



Community and Stakeholder Engagement Framework

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Community and Stakeholder Engagement Framework

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Community and Stakeholder Engagement Framework

1 Purpose and Scope

1.1 Background

There is widespread interest in the Company's North Yorkshire polyhalite (the Project) at local, regional and national levels. This is demonstrated by the ongoing media and stakeholder enquiries, as well as the levels of participation during the planning consultations or at Company events.

Sirius Minerals (the Company) has successfully engaged the community and other key stakeholders during this period, gaining widespread support for the Project. This has helped to provide the Company with a social license to operate. Maintaining this throughout the construction period is important to the successful delivery of the Project and is a key objective of the Company's board and management team.

1.2 Purpose

This Community and Stakeholder Engagement Framework (CSEF or the Framework) aims to set out a clear communications approach during the construction period which, when implemented correctly, can help to maintain the Project's social license to operate.

1.3 Scope

The Framework sets out an approach to community and stakeholder communications during the construction period. It outlines the overall strategy, identifies the main stakeholder groups and details the engagement objectives and activities. It sets out the roles and responsibilities of the Company and the principle construction contractors for implementing and managing its delivery.

Detailed community and stakeholder engagement action plans, which align to the approach set out in this Framework, will be produced before each of the construction events listed in Appendix 1.

It is not within the scope of this plan to include engagement with the planning authorities and other statutory bodies in relation to the compliance with planning obligations and further environmental requirements, other than those specifically regarding community engagement.

2 Engagement Strategy

This section summarises the strategy for communicating with the community and stakeholders during the construction of the Project.

2.1 Rationale

The strategy is based on the principle that the local community and key stakeholders will react best to being kept informed of developments and in advance of them occurring. The failure to communicate always leads to a communications vacuum and this in turn leads to misinformation and rumours which can negatively affect the perception of the Project.

Similarly, providing channels for feedback to the Company in the first instance allows local people or spokespeople to be engaged in matters that might affect them. It also allows them to be able contact the Company in the first instance.

Keeping people informed is not just about notification of physical activities during the construction period, but is also about allowing a channel for feedback that might raise an issue or local knowledge that the Company or its contractor teams was not previously aware of. It also enables a channel to positively promote the benefits of the Project as well as engaging in other positive public relations activities.

Any materials that are prepared for public consumption to explain parts of the construction work should be designed / drafted in a manner that promotes the understanding of works or issues in as clear and straightforward manner as possible. Ideas and initiatives to better explain construction work or progress will be received well by the Company.

2.2 Approach

In summary, the strategy that is to be adopted is to:

1. **Conduct pre-briefings for key events or activities**

Providing clear information before works commence at each site detailing what construction will involve, when it will take place and the measures to limit impacts.

2. **Have effective ongoing management of local communications**

Providing ongoing updates about construction progress and establish mechanisms that enable concerns to be raised and acted upon. This includes participation in the various liaison groups and clear processes to manage incoming queries or complaints.

3. **Community benefit initiatives**

Undertaking and promoting regular initiatives that deliver community benefits such as education and training schemes and employment and business opportunity information sessions. This may include any other positive public relations activities.

Further details on the methodology for pre-briefings, ongoing management and community benefits initiatives are available in sections 4.2 – 4.4.

3 Stakeholder Identification

Stakeholder groups have been identified and engaged as the Project has developed and can be broadly categorised as follows:

- **Local residents**

Residential neighbours and or landowners close to the individual construction sites. This could also include those directly affected in other areas such as those living close to key transport corridors or junctions.

- **Community representatives**
This group includes elected representatives of the community including parish and town councils, local authority officers and councillors, and local MPs.
- **Interest groups**
Business networks, environmental bodies, other local clubs and groups.
- **Education institutions**
This includes local schools, colleges, universities and other training providers.
- **Media**
All online, print and broadcast outlets and journalists are considered key stakeholders.
- **General public**
The wider public as accessed through media channels, the website or site signage etc.

The engagement approach for each stakeholder group will follow a ‘monitor’, ‘keep informed’, ‘keep satisfied’, or ‘manage closely’ hierarchy depending on their level of interest and ability to influence the successful delivery of the Project.

4 Engagement Methodology

This section sets out how community and stakeholder communications will be handled during the construction of the Project.

4.1 Identify stakeholders

Whilst the broad stakeholder groups have already been identified there will be specific stakeholders relevant to each of the construction sites, consisting of those that are most likely to be impacted by the works, which will need to be engaged. This will include landowners and local residents in close proximity to the sites. The detailed action plans will identify these.

4.2 Pre-briefings for key events

Before construction of key stages of the Project begins it is important to provide information to the local community. For the purpose of this Framework these stages are defined as “construction events” (these are listed in appendix 1) and each would trigger the requirement to undertake these pre-briefing activities.

The information to be included in these activities will include details about what construction will involve and, if appropriate, focus on the main issues that have been raised during previous consultation. Reassurance will be given that measures will be taken to limit adverse impacts to an acceptable level and that planning conditions and other requirements are in place to ensure that this happens. People will also be informed of what they can do if they have questions or concerns.

This will help to raise awareness of what to expect and demonstrate that concerns will be listened to and acted upon wherever reasonably possible. As a minimum, the pre-briefing activities will include:

- Letters – Letters and or emails should be sent to those that are likely to be immediately affected. This might include neighbouring residents or households and businesses on access routes. As a courtesy, the same information will be sent to the local Parish Council, borough and county councillors covering those areas and the local MP.
- Newsletter / Leaflet – A short summary newsletter or leaflet about the works will be made available. Depending on the scale or profile of the works, this can be posted out to the recipients of the above or circulated more widely. The precise details will be a matter of judgement and as a result of discussions between the contractor and the Company. As a minimum, copies of the leaflet will be available on site during the works in case people make onsite queries.
- Information board and signage – Each site should have an information board at its entrance (and potentially at other prominent locations) containing the key details of what the work is, how long it is expected to last and contact details for further information, queries or emergencies. This should also include signage at sites where highways works related to the Project are being undertaken. HGV's associated to the Project should also be clearly identified.
- Exhibitions / Open days – In the case of certain key events it will be appropriate to inform local residents and the wider general public through open days prior to works starting. This would include further information on exhibition boards and would be attended by key personnel from the Company and contractors, who would be able to respond to queries and be able to provide reassurance on potential concerns.
- Press release – If appropriate (often where a wider audience is potentially affected or interested in the works planned) then a press release will be prepared detailing the key facts. The distribution will be a matter of judgement depending on the scope of the works. Any press release needs to be signed off by the Company in a timeframe that makes sure newspaper deadlines are met. Coverage should always appear in the week prior to the proposed activities beginning.
- Website updates – Details of key events should be uploaded to the Company website. Some works may also require more detailed information and documents to be uploaded. This information needs to be provided to the Company in a timely fashion to enable this happen.
- Social media updates – The Company will control its social media accounts. As above, the contractor will be expected to provide the relevant details to the Company in a timely fashion so the relevant information can be released through its social media channels.
- Stakeholder briefings – In some circumstances the contractor will be required to undertake specific stakeholder briefings to inform them of key events. This may be as a result of the stakeholders being closely affected by the works or as a reaction to the issuing of any of the publications detailed above. The Company will take the lead on such matters, in close

collaboration with the contractor (as it is likely to have existing knowledge or dealings with the stakeholders concerned). Each case will be different and on some occasions representatives from the Company may not be required to attend the meetings. Each case should be discussed in advance with the Company.

4.3 Ongoing management

Local residents and stakeholders will need to continue to be engaged as construction progresses and be kept informed of key developments (i.e. general updates outside those covered under 'key events' in appendix 1). This will enable the Company to provide regular updates of the Project's progress, and that it is being delivered in accordance with planning consents and any other Company commitments. Alternatively, if the Project is not progressing as expected it is important that stakeholders are provided with an explanation and reassurance that corrective measures will be implemented.

In addition, on-going engagement will include a range of communication channels that enable stakeholders to raise issues and ask questions and for the Company or the contractor to respond to these.

4.3.1 Liaison Group Forum

A Liaison Group Forum will be established prior to the commencement of construction and will meet quarterly, as a minimum, throughout the construction and post-construction period. It will be chaired by the Company and its membership will include representatives from the National Park Authority, parish and town councils, local residents and wider community stakeholder representation as appropriate. It will also be open for the general public to attend.

The purpose of the group is to facilitate liaison between local stakeholders about construction, providing updates about progress, and to enable issues and concerns to be raised and resolved. The contractor will be expected to provide one or more representatives at this forum to contribute to its successful operation. Attendees from the contractor must be of a suitably senior position to enable meaningful dialogue and feedback at the Forum.

4.3.2 Traffic Management Liaison Group

The purpose of this group will be to facilitate liaison between local authorities and other interested stakeholders in regards to construction traffic. The group will oversee the management and monitoring of the Construction Traffic Management Plan (CTMP), and will be chaired by the Company.

There will be representation from the National Park Authority, local authorities, parish and town councils, and other stakeholders who may be affected by construction traffic.

4.3.3 24-hour community helpline

To ensure that there are accessible points of contact for the local community and wider stakeholders there will be a 24-hour helpline and a community email address, which will be widely promoted and staffed by the Company.

4.3.4 Regular briefings and updates

Key individuals and organisations will be regularly briefed and updated, the frequency of which will be determined by whether they have been categorised as monitor, keep informed, keep satisfied or

manage closely. The general public will also be kept informed. Similarly to pre-briefings for key events, updates will be communicated through the following channels:

- Public meetings and presentations - Parish council and town council meetings will be regularly attended, together with presentations to local interest groups.
- Press releases - the print and broadcast media will be utilised extensively to communicate with the wider community and at a regional and national level.
- Newsletters, website and social media – regular updates produced throughout construction via the website, leaflets, newsletters, social media and publications relating to specific issues, such as careers.

4.4 Community benefit initiatives

The Company has made a number of commitments to benefit the local area during construction such as providing employment and supply chain opportunities, training schemes, school outreach programmes and funding community projects. It is important that these are implemented and widely promoted so that the community and stakeholders are aware that the Company's commitments are being delivered. The initiatives, many of which are planning obligations in the S106 agreements, are outlined below:

- Funding to Scarborough Borough Council and Redcar and Cleveland Council to identify and prepare local people for employment opportunities.
- Funding to raise awareness of science, technology, engineering and maths (STEM) related careers in schools in North Yorkshire and Redcar and Cleveland.
- Targets specified in the YPL Skills Strategy - take on 50 apprentices, recruit 15 local students on the YPL Undergraduate Programme and train 300 adults.
- Quarterly employment opportunity sessions to promote job opportunities to local people
- Education outreach initiatives, careers events and presentations.
- Meet the buyer events for local businesses.
- Funding community projects through the York Potash Foundation.

4.5 Protocols and guidelines

There are guidelines in place, as listed below, to ensure that communication methods are clear, consistent, responsive and appropriate to the audience when dealing with different situations. Contractors will be expected to adhere to these procedures.

- Complaints procedure
- Media protocol

- Crisis readiness

A clear communications approach is important should a major incident occur. The Company's Communications Issues Management Plan (CIMP) sets out the steps to be taken following a major incident. In such a situation the reporting procedures in the CIMP should be followed and it is the responsibility of contractors to incorporate key aspects of this plan into their own processes.

5 Roles and Responsibilities

This section provides a framework that identifies responsibilities for the delivery and management of community and stakeholder engagement, focusing on roles of the Company and the principle construction contractors.

The Company will be responsible for community and stakeholder engagement during construction, supported by each construction contractor as required.

5.1 *Sirius Minerals*

The Company will be responsible for:

- Identify key stakeholders likely to be impacted by the works.
- Undertake pre-briefing activities before construction starts such as:
 - Open Days / exhibitions as appropriate
 - Signage at construction sites and update as necessary
 - Produce an information leaflet including an outline of the programme, impacts and mitigation, contact information, etc.
 - Direct correspondence with neighbours and landowners in regards to construction events such as blasting
- Liaison with the planning authorities and community representatives, including chairing the Liaison Group Forum and Traffic Management Liaison Group.
- Media relations.
- Manage the complaints procedure.
- Staffing the 24-hour community helpline, producing project newsletters, social media and updating the website.
- Direct engagement and briefings with key stakeholders including local residents, community representatives and interest groups.

The YPL External Affairs Director has responsibility for all company communications and external relations and should receive a monthly community and stakeholder engagement report. The External Affairs Director will chair the Liaison Group Forum and YPL's Development Manager will chair the Traffic Management Liaison Group.

The External Affairs General Manager, reporting to the External Affairs Director, is responsible for production and implementation of detailed community and stakeholder engagement action plans.

5.2 Construction Contractors

Each of the construction contractors will be required to support the Company's stakeholder engagement approach as follows:

- Provide expected durations of phases or work, their potential impact on the local community and mitigation measures.
- Provide details of any expected public transport diversions, delays, planned road closures, impacts on highways, interrupted access for residents/ businesses, or other expected community disruption.
- Participate in quarterly employment opportunity sessions, at least two meet the buyer events, and a minimum of two education outreach days per year
- Cooperate with YPL in media events and provide information to YPL for publications, the website, newsletters, etc.
- Adherence to YPL communications protocols and guidelines.
- Attend the liaison groups, parish/town council meetings and assisting YPL as required.
- Ensure that all sub-contractors comply with stakeholder and community relations requirements.

Appendix 1 – Construction Events

Appendix 1 - Construction Events

The following provides a list of construction events which would trigger the requirement for pre-briefing activities, as outlined in section 4.2. The list is not exhaustive and there may be other events or activities not listed here that could be classified as construction events as a result of discussions between the Company and its contractors.

The construction events for the purposes of this Framework are:

- Any significant geotechnical investigation or drilling works
- Highways works
- Any site preparations
- Commencement of the MTS works
- Mine site shaft sinking
- MHF construction
- Harbour construction
- Overground conveyor construction (if not included with above)
- Temporary Park and Ride construction
- Any road closures
- Requirement to bring in abnormal loads

Appendix 2 – Engagement Activities Summary

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The table below provides an ‘at a glance’ overview of the main community and stakeholder engagement activities, together with the respective roles of YPL and the construction contractors in delivering them.

	Pre-briefing activities	Ongoing management	Community benefit initiatives
York Potash	<ul style="list-style-type: none"> Establish Liaison Group Forum and Traffic Management Liaison Group Project update newsletter Media, website update, social media Briefings with site neighbours, landowners, community representatives and other key stakeholders as identified Produce leaflet detailing upcoming construction activities Send letters to stakeholders likely to be immediately affected Hold public open days / exhibitions 	<ul style="list-style-type: none"> Chair Liaison Group Forum and Traffic Management Liaison Group Manage 24-hour community helpline and Attend parish and town council meetings quarterly Regular updates to site neighbours, landowners, community representatives and interest groups Media, website update, social media Manage complaints procedure 	<ul style="list-style-type: none"> Careers talks and events S106 training targets and promote initiatives funded by the S106 Promote activities of the York Potash Foundation
Construction contractor	<ul style="list-style-type: none"> Install information board and signage at construction sites / transport routes Provide information to YPL to be used in leaflets, letters, web content, etc., as required Attend public open days/exhibitions and meetings with stakeholders as required 	<ul style="list-style-type: none"> Attend liaison groups, parish council and other meetings as required Provide information to support on-going community and stakeholder relations Participate in media events as required Adherence to complaints procedure, media protocol and crisis response procedure 	<ul style="list-style-type: none"> Hold meet the buyer events Attend quarterly employment opportunity sessions Education outreach programmes