below is a range of potential activities, including those suggested during our community feedback, that can be used with our community to facilitate engagement.

As the CEAP is put into practice, these options will be evaluated to determine the best approach to achieve our outcomes and may also evolve to include other methods.

Engagement Method	Stakeholder Groups								
Online Feedback Portal	A	B	C		E				H
Seasonal Mailbox Update	A	B	C						
Seasonal Poster Update	A	B	C		E				
Seasonal Email Update	A	B	C	D	E	F		H	I
Community Meeting	A	B	C	D	E	F	G	H	I
Community Engagement Forum	A	B	C	D	E			H	I
Community Day	A	B	C	D	E	F			
Face-to-Face Meeting	A	B	C	D	E	F		H	I
Individual Communication	A	B	C	D	E	F		H	I
Site Tour	A	B	C	D	E	F		H	
Fact Sheets	A	B	C	D	E	F			I
Social Media Post	A	B	C	D	E		G		

- A** Residents
- B** Local School / Childcare Providers
- C** Local Businesses
- D** Council, Local & Federal Members
- E** Local Action & Community Groups
- F** Local Media
- G** Social Media Groups
- H** Local Suppliers
- I** EPA

Summary of Engagement Method Options

Online Feedback Portal	Digitally hosted platform that allows feedback to be collected and compiled at a time suitable to the participant. Ideal for timely recording of environmental feedback, such as dust and odour.
Seasonal Mailbox Update	A printed high-level, seasonally relevant summary sent via Australia Post to all PO Boxes in Kanmantoo and Callington addressed, 'From Neutrog to the Householder'
Seasonal Poster Update	An A3 poster of the Seasonal Update to be displayed in the General Store of each town.
Seasonal Email Update	A digital version of the Seasonal Update emailed to all Stakeholders on the current email list.
Community Meeting	A public event, independently chaired with minutes recorded, where members of the community express their views in person and in front of Neutrog representatives.
Community Engagement Forum	An in-person event, independently facilitated and minutes recorded, bringing together representative groups of the community and key stakeholders to work closely with Neutrog on the way forward on specific issues.
Community Day	An open day for the community to visit Neutrog and tour the facility to get a closer understanding of the day-to-day operations.
Face-to-Face Meeting	A private meeting, made by appointment, between community members (<6) and Neutrog representatives. Meeting summaries are recorded and shared with all meeting participants.
Individual Communication	Any written (letter or email) or verbal communication that is specific and occurs directly between a community member and Neutrog. This option can be kept confidential if required.
Site Tour	A pre-arranged tour of the Neutrog facility, ideal for schools, community organisations.
Fact Sheets	Individual documents to demonstrate Neutrog processes that are relevant to the community, available in both printed and digital format.
Social Media Post	Information shared on a social media platform for the purpose of distributing information to the community, especially if timeliness is important.

How will Neutrog consult, inform, engage and involve the community?

As part of our Community Engagement Action Plan, Neutrog wants to ensure that we create opportunities to consult, inform, engage and involve all stakeholder groups.

As this CEAP is put into action, we look forward to reflecting and reviewing the information below.

For our Community including Residents, Schools & Childcare, Local Business and Local Action & Community Groups

Inform

We will be clear about how we work:

- We will be as open and transparent as possible, about our operations and our plans.
- We will share information that enables the community to, as much as possible, understand the purpose of what we do, why we do it and our objectives.
- We will be clear about the scope of influence the community has in any given context. In other words, we will be clear about when we are just informing or when we are consulting or deliberating with the community.
- When quoting or citing reference material, we will include information about the original source.
- We are committed to providing information in a format that is simple and accessible.
- We will be clear and transparent about the constraints on our business – whether they are regulatory, legislative, practical/ feasible or financial. This will include, where relevant, sharing the legal allowable limits and how these limits are measured.
- We will share information about the benefits and opportunities that Neutrog provides.
- We will make time for meetings with key staff to provide information privately if required.

How will Neutrog consult, inform, engage and involve the community?

For our Community including Residents, Schools & Childcare, Local Business and Local Action & Community Groups

Consult

We will consult our community in the development of our Environment Improvement Program (EIP). The EIP is a condition of Neutrog's licence, aimed to specifically address community concerns about the impact of various Neutrog's operations.

We will remain in consultation with our community, in an ongoing manner, to ensure that our operations meet community expectations, with understanding of the tradeoffs involved, we will:

- Host community forums – to enable our community to provide us with their views and for us to update community on important matters.
- Have one on one meetings with community members who seek to raise concerns with us.
- Host Community Days at Neutrog to enable the community to see our processes and infrastructure and get to know our business and staff.
- Respond to concerns or issues of individual members of our community via direct communications.

- Online Feedback Forum – at appropriate times, and when meaningful to our community (such as around the development of our EIP) we will use online surveys (or similar) to enable people to provide thoughts and feedback to us, with the option to remain anonymous
- Submissions – to ensure our community can convey their concerns in a way that works for them, we will use submission processes when there are decisions which our community can influence such as the development of our EIP.

We invite the community to participate in our engagement opportunities and to get involved.

We will encourage all viewpoints to be shared and we will listen and respond to all views.

We will ensure our formal group engagement activities are independently facilitated.

We will continue to acknowledge feedback from the community as to how they want us to engage as we determine the best approach going forward.

We will demonstrate respectful listening.

We will allow appropriate time for activities to be productive.

For our Community including Residents, Schools & Childcare, Local Business and Local Action & Community Groups

Involve

We want to work with, and hear from, the diversity of our community about their needs and expectations of Neutrog.

We know from our previous engagement processes that what matters to our community is improving air quality (odour and reducing dust) and minimising fire risk.

As a consequence, we are going to involve our community to work with us to develop our Environment Improvement Program (EIP) and invite them to participate in ongoing monitoring of our operations against community expectations.

We are going to do this by establishing the Neutrog Community Reference Panel for an initial period of 2 years. At this time, we will review how well the Panel is working from both the community and Neutrog perspective and adapt our approach as required.

The Panel will be facilitated by local independent consultancy DemocracyCo using best practice deliberative democratic engagement methodologies.

Role of Panel

The role of the Panel will be to:

- Assist Neutrog to connect with a broad cohort of stakeholders.
- Empower stakeholders to provide advice to Neutrog on key issues of interest to them.
- Enable Neutrog to build a trusted collaborative relationship with the community.
- Enable Neutrog to share complex information with the community and have conversations about difficult tradeoffs
- Assist Neutrog, alongside qualified experts and consultants, to develop an Environment Improvement Program that improves the environmental performance on site and includes measurable, timely actions that address community concerns about odour.
- Receive updates from Neutrog about operations and the progress of EIP / DA where relevant.
- Improve communications between Neutrog and the broader communities of Kanmantoo, Callington and the surrounding hills districts.

Refer to the Roadmap for further details of The Panel

How will Neutrog consult, inform, engage and involve the community?

For our Community including Residents, Schools & Childcare, Local Business and Local Action & Community Groups along with Council, Local Government, Government and EPA

Empower

We will be mindful throughout our planning to include activities that encourage people, across all stakeholder groups (including employees), to feel empowered to participate.

In doing this, we acknowledge that:

- Each person has a unique communication style.
- In order for people to feel comfortable sharing their thoughts they need to feel safe and heard.
- Knowledge cannot be assumed and providing resources for education and the opportunity to ask questions should always be available .
- The role of an experienced independent facilitator is essential for a balance of voices to be heard in group settings.
- Accessibility of spaces must always be considered.
- Each person's time has value that must be respected.
- In situations where emotions are high, people can feel less empowered to speak and may need to nominate an advocate to speak on their behalf.

Engage

When it comes to engagement, we ask the community and stakeholders to be open to language and tone that reflects:

- Our commitment to developing a process that is 'people first'.
- Our genuine intention to grow and develop new relationships while rebuilding trust with those who have felt let down in the past.
- Finding ways that Neutrog can support community groups and volunteer organisations.
- Flexibility with the planned process as we navigate a new way of engaging.

Accuracy and Transparency

Neutrog will document our process and engagement to ensure it is accurately and transparently recorded.

Reporting

1. Central cloud-based location for all stakeholder information in a live format so it remains current/relevant.
2. Survey stakeholder groups to identify which information is relevant to not create unnecessary contact with those who don't wish to engage. Tailor communication distribution accordingly and keep record of such.
3. Maintain monthly records of community engagement including number of individuals and outline at what level a Community Engagement Plan is required.
4. Liaise with EPA regarding sharing monthly summary report of Community Engagement.
5. Individual reports summarising the discussions and outcomes of any group face-to-face processes will be prepared by independent facilitators and published.

Responding

1. Community engagement forums - We will update participants involved in any structured/formal community sessions on action taken, in line with the groups recommendations, four months after the event and again at 12 months.
2. For other forms of engagement, we have/ will document and share a Community Response Policy that defines how each incoming communication is responded to and by whom including responsible manager, documentation of the communication, timeframe and escalation.
3. Document Neutrog's responsibility for its staff wellbeing and communication policy.



Implementing the CEAP

Our leadership team is focused on the implementation of a structured, transparent community engagement program.

Neutrog personnel involved in completing Actions:



Angus Irwin
Managing Director

As the Managing Director of Neutrog Australia, Angus manages the executive leadership team and is on the Neutrog Board.

Angus is responsible for overseeing each area of Neutrog's operations, as such he is actively across all departments and is informed of all interaction and reporting from the community and EPA.



Tony Aloisi
Operations

Tony is a member of the executive leadership team, is on the WHS committee and works directly with the production and operations staff to oversee manufacturing processes across the site.

Responsible for stock control (including compost), he also manages remote site monitoring along with the Production Manager.

Tony engages directly with the EPA on production specific information.



Hazel Ashby
Communications

Hazel is a member of the executive leadership team and manages all communication relating to residents, community, EPA and media and is authorised to speak on behalf of Neutrog.

Responsible for the implementation of the Community Engagement Action Plan, she also oversees the briefing of engagement facilitator DemocracyCo.

Hazel is the direct point of contact for community members and EPA, her team manage the Community Portal and collate feedback for the Production team.

Environment Improvement Program

Timeline 2025

Inform September	●	Community Engagement Action Plan Shared with the community
Engage September	●	DemocracyCo meet with EPA Brief on Deliberative Process & Roadmap
Engage September	●	Launch Community Portal Online feedback and information site
Inform & Engage September - October	●	Recruitment Participants for Community Reference Panel
Inform, Consult, Involve, Engage September - November	●	CEAP Roadmap Commences Neutrog Community Reference Panel is formed and meets. Facilitated by DemocracyCo
Inform October	●	Seasonal Community Update
EIP – Environment Improvement Program (EIP) November - January	●	Environment Improvement Program Updated EIP is completed in line with reports from Community Forums
Inform, Engage, Consult Early 2026	●	Community Consultation to updated EIP
Inform, Consult, Involve, Engage Ongoing	●	Neutrog Community Reference Panel meetings

Our Roadmap

Neutrog Australia have engaged the experience and expertise of DemocracyCo, to support in the development and implementation of the Community Engagement Action Plan.

Our Roadmap has been developed in response to community feedback, EPA licence requirements and the recommendations of DemocracyCo.

Our Roadmap includes specific chosen processes that represent best practice and with the highest likelihood of bringing about meaningful engagement and outcomes.

Process Overview

DemocracyCo have met with Neutrog over a period of nearly six months to understand the current position between Neutrog, residents in the local area, the wider community and key stakeholders, including the Environment Protection Authority (EPA).

In response to that information, DemocracyCo are recommending that Neutrog establish a Deliberative Panel – the “*Neutrog Community Reference Panel*” involving 20-25 community members (selected through democratic process), local staff, local community group representatives, suppliers, and local government.

The Panel will work collaboratively to agree the outcomes it would like Neutrog to achieve, how these should be measured and how different parties can give the community confidence that efforts are being made to achieve these outcomes.

In the first instance, the work of the Panel will be to discuss specific topics. The outcomes from these discussions will help Neutrog to develop a new Environment Improvement Program (EIP) that includes community involvement from the outset.

What is a Deliberative Group?

A deliberative group or deliberative process is a term that refers to a method for bringing a diverse and broadly representative group of people together (using democratic selection processes) to collaborate on decision-making and problem solving. Key tenets of the approach involve participants learning about the issue, considering trade-offs and reaching a consensus position together. Deliberation methods are an effective means of working towards constructive outcomes to challenging discussions with multiple stakeholders.

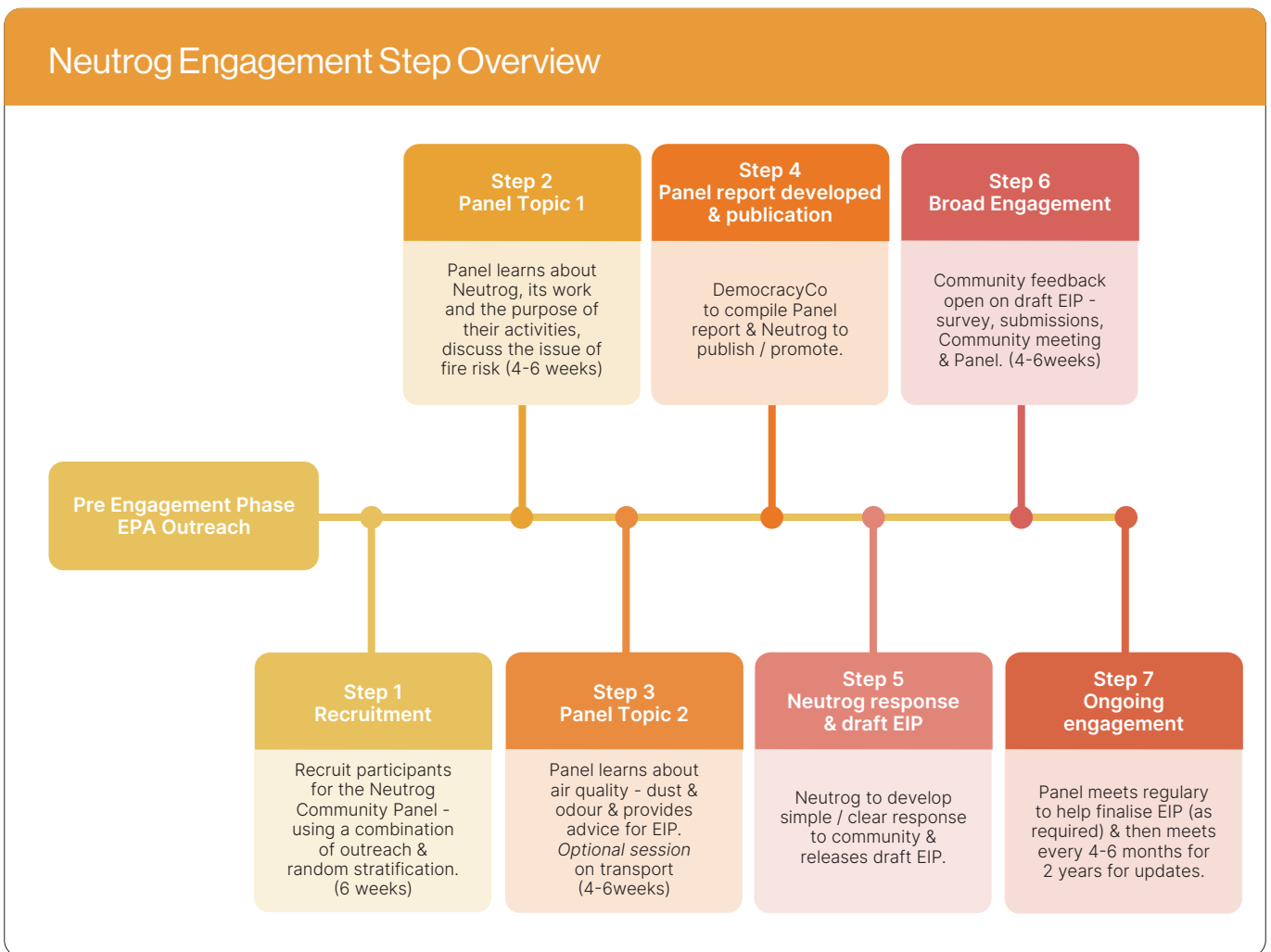
What is the difference between a Deliberative Group and a Community Meeting?

Community Meetings are open to all attendees but paradoxically don't tend to attract a diverse cross section of the cross section of the community. They only tend to attract those who feel it is worth their time to attend. As a consequence, they don't tend to be as representative of the community as a Deliberative Group.

Community meetings can make it difficult for all voices to be heard and for constructive outcomes to be achieved. Where communities and organisations are looking for tangible outcomes/ actions from engaging together, then deliberative groups are the best means to achieving that.



Road Map Plan



EPA Engagement

Neutrog need support from the EPA for this process to be successful and effective. Consequently, the first step will be to bring the EPA into the process so they understand and can experience it first-hand. This will include:

- Verbal briefing to EPA on the deliberative process
- Seek to involve a representative of the EPA as an observer and to provide advice on regulatory matters, subject to EPA resources being available.

The role of the Panel will be to:

- Assist Neutrog to connect with a broad group of stakeholders.
- Enable stakeholders to provide advice to Neutrog on key issues of interest to them.
- Enable Neutrog to build a trusted collaborative relationship with the community.
- Enable Neutrog to share complex information with the community and have conversations about trade-offs.
- Assist Neutrog to develop its Environment Improvement Program.
- Receive updates from Neutrog about operations and the progress of EIP.
- Improve communications between Neutrog and the broader communities of Kanmantoo, Callington and the surrounding hills districts.

What does the Environment Improvement Program Cover?

Neutrog and DemocracyCo acknowledges that the community has concerns about issues relating to fire, dust and odour, and it is important to understand which of these elements is addressed in the Environment Improvement Program (EIP).

The current Environment Improvement Program (Staged EIP – Odour, Sept 2023) is a plan of action with stepped changes to improve odour impacts from the Neutrog site. It includes agreements on key odour reducing measures, including compliance dates for implementation. That means that the existing EIP, does not have measures that relate to fire or dust and when the Panel are discussing the current EIP, the discussions will be exclusively about odour.

Neutrog also understand that our community expects us to have practices in place to ensure that, in addition to odour, we also manage and mitigate fire risk and the transference of dust. As such, the Panel will also be engaged on these topics.

Due to the time of year, it is planned that the first activities for the Panel will be to focus on fire risk. Facilitated by DemocracyCo, the structure of these sessions is to create an open, forward looking frame work for constructive conversation to address community concerns ahead of the fire season and beyond.

Soon after, the group will conduct individual sessions, also facilitated by DemocracyCo, exclusively around air quality, with an emphasis on odour. It is during this session when the current EIP will be discussed in detail, looking at how the EIP can be updated to better reflect current processing methodologies and address specific community concerns about odour.

Panel Role and Remit.

While an Environment Improvement Program (EIP), is a living document that sets out a process of measurable, agreed actions that relate to specific operational processes for which Neutrog are solely responsible, it needs be developed in consultation with the community.

By proactively electing to update the current EIP (Staged EIP – Odour, Sept 2023) and including the Panel in the process of drafting this update, the areas of priority for the community will be represented from the outset (alongside the operational actions), leading to a greater level of understanding on both sides.

Through independent facilitation by DemocracyCo the framing of these discussions needs to support a conversation which provides Neutrog with a platform to discuss the current EIP and get a sense of community sentiment about how updating this document will impact them.

Consequently, DemocracyCO recommend the following framing question:

“What would give you the confidence that Neutrog is..?”

It is through this lens that Neutrog can go into detail with the Panel on specific areas of concern, namely Fire Risk and Air Quality (covered in Staged EIP – Odour, Sept 2023).

In the experience of DemocracyCo, information gained through these sessions, in conjunction with relevant experts, consultants and the EPA, will contribute to a collaborative approach to improving operations and developing an EIP that includes actions that address processes and community trust concurrently.

We are proposing that the first Panel is focussed on Fire (as we come into the fire season), and as such this would read as follows:

“What would give you confidence that Neutrog are doing everything we can to prevent fire risk?”

The second Panel on Air Quality – Odour and Dust would read as follows:

“What would give you confidence that Neutrog are doing everything we can to improve air quality by reducing odour and dust?”

Key Message Framing

Neutrog is a part of the Callington and Kanmantoo community.

We want to work to support and maintain trusting, respectful and collaborative relationships between our company, local residents, landowners and other industries. The Neutrog Community Panel will seek to explore the issues of key concern to you, including fire and air quality – we want to understand what we can do to give you confidence that we are addressing issues as best we can.

In the first instance, these conversations will allow us to listen directly to community concerns and assist with ongoing improvement to our operations. This engagement will also play a vital role in helping to develop a new Environment Improvement Program (EIP).

Reporting

Each of the topic-based Panels (see steps 2&3 on the diagram¹) will produce content which allows DemocracyCo to create Topic Reports in line with the following structure.

1. Introduction

- process overview
- the relationship the community want to have with Neutrog

2. Outcome / goal

- achievable outcomes / goals (on this issue - fire risk / odour/other) (in the context of the issues / concerns)
- how would this outcome/goal be measured?

3. Confidence in Action

What would give us the confidence that effort is being made to achieve this outcome.

What is the responsibility of the EPA?

The responsibility of the EPA is to administer the Environment Protection Act 1993 including compliance and reporting.

This could/should also include:

- What is the responsibility of Neutrog?
- What is the responsibility of Local Government, specifically Planning and Development?
- What is the responsibility of the Community?
- What is the responsibility of Others (determined by the Panel)?

DemocracyCo will then bring the Topic reports together into one Panel report for publication by Neutrog – to provide context for the development of the EIP.

The format of reports from future Panel sessions will depend on the purpose of the session – but at the very least, it will be in the form of a Summary of Session Report. These reports will be published on Neutrog's Community Portal for transparency purposes.

¹ Diagram on Page 17

Each Step Explained

Step 1

Recruitment of participants and speakers

It is intended that the Panel will be made up of approximately 20 participants.

Subject to interest by the relevant parties, we propose recruiting the following as standing members of the Panel:

- community members (who are vocal and consistently critical of Neutrog) (invited)
- community members of Kanmantoo (selected through democratic processes- details below)
- community members of Callington (selected through democratic processes – details below)
- community members of broader hills area (Nairne / Littlehampton / Monarto)
- Environmental Group representative (i.e. Kanmantoo – Callington Landcare Group)
- community group representative (i.e. Rotary, CFS or similar)
- Local government representative (Local Council invited to provide representative)
- Representative from school (local school invited to provide representative)
- Neutrog staff (living in Callington/ Kanmantoo area) (invited)
- Suppliers (in hills area) (invited)
- Hillgrove Resources (neighbouring business)
- Regional Development Organisation (or similar)
- Owners of adjoining land

We would propose that Hazel Ashby from Neutrog and a representative of the EPA (subject to resources being available) be standard observers of the process and attend each meeting.

To improve transparency, we may also invite other organisations/individuals to observe the process such as local authorities or local Members of Parliament.

Democratic Recruitment process – Community Members selection

Democratic recruitment processes involve inviting members of the community to register their interest in participating. At the point of registering their interest to participate we collect data about their demographics and the nature of their interest and use this to randomly select a diverse group. This approach helps to ensure that Neutrog aren't only hearing from one perspective but moves beyond this to attract a group with a broad interest, styles of communication and willingness to work collaboratively.

To gain interest from this broader group of people we recommend paying all Panel members a nominal 'honorarium' for their participation. This helps cover their costs of participation and also recognises that Neutrog respect and value their time and assistance.

Deliberative groups are considered best practice in creating a forum where a range of voices can be heard and through proven methodology provide a pathway to bring about realistic, actionable outcomes. For this reason, the construction of a deliberative group, along with the speakers that attend to share expert knowledge, is not a randomised process.

The proposed structure of the deliberative group that will become the Panel, is outlined below.

Step 1 Recruitment of participants and speakers	
Community members (who are vocal and consistently critical of Neutrog) (invited)	This group has a strong and longstanding concern and interest in Neutrog’s operations. They are directly impacted by Neutrog’s operations in terms of both odour, air quality and fire risk and report feedback.
Community members of Kanmantoo	This group is directly impacted by Neutrog’s operations in terms of both odour, air quality and fire risk.
Community members of Callington	This group is directly impacted by Neutrog’s operations in terms of odour, air quality and fire risk.
Community members of broader hills area (Nairne / Littlehampton / Monarto)	As a significant employer in the region Neutrog provides employment opportunities to people in the broader Hills areas. Also, conceivably, the fire risk posed by Neutrog extends beyond Kanmantoo and Callington to the broader area.
Local Environmental Groups	The environmental impacts from Neutrog will be of interest to environmental groups and members of these groups are also residents of the area – so they are likely to be directly impacted by odour, air quality and fire risk.
Community group representative (i.e. Rotary, CFS or similar)	As local residents this group is directly impacted by Neutrog’s operations in terms of odour, air quality and fire risk. Those who volunteer with the CFS are also invested in a practical way by fire risk and mitigation measures.

Each Step Explained

Step 1 - *Continued*

Recruitment of participants and speakers

<p>Local Government (staff)</p>	<p>Have knowledge of various issues relevant to Neutrog’s work, including planning. They also have relationships with the local communities affected on related issues.</p> <p>Council has an interest in the economic contribution Neutrog makes to the region.</p>
<p>Local School representative</p>	<p>Is impacted by Neutrog’s operations in terms of both odour, air quality and fire risk.</p>
<p>Neutrog staff</p>	<p>Employment opportunities will be affected by decisions of Neutrog.</p> <p>Also, if living close to the facility they may be affected by odour, air quality and fire risk.</p>
<p>Suppliers</p>	<p>Would be affected by decisions which impact on Neutrog’s operations.</p>
<p>Hillgrove Resources</p>	<p>Is an immediate neighbour, provides support as needed and could be affected by odour, air quality and fire risk.</p>
<p>Owners of Adjoining land</p>	<p>Due to proximity can have greater exposure to day-to-day operations including noise generated by machinery activity and can be affected by odour, fire risk and air quality</p>
<p>Regional Development organisation</p>	<p>Has an interest in the economic contribution Neutrog makes to the region.</p>

Step 2 Onboarding & Topic 1 (Fire)

We will bring the Panel together over 3 sessions to get to know each other, learn about Neutrog and the process and also to discuss the first topic:

Fire Management.

To commence the work of the Panel, we would run a 2 -3hour information session to enable participants to get to know each other and to learn about the role of the Panel and the process they are committed to.

The following two/three sessions will focus on:

- Learning about the fire risk
- What Neutrog currently does to manage this risk
- Identifying goals / outcomes that the community want to achieve regarding fire
- Discussing and agreeing what would give the group confidence that Neutrog was doing everything reasonable to minimise the fire risk.

An engagement report will be produced from these Sessions as outlined in the Product section above.

Step 3 Topic 2 (Air Quality)

The Workshops as part of Step 3 will be focused on the issue of **Air Quality**.

The two/ three sessions will focus on:

- Learning about issues of odour and dust
- Understanding What Neutrog currently does to manage this risk
- Identifying goals / outcomes that the community want to achieve regarding air quality
- Discussing and agreeing what would give the group confidence that Neutrog was minimising issues pertaining to air quality.

An engagement report will be produced from these Sessions as outlined in the Product section above.

In the future Neutrog might also wish to do a similar exercise regarding "Transport" as we note from the community surveys previously undertaken that truck speed is also an issue for people in Kanmantoo. If so, an additional 3-hour session will be needed for Transport.

DemocracyCo and Neutrog acknowledge that topics of community concern, such as traffic, do not fall within the jurisdiction of the EPA, however, it is important that through the course of establishing a Community Engagement Action Plan, a space is created for future topics to be discussed.

Each Step Explained

Step 4 Panel report developed & published

DemocracyCo will bring the two Panel reports and put them into one document and to enable publication.

Publishing the report and promoting it will enable Neutrog to demonstrate that they are listening and have quality advice from a broad cross section of the community about their objectives. This will enable Neutrog to demonstrate (as part of the next step) how they are responding to those objectives.

Step 5 Neutrog Response & draft EIP

During the period when Panel sessions are being conducted, Neutrog will be drafting its new EIP.

Once the Panels are completed and Reports published, Neutrog will refer to the outcomes proposed, to assess their relativity to the actions included in the new EIP and feasibility of delivery (including, but not limited to WHS, regulatory requirements and licences).

Step 6 Broad Scale Engagement

As per EPA licence requirements, once complete, the draft EIP will be promoted and opened for broadscale community feedback.

To support this process, we are proposing that Neutrog do the following:

1. Publish a communications document which demonstrates how the EIP achieves the objectives identified in the Panel Report (at Step 4). We anticipate that this would be a 1 A4 page summary document which diagrammatically presents how Neutrog has responded.
2. Establish an online survey for community feedback (via Community Portal).
3. Establish a submission process for community and or stakeholder feedback.
4. Host a Community Panel Session – to present back to the Panel about what Neutrog is proposing to put in place to achieve the objectives of the Panel and seek their feedback on this.

Step 6 Broad Scale Engagement

5. Host a Community Meeting to present what Neutrog is proposing to put in place to achieve the objectives of the Panel. A carefully facilitated process will then seek feedback from the community members in attendance about their views. The methodology used for this process ensure constructive conversations in small groups and that all voices are able to be heard. This Community Meeting would be held after the Community Panel Session – to enable us to also brief the community meeting about any feedback / advice directions suggested by the Panel. This will demonstrate how Neutrog is listening. As part of this we could explore Panel members sharing their learning and or briefing the meeting (depending on willingness of Panel members). The meeting could also be held as an ‘event’ at Neutrog and include a BBQ, open day and tour.

Extensive communications will promote the engagement process in a clear and succinct way.

We envision it including:

- Newsletter articles
- Direct mail
- Assorted media
- Local Newspaper Advertisement
- Signs in local post office and or shops / noticeboards

Once the community consultation process is complete, Neutrog will follow the process for implementation of the new EIP.

It should be noted that an updated EIP cannot come into effect until it has been formally assessed and approved by the EPA.

The process proposed here has been developed to take the community ‘along for the journey’, invited to be involved, informed and consulted throughout the development of an updated EIP.

The intention is to ensure transparency, through engagement to help build trust and confidence between all parties.

The outcome being an EIP that each stakeholder group understands includes measures to meet Neutrog’s licence conditions while simultaneously addressing areas that impact the community.

Each Step Explained

Step 7 Ongoing

Step 7 represents possible ongoing work for the Panel. As an example, subject to any updates needed to complete the EIP, it may be appropriate in the short term to have another meeting with the Panel to finalise the EIP.

The Panel will continue to meet periodically to receive updates from Neutrog on the progress of the items included in the EIP and to provide a sounding board for Neutrog on related matters or in relation to operational matters. We envisage these meetings will occur regularly – potentially every 4 months to begin with, reducing to every 6 months.

We are recommending Neutrog continues the work of the Panel for 2 years at which point it should be reviewed to determine whether it is providing a constructive forum for engagement, meeting the needs of the community and the objectives of the organisation.

If Neutrog decides to continue the work of the Panel – we would recommend that membership is refreshed with new community members through another round of democratic recruitment. This is important because we find community members can become ‘institutionalised’ – over time they lose their independent community viewpoint. It will be important to the success of the Panel in providing advice to Neutrog that the community independence is maintained.

The role of DemocracyCo will continue until such point that the Panel, Neutrog and DemocracyCo collectively agree that their involvement is no longer required.

It should be noted, however, that Neutrog has engaged DemocracyCo with the intention of it being a long-standing partnership, that plays a foundational role in developing a pathway between the community and Neutrog that is valued by both sides.

Policies

Appendix

Who are DemocracyCo

DemocracyCo is a global leader in democratic engagement, with a strong and proud pedigree of policy, politics, and deliberative democracy strategy, design and implementation, both in Australia and overseas.

With many years' national and international experience in community engagement and deliberative democracy, they have earned a global reputation for tackling some of today's toughest questions, by creating the conditions for meaningful dialogue and fostering the type of understanding and collaboration that creates powerful, lasting change.

What DemocracyCo do

DemocracyCo is a world-renowned team with a proven track record in using deliberative democracy to support governments, non-government organisations and industry to engage and mobilise communities. Our work offers a way to create sustainable solutions to complex problems: solutions that empower the community, align the diverse needs of individuals, governments and organisations, and give governments real, evidence-based solutions.

DemocracyCo's work is nonpartisan and impartial, with clients including local, federal and state government; environmental, utility and infrastructure organisations; regional development authorities; non-profit and NGOs; and humanitarian and philanthropic organisations.

What makes DemocracyCo different

DemocracyCo assist in moving beyond loud opinions and outrage to understand the considered judgement of diverse communities and stakeholders.

DemocracyCo work with organisations, stakeholders and or the community to co-design sustainable and evidence-based solutions to complex problems. They provide expert advice about how to build deliberative democracy and meaningful community engagement: helping to ensure that the right engagement methods are being used in the most impactful way and at the right time. They do this through deliberative democracy advisory services, training programs and by co-creating Engagement Roadmaps with organisations.

DemocracyCo bring not only a wealth of experience in facilitation but also in extensive experience in public policy development, government communications, community engagement and public administration across many portfolios – which means that they can provide advice that is cognisant of the context in which you work.

To find out more about DemocracyCo please visit their website www.democracyco.com.au

Communication Policy / Community Response Policy

Neutrog will adhere to the following guidelines when responding to communication from the local Community:

- Acknowledge receipt of written communication and phone calls within 24 hours for those enquiries received between 9am and 5pm Monday to Thursday and within 72 hours for those enquiries received between 9am Friday and 5pm Sunday.
- Acknowledge receipt of SMS messages on the Community mobile phone as they are received, within reasonable hours.
- All interaction with the Community will be documented.
- Feedback Reports placed through the Community Portal will receive an immediate, system generated reply to acknowledge they have been received. Further contact will be made by Neutrog within 72 hours for those Feedback Reports that require further clarification information. Upon receipt, Feedback Reports are immediately forwarded to a staff member for review.

All communication, must conducted in accordance with Neutrog's Community Communication Guidelines.

Community Communication Guidelines

Neutrog invite an open flow of communication with the local Community.

We welcome questions, input and feedback relating to any Neutrog operations by all interested parties. Neutrog will respond to any incoming communication, within seven (7) working days.

To ensure the welfare of our staff and community, we expect that all communication is conducted in an appropriate way, is constructive and respectful.

Communication, via any form, that contains offensive language, is considered abusive, discriminatory or derogatory, will not be tolerated.

In the unfortunate event that the above does occur, a single response, confirming our Community Communication Guidelines will be shared, and should the inappropriate communication continue, we reserve the right to not respond, nor record this as valid feedback.

Escalation

Any incoming Community communication that cannot be received and resolved by the relevant department, will be escalated to the Manager of the appropriate team for action.

Policy Evaluation

This policy will be evaluated by the Neutrog Management team every two years.

Due Date for Review

Due for review in February 2027

Staff Wellbeing Policy / Community Engagement

Neutrog will ensure the health and wellbeing of staff by:

- providing our staff with a safe, healthy and supportive environment in which to work;
- recognising that the health and wellbeing of our staff is imperative, and that it not only benefits the individual, but also co-workers, families and the wider community;
- providing a supportive workplace culture where our staff are valued and encouraged.

In the specific circumstances of Community Engagement, Neutrog will ensure staff wellbeing by:

- providing training to those staff that engage directly with the Community;
- share our Community Communication Guidelines with all relevant stakeholders;
- upholding standards of respectful communication when receiving Community feedback;
- regular reviews of all Community engagement with coaching and support if necessary.

Communication Guidelines

Neutrog invite an open flow of communication with the local Community. We welcome questions, input and feedback relating to any Neutrog operations by all interested parties. Neutrog will respond to any incoming communication, within seven (7) working days.

To ensure the welfare of our staff, we expect that all communication is conducted in an appropriate way, is constructive and respectful.

Communication, via any form, that contains offensive language, is considered abusive, discriminatory or derogatory, will not be tolerated.

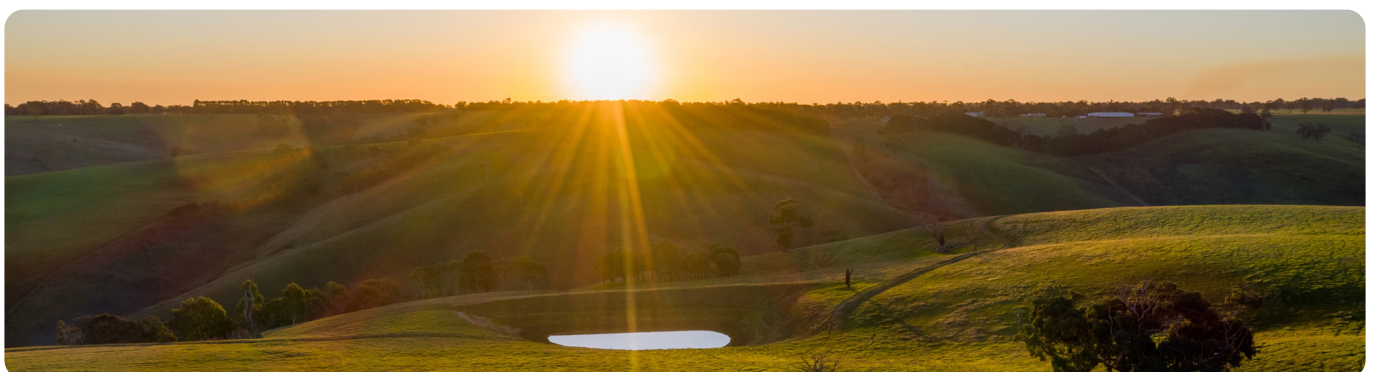
In the unfortunate event that the above does occur, a single response, confirming our Community Communication Guidelines will be shared, and should the inappropriate communication continue, we reserve the right to not respond, nor record this as valid feedback.

Policy Evaluation

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Due Date for Review

Due for review in February 2027





Community Portal

For more information or to get in contact you can visit our community portal at: neutrogcommunityportal.com.au