



Mt Emerald Wind Farm

Community Engagement Strategy

June 2016



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Executive Summary

This Community Engagement Strategy has been developed to effectively manage communication and consultation for the Mt Emerald Wind Farm (MEWF) project.

This Strategy includes the following elements which are required to be submitted under the Development Approval for the MEWF project;

- Community Consultation Plan (CCP)
- Complaints Management Plan/Register (CMPR)

The project is being developed by Mt Emerald Wind Farm Pty Ltd (MEWF PL), a joint venture between Ratch Australia Corporation Limited (Ratch) and Port Bajool Pty Ltd. Port Bajool Pty Ltd is a property development company that is the registered owner of the freehold site underlying the project. Ratch is a leading power producer in Australia with a diversified portfolio of high quality generation assets. The company is owned 80% by Ratchaburi Electricity Generating Holding PLC, a major Thai power generation company, and 20% by Transfield Services Limited, an ASX-listed engineering services company.

This strategy has been developed to ensure the MEWF continues to achieve industry best practice for consultation, and facilitates ongoing community engagement during construction and operational phases.

This strategy will be a dynamic document – it will be continuously refined throughout the life of the project to ensure it is kept up to date. It is intended this strategy will provide a model for maintaining a continuous communication loop between MEWF PL and its stakeholders and community over the life of the project. This model will ensure consultation and engagement play a key role in project communication and acts as a conduit between stakeholders and the MEWF PL project team.

Based on this Community Engagement Strategy, MEWF PL will continue to:

- Proactively address and respond to stakeholder and community issues, concerns and opportunities associated with the project through ongoing consultation and engagement
- Identify stakeholders with a potential to influence the project
- Provide factual, timely and relevant information to stakeholders
- Maintain and nurture existing stakeholder relationships
- Profile MEWF PL's capability to engage in sustainable practices, and
- Continue to build and refine robust issues and opportunity management frameworks that manage potential and real stakeholder issues and opportunities.

The communication activity outlined in the strategy sets the tone for all subsequent project communication and build on existing relationships with key stakeholders. Based on this strategy, communication, consultation and engagement will continue to underpin MEWF PL's future activities, and assist in positively positioning the project for the commencement of construction and future operation.

In addition, accompanying key messages and protocols have been developed for the project to guide the strategy, ensure information is accurate, establish MEWF PL's position in the community, and highlight the company's approach to managing environmental, social and economic impacts.

PART A – Community Consultation Plan

1. Project Overview

1.1 Project Description

Mount Emerald Wind Farm (MEWF) is a greenfield wind farm development. The project’s 2,422 ha site is located on the Atherton Tablelands in Queensland, approximately 20km to the south of the town of Mareeba and 15km north-west of the town of Atherton. The site is approximately 47km north of the operating Windy Hill wind farm.

Development Approval for MEWF allows for the construction of up to a maximum of 63 wind turbines. Each turbine will have a capacity of approximately 3 megawatts (MW) making total capacity of around 190MW. The wind farm project will deliver in the order of 550,000 megawatt hours of renewable energy, which is predicted to meet the annual needs of approximately 75,000 north Queensland homes over a 20-year period.

The wind farm will be connected to the existing Chalumbin –Woree 275 kV transmission line via a substation, which is to be located within the site. The 275 kV transmission line infrastructure that traverses the site was established in 1998 and represents a pre-existing disturbance footprint which the wind farm will take advantage of in order to minimise the area of new impacts to the environment.

Virtually all the wind farm project area is covered by remnant and relatively undisturbed vegetation, where the only land modification is associated with the existing 275 kV transmission line infrastructure and its series of access tracks.

The wind farm site has been selected on the basis that it represents an excellent wind resource because of its elevated position and exposure to continuous predominant easterly winds, and proximity to a strong and robust electricity grid network.

1.2 Project Approval

The Mount Emerald wind farm was subject to regulatory assessment under both State and Federal legislation.

- State assessment was undertaken by the local government/council and other State referral agencies against the provisions of regulatory documents and the Sustainable Planning Act 2009 (SPA), under a Development Approval process.
- Federal assessment was undertaken against the provisions of the Environment Protection and Biodiversity Conservation Act (Cwlth) 1999 (EPBC Act), with approval issued by the Minister for the Environment.

While both these processes are independent of each other there is a significant amount of commonality between them and much of the supporting information and associated timelines are interlinked between them. MEWF PL remains subject to ongoing obligations in relation to these processes.

1.3 Project timeline

An indicative project timeline for key milestones for the development and construction work is provided below:

Task	Estimated Timing
Environmental Approval (Federal EPBC)	Now complete (November 2015)

Task	Estimated Timing
Development Approval (State and Local)	Now complete (December 2015)
Turbine Supply/Construction Contracts (EPC)	July 2016
O & M Contracts (WOM)	July 2016
Grid Connection (Powerlink)	August 2016
Prepare Due Diligence Reporting	August 2016
Finalise Financing	September/October 2016
Construction commence on site	November 2016
First Turbines delivered to site	August 2017
Substation energisation	March 2018
First Turbine Group Commissioned	April 2018
All Turbine Groups Commissioned	September 2018
Practical Completion/Commence Full Operation	November 2018

1.4 Project Location

The MEWF is located on the Atherton Tablelands in Queensland, approximately 20km to the south of the town of Mareeba and 15km north-west of the town of Atherton, as shown below in Figure 1. The site is approximately 47km north of the operating Windy Hill wind farm.

1.5 State of the Industry

1.5.1 The Renewable Energy Target (RET)

The Australian and Queensland Governments have both made commitments to generate a percentage of Australia's electricity supply from renewable energy sources into the future.

Queensland has the highest greenhouse gas emissions per person in Australia and among the highest in the world, with over 43 tonnes of greenhouse gases emitted per person each year compared to the national average of 28 tonnes per person. This is due to Queensland's use of coal-fired electricity generation; a large, energy-intensive industry base, and a dependence on road transport.

The current Queensland Government's renewable energy objectives, include;

- Assessing and establishing a credible pathway for up to 50 per cent renewable energy generation by 2030,
- A target of one million solar rooftops or 3,000 megawatts of solar generation capacity by 2020,
- Promoting long term benefits for energy customers,
- Integrating smoothly and equitably with well-functioning markets.



1.5.2 The case for wind power

There is a clear business case for the Queensland Government to increase the amount of renewable wind generation in North Queensland as it would lead to variety of positive outcomes including:

- Diversification and growth of the local economy
- Improved energy security
- Maintain and increase employment in the region
- Reducing carbon emissions, which can assist in protecting the reef and rainforest from global warming.
- Promote training and skills development

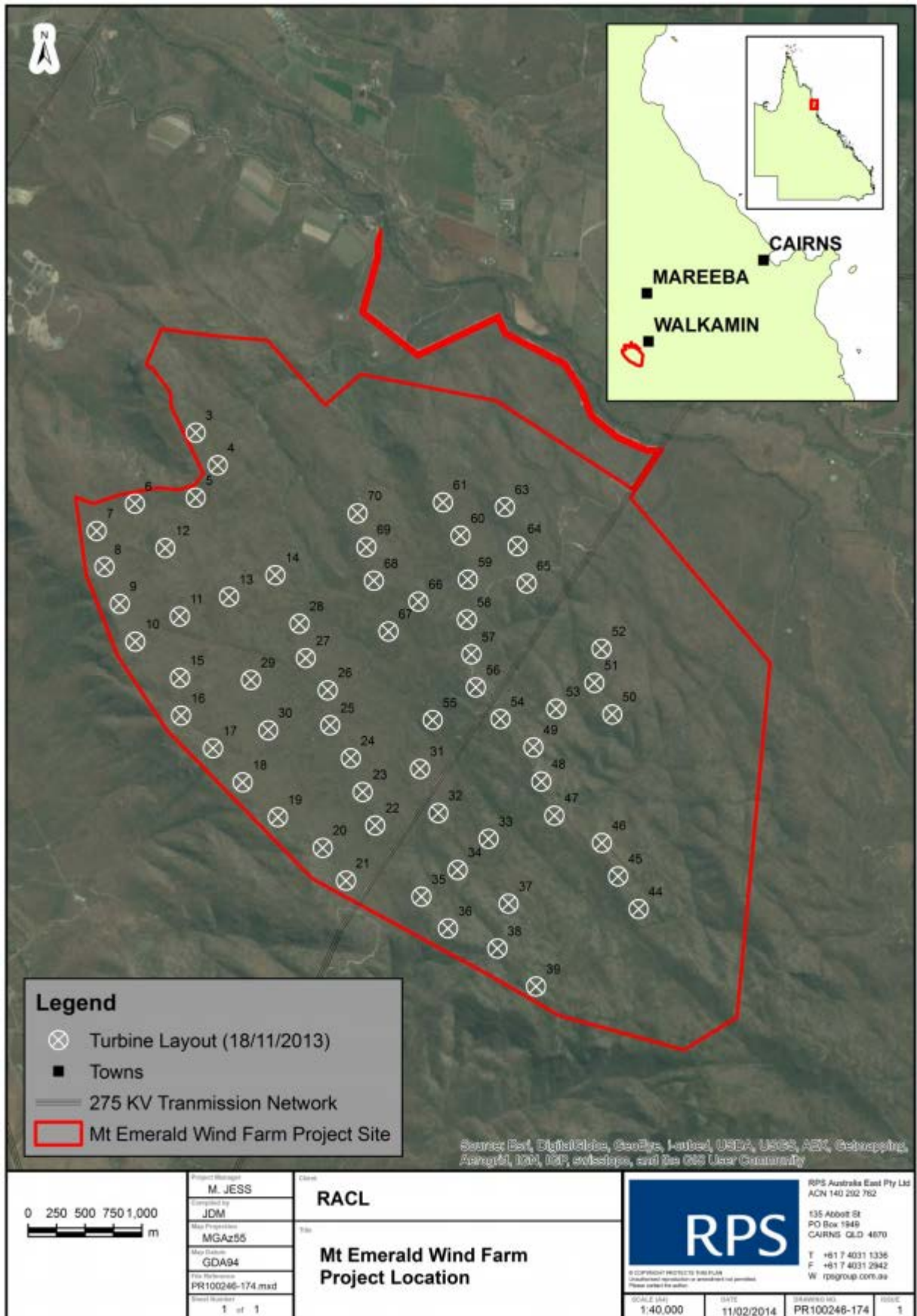


Figure 1. Project Location

1.6 Project team

The table below details roles and responsibilities of key project communication staff.

Name	Role on the project	Responsibilities
Anthony Yeates	Alternate Director MEWF PL and Executive General Manager, RATCH-Australia	<ul style="list-style-type: none"> Responsible for the corporate governance and Strategy of MEWF PL Spokesperson for national and state media
Terry Johannesen	Project Director	<ul style="list-style-type: none"> Overall responsibility for delivery and operation of MEWF Review and approve engagement strategy, strategies and materials Attend meetings with State and Federal government departments. Contracting and managing suppliers Managing the Stage and Federal Approval process
Simon Greenacre	Company Secretary MEWF PL	<ul style="list-style-type: none"> Approve all media releases prior to distribution Provide legal input into any media releases Spokesperson for Ratch corporate-related issues
Kim Forde	Community Liaison	<ul style="list-style-type: none"> On-the-ground community liaison officer. Manage and conduct “on-the-ground” engagements. Provide accurate notes and records of stakeholder contact. Provide ongoing input into Community Engagement Strategy. Provide input of progress and issues. Provide assistance in obtaining responses to consultation issues.
Gareth Quinn	Media Liaison	<ul style="list-style-type: none"> Draft, implement and manage Community Engagement Strategy. Develop and produce communications collateral. Coordinate engagement activities during delivery of strategy. Manage and analyse consultation results. Coordinate responses to enquiries and issues. Drafting media releases.

1.7 Prior Stakeholder Engagement

Since 2009, MEWF PL has undertaken continuous community and stakeholder consultation. This consultation has allowed the company to form a well-rounded understanding of community concerns, strengths and opportunities in relation to potential project impacts. It has also forged relationships with key community members, groups and stakeholders.

The goal of the community and stakeholder consultation conducted during this period was to facilitate the sharing of information and also to encourage community feedback with a view to engaging and collaborating with identified community members and key stakeholders during the EIS process and throughout the life of the project.

MEWF PL community engagement commenced early in the EIS process and activities undertaken to date include the following:

- identification of stakeholders and issues
- site tours
- establishment and maintenance of a dedicated project website
- one-on-one meetings
- community information sessions
- a community survey
- publication and distribution of fact sheets
- publication and distribution of project newsletters
- media releases

Although MEWF PL does not have an established local office in North Queensland, project Community Liaison lives in the region and has vast experience in wind farm operations, communication and community relations and is familiar with the communities where consultation is to be undertaken.

This role will be to support the ongoing consultative approach MEWF PL has committed to for the life of the MEWF. The Community Liaison role will be vital in closing the communication loop between the community and MEWF PL and will ensure feedback mechanisms, continuous consultation and relationship-centric stakeholder engagement are priorities.

1.8 Major communications activity to date

Date	Stakeholder	Description
May 2009	Various neighbouring landowners	Introductory meeting with discussion on general project concept
July 2009	Tablelands Regional Council mayor and planning staff	Introductory meeting with discussion on general project concept
September 2009	TRC planning staff	Wind monitoring tower application
January 2011	Landowners meeting Oaky Valley residents	Project information and questions
March 2011	Public Open Day	Public meeting with approx. 60 attendees; also involved media release and advertisement, newsletter #1, information booklet
March 2011	Traditional Owners	Preliminary meeting and discussion with group representatives
July 2011	TRC councilors, planners and media	Site inspection

Date	Stakeholder	Description
September 2012	Public Open Day	Public meeting with approx. 150 attendees; also involved media release and advertisement, newsletter #5
September 2012	Public Site Inspection	Guided trips of the actual wind farm site
Sep/Oct 2012	Media releases	Addressing issues and questions raised at the September 2012 Open Day
November 2012	Website	Launch of dedicated website www.mtemeraldwindfarm.com.au
February 2013	Traditional owners	Initial meeting in respect of cultural heritage management plan
June 2013	Landowners	Meeting to discuss visual photographs.
September 2013	Springmount Waste Facility	Discussion about alternative site access.
November 2013	Powerlink	Site visit to identify connection point
January 2014	Mareeba Shire Council	General project update
March 2014	Mareeba Shire Council Dept. State Development, Infrastructure and Planning	Transfer of relevant authority for Development Application under a "Call-in"
May 2014	Public Notice	EPBC – Draft Environmental Impact Statement issued for Public Comment
December 2014	Public Notice	EPBC - Environmental Impact Statement – final documentation accepted for publication
April 2015	Public Notice Dept. State Development, Infrastructure and Planning	Development Approval granted
May 2015	Senate Select Committee on Wind Turbines	Provided evidence to the committee meeting in Cairns
November 2015	Public Notice Dept. of the Environment	Environmental Approval (EPBC) granted

1.9 Community survey

A community survey was conducted by AUSPOLL in March 2012 at an early stage in the community consultation process to identify community attitudes to the proposed MEWF. Key outcomes of this survey were:

Overall, there is both high awareness and strong support for the Mount Emerald Wind Farm development.

- Over 80 percent of respondents are aware of the proposed development.
- Around three quarters of respondents (76%) support the project, with only 13% opposed to it.

There is a strong recognition of the environmental benefits of wind farms in general and this is the main reason people support the development.

- Around 90% of respondents agree that wind farms are a good option for Australia's energy needs and a good option for the environment.
- 56% of supporters say they support the Mount Emerald project because it is environmentally friendly.
- In contrast only 10% of supporters identify the local jobs and benefits it could bring to the community as a reason for their support.

There is also considerable synergy between the importance of various local factors and the positive impact that the wind farm will have on these factors.

- The local economy and local employment opportunities are the factors that are considered most important by respondents and they are also the factors that are most likely to be seen as being positively impacted on by the wind farm.

Being an eyesore and being too close to homes are the main unprompted reasons for opposition (13% opposed).

- 32% of opponents say it will be an eyesore or unattractive.
- 29% of opponents say it is too close to residences
- 23% of opponents mention noise levels as a reason for their opposition.

The vast majority of respondents believe that the wind farm will not have a negative impact on their favourite aspect of the local landscape or on the most important local historical or culturally significant sites.

- Less than 30% of respondents think the wind farm will have a negative impact on their favourite aspect of the local landscape.
- Most respondents are not aware of any local historical or culturally significant sites, but of those that are, less than 30% think the wind farm will have a negative impact on these sites.

People generally don't know very much about the project but most would like to know more.

- 79% of respondents say they only know a little about the wind farm, while 61% say that they would like to know more.
- People would like information about a whole range of issues, from basic location and size details to information on who benefits, impacts on wildlife, and employment opportunities.
- Three quarters of respondents identify local newspapers as their preferred information channel for the project.

The project is also seen as being managed in a responsible way that takes care of the environment and needs of local community.

- 58% of people agree that the project is taking care to consider the needs of the local community while only 12% disagree.
- Similarly, 56% of people agree that the project is taking care to protect the environment while only 7% disagree.

2. Communication Principles

2.1 MEWF PL principles

MEWF PL has developed a comprehensive Integrated Management System (IMS) to coordinate all Workplace Health and Safety, Environment and Quality Management activities, compliant to the International Standard (ISO).

MEWF PL aims to use the IMS to support its Corporate Social Responsibility commitments, and ensure its 'Social Licence to Operate'. This describes a level of acceptance or approval continually granted to an organisation's operations or project by the local community.

MEWF PL ensures its social licence to operate by developing trust relationships based on the following engagement principles:

Comprehensive

Engagement is thorough and covers all aspects of the project including social, environmental and economic issues. It will give equal time to discussing the potential benefits and potential issues to ensure a well-rounded understanding by stakeholders and community members, as well as a balanced approach to information sharing.

All-inclusive

Engagement will recognise the diversity of backgrounds and interests within the region, such as Indigenous and non-Indigenous residents and businesses, local and non-local (tourists/visitors), and a range of organisations with an influence and interest in the future growth and protection of the region. It will also ensure two-way communication is encouraged with all members of the community. Having a local community liaison person, shows commitment and care for the local community. Staff on the ground can help communicate key messages and allow misinformation to be addressed.

Equitable

Engagement will make use of a range of communication techniques and tools to promote equitable access for all members of the community. Everyone will have an opportunity to have their say, ask questions and receive answers.

Robust

Engagement is conducted using a disciplined approach ensuring all feedback and consultation outcomes are accurately captured and reported. This is important to ensuring the trusted relationship between the communities and MEWF PL as a primary source of information is maintained.



3.3 Goal

The goal of the strategy is to achieve open, equitable, all-inclusive and comprehensive engagement and consultation with the community and key stakeholders.

3.4 Objectives

At a high level, the objectives of the strategy are to:

- **INFORM:** Provide factual, timely and relevant information to stakeholders at key project milestones to assist them in understanding the challenges, opportunities and solutions.
- **INTERACT:** Establish two-way dialogue that provides opportunities to exchange views and information.
- **INVOLVE:** Ensure that stakeholder concerns and aspirations are considered in decision making processes.
- **INFLUENCE:** Profile MEWF PL as a trusted company with capability to engage in sustainable practices.
- **INDEX:** Register and respond to all communications in an appropriate and timely manner.
- **INCORPORATE:** Use feedback to improve delivery of engagement strategy and report back to shareholders.

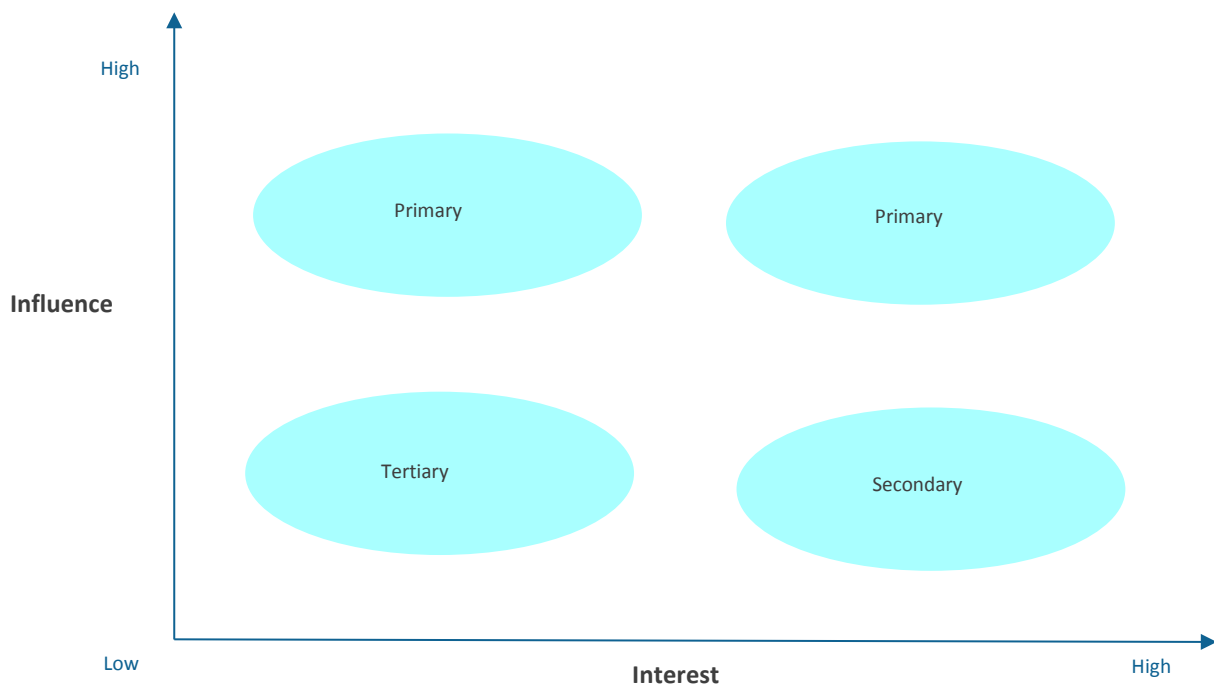
4. Stakeholders

4.1 Stakeholder identification and analysis

Stakeholders are defined in this strategy as people, groups or communities that may be directly or indirectly affected by the project or have an interest in it. This is a diverse group that, over time, will comprise locally affected communities or individuals and their formal and informal representatives, national or local government authorities, political leaders, community organisations and groups with special interests, the academic community, and other businesses.

4.2 Stakeholder classification

Project stakeholders have been classified into one of three categories based on their level of interest and influence on the MEWF, as outlined in the figure below.



Based on the above framework, a broad stakeholder list for each category has been developed. As the project develops through the lifecycle, stakeholders' interests will also shift, which could potentially cause stakeholders to move from support for, to opposition against the project. For this reason it is imperative to continue stakeholder identification and analysis throughout the project's life.

4.3 Primary stakeholders

Definition

- High interest/high influence
- Low interest/high influence (classified as primary as they have the potential to become influential if their interest in the project suddenly increases).

Broad stakeholder groups (primary)

- Elected State MP – Dalrymple electorate and neighbouring electorates Cook, Cairns and Barron River
- Elected Federal MP – Kennedy electorate and neighbouring electorate Leichhardt
- State Government Departments – Premier, State Development, Infrastructure & Planning; Environment & Heritage; Energy & Water Supply
- Federal Government Departments – Prime Minister and cabinet; Infrastructure & Regional Development; Environment; Industry & Science.
- Sunwater
- Clean Energy Regulator
- Mareeba Regional Council
- Landholders within a 3km radius of the project
- Communities in Atherton Tablelands area, most notably Mareeba, Atherton, Walkamin and Tolga
- Traditional owners - Bar Barrum and Muluridji People
- Local, State and national media outlets

4.4 Secondary stakeholder groups

Definition

- High interest/low influence

Broad stakeholder groups (secondary)

- Tablelands Regional Council
- Mareeba Chamber of Commerce
- Atherton Chamber of Commerce
- Local business organisations – e.g. Advance Cairns
- Clean Energy Council
- Cairns Regional Council
- Landholders outside a 3km radius of the project
- North Queensland Land Council
- Regional Development Australia
- Tourism organisations – e.g. Tropical North Queensland
- Environmental agencies – Cairns & Far North Queensland Environment Centre
- Electricity off-taker
- Tablelands Futures

4.5 Tertiary stakeholders

Definition

- Low interest/low influence

Broad stakeholder groups (tertiary)

- State government departments – Education, Training & Employment; Transport & Main Roads.
- Federal government departments – Education & Training; Employment
- Infrastructure owners in region not directly affected by project
- Local Rural Fire Brigade
- Civil Aviation Safety Authority
- Local airports
- Agriculture companies
- Network Service Provider operating in the region of the proposed project area -
- Utilities
- Queensland Police
- Local education providers e.g. Skills Queensland
- Transport industry groups – e.g. Taxi Association, rail operators
- Emergency services

5. Stakeholder issues

5.1 Issues identification

Stakeholder engagement undertaken to date has identified a number of issues relating to the MEWF. This issues register will be a dynamic document – it will be continuously refined throughout the life of the project to ensure it is kept up to date and appropriate responses are developed to mitigate these issues.

Summary of key issues identified

Grouping	Issue	Potential concerns
Environment	Visual impact	<ul style="list-style-type: none"> • Degradation of landscape. • Impact on property values.
	Shadow flicker	<ul style="list-style-type: none"> • Impact on public health.
	Noise impacts	<ul style="list-style-type: none"> • Reduction in quality of life for neighbouring landholders.
	Electromagnetic interference	<ul style="list-style-type: none"> • Impact on public health.
	Cultural heritage	<ul style="list-style-type: none"> • Ongoing preservation of cultural heritage.
	Dust/air quality	<ul style="list-style-type: none"> • Concern about dust from site during construction.
	Flora	<ul style="list-style-type: none"> • Protection of flora species. • Propagation of local species in rehabilitation works.
	Fauna	<ul style="list-style-type: none"> • Concern about endangered and threatened species.
	Opposition groups	<ul style="list-style-type: none"> • Protests will influence public opinion of project.
	Aviation	<ul style="list-style-type: none"> • Risks to aviation traffic (civil, recreation, agricultural).
	Turbine lighting	<ul style="list-style-type: none"> • Nuisance value to neighbouring landholders.
Project	Construction	<ul style="list-style-type: none"> • Length of time of construction • Number of workers required on site • Expense of construction • Break-down of where project funding will be allocated.
	Design	<ul style="list-style-type: none"> • Design of various facilities
	Traffic	<ul style="list-style-type: none"> • Impact of truck movements • Impact of vehicles required to service facility • Road maintenance
	Monitoring	<ul style="list-style-type: none"> • Ongoing monitoring throughout project life.
Social	Community Benefits Trust	<ul style="list-style-type: none"> • What funding will be available for the community. • How can organisations access the fund.

Grouping	Issue	Potential concerns
	Compensation	<ul style="list-style-type: none"> • How are grants approved • Will indigenous groups or locals receive compensation as a result of the project
Economic	Economic contribution	<ul style="list-style-type: none"> • Potential for extra economic contribution to the local area • Project is expected to generate growth and improvement of services, amongst other socio-economic benefits
	Employment	<ul style="list-style-type: none"> • Opportunities for increased employment as a result of the proposed project
	Procurement	<ul style="list-style-type: none"> • Increased opportunities for local suppliers
	Youth opportunities	<ul style="list-style-type: none"> • Opportunities for youth to be involved in employment and other initiatives eg. Sponsorship
	Impact on property values	<ul style="list-style-type: none"> • MEWF will reduce land values.
	Impact on electricity prices	<ul style="list-style-type: none"> • Supporting renewable energy sources increases the cost of electricity to industry and households.
	Change in RET	<ul style="list-style-type: none"> • RET reductions would adversely impact the operation of the MEWF.
Reputation	MEWF PL is a responsive organisation	<ul style="list-style-type: none"> • Any perception that MEWF PL is not a responsive organisation will reduce community trust and risk social licence to operate.
	MEWF PL is committed to sustainable principles	<ul style="list-style-type: none"> • Any perception that MEWF PL is not a sustainable organisation will reduce community trust and risk social licence to operate.

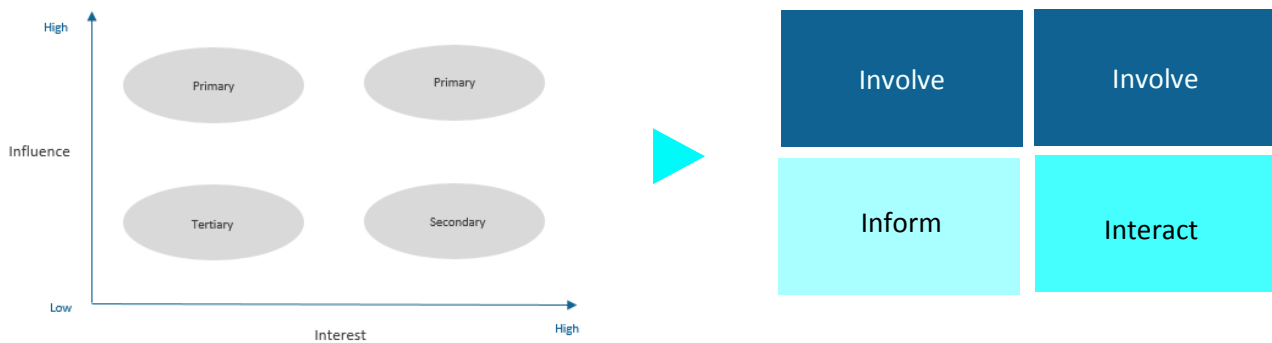
6. Communication tools and activities

6.1 Tactics

Each of the stakeholders identified require a specific level of participation throughout the project lifecycle. These participation levels can be broadly categorised as indicated below.

Stakeholder mapping

Tactics quadrants



6.2 Communication tools and activities

The table below lists the spectrum of engagement mediums and activities that would be applicable for the MEWF project:

Tool	Purpose	Actions
INFORM		
Corporate branding	<ul style="list-style-type: none"> Ensure communications are bound by corporate design guidelines to ensure consistency. Use as a means to communicate professionalism. 	<ul style="list-style-type: none"> Audit communications collateral and provide feedback as required.
Positioning Strategy/key messages	<ul style="list-style-type: none"> To provide a “key issues sheet” for MEWF staff. To mitigate negative issues or circulation of misinformation. 	<ul style="list-style-type: none"> Develop positioning statement Develop key messages Develop Q&As
Fact sheets	<ul style="list-style-type: none"> Use as a means of providing general information about the project Address misinformation or negative issues. 	<ul style="list-style-type: none"> Review current library and update as required according to agreed positioning. Develop new sheets as required.
Public displays	<ul style="list-style-type: none"> To inform stakeholders about the project status. To identify potential risks and issues associated with the project’s construction or operation. To mitigate negative issues or circulation of misinformation. 	<ul style="list-style-type: none"> Investigate opportunities to erect posters or temporary displays; e.g. shopping centre, regional council offices. Produce communications collateral as required.
Media releases	<ul style="list-style-type: none"> To ensure public are advised about the MEWF project status 	<ul style="list-style-type: none"> Media releases ideas/plan Q&As

Tool	Purpose	Actions
		<ul style="list-style-type: none"> • Detailed media distribution list • Media liaison • Media monitoring • Media log • Key messages • Positioning statement
Website	<ul style="list-style-type: none"> • To provide clear and user-friendly information • To provide a mechanism for feedback 	<ul style="list-style-type: none"> • Thorough audit of existing website and ensure it accurately portrays the company's positioning. • Review of Google Analytics • Implement new project pages as required. • Make website a "go-to" resource, with links to media releases, presentations, etc.
Newsletter	<ul style="list-style-type: none"> • Use as a means of providing general information about the project. • Address misinformation or negative issues. 	<ul style="list-style-type: none"> • Newsletter already being produced. • Review publication calendar. • Review modes of distribution. • Online newsletter archive. • Newsletter subscriber database
Presentation	<ul style="list-style-type: none"> • Use as a means of providing information at community or information sessions. 	<ul style="list-style-type: none"> • Reconcile against positioning statement/ key messages • To review and implement new pages as required.
Newspaper column	<ul style="list-style-type: none"> • To inform stakeholders about the project status. • To mitigate negative issues or circulation of misinformation. • 75% of locals surveyed identify local newspapers as their preferred information channel for the project. 	<ul style="list-style-type: none"> • Liaise with local media to investigate opportunities and costs.
Testimonies (local communities)	<ul style="list-style-type: none"> • To demonstrate the need for economic investment in the Cairns region. • To demonstrate the overwhelming support for the project. 	<ul style="list-style-type: none"> • Interviews to be conducted with local business owners, community groups, opinion leaders and elected representatives. • Produce testimonies for distribution as fact sheets, window posters, advertisements, video releases, media releases and website uploads.
Email newsletter	<ul style="list-style-type: none"> • Use as a means of providing general information about the project • Address misinformation or negative issues. 	<ul style="list-style-type: none"> • Update stakeholder register to include email addresses. • Assess email newsletter systems. • Plan distribution calendar.

Tool	Purpose	Actions
3D Visualisation of wind farm	<ul style="list-style-type: none"> To demonstrate how the design responds to environmental concerns. To mitigate negative issues or circulation of misinformation. 	<ul style="list-style-type: none"> Explore possibility of 3D visualisation for use in public displays, briefings and on the website. Explore option of drone photography – time lapse
INTERACT		
Project hotline, email address and contact cards	<ul style="list-style-type: none"> To provide contact points for stakeholders wanting to learn more about the project or raise matters of interest or concern. 	<ul style="list-style-type: none"> Setup 1800 hotline and email address to be maintained during all phases and print contact cards.
Community meetings (Community Consultative Committee)	<ul style="list-style-type: none"> To inform stakeholders about the project status. To identify potential risks and issues associated with the project’s construction or operation. To mitigate negative issues or circulation of misinformation. To provide a mechanism for feedback 	<ul style="list-style-type: none"> Develop program of meetings Develop public display collateral e.g. pull up banners, maps, visual communications as required. Produce corporate merchandise for distribution to attendees. Thank you letters/emails to those who register for more information.
Regional shows	<ul style="list-style-type: none"> To inform stakeholders about the project status. To identify potential risks and issues associated with the project’s construction or operation. To mitigate negative issues or circulation of misinformation. To provide a mechanism for feedback. Use as a means to promote MEWF PL’s commitment to being a community minded organisation. 	<ul style="list-style-type: none"> Develop exhibition display. Develop public display collateral e.g. pull up banners, maps, visual communications as required. Produce corporate merchandise for distribution to attendees.
Social media	<ul style="list-style-type: none"> Social media includes Facebook, Twitter, Blogs and various news sites. It is mainly aimed to monitor media coverage about MEWF PL activities, identify industry trends and risks and to establish what current opinions are about the company. This medium can also be used to push positive messages out or to proactively address underlying issues identified through media monitoring. 	<ul style="list-style-type: none"> Set up social media accounts and slowly develop online presence in a relevant and manageable way. Ongoing monitoring to identify reputation risk. Appoint social media coordinator.
Site visits (Windy Hill and MEWF)	<ul style="list-style-type: none"> Use as a means to demonstrate wind farm operations first hand, and use physical references to explain the project. To demonstrate MEWF PL’s commitment to best practice in land and environmental management. 	<ul style="list-style-type: none"> Develop program of site visits. Continue Windy Hill site visit / open day program Develop script/guide to ensure key messages are reinforced. Take photos for use in communications collateral and website.
Events (sod turning, construction complete, other milestones)	<ul style="list-style-type: none"> To promote and celebrate significant milestones achieved. 	<ul style="list-style-type: none"> Individual event management to include: Coordinate event

Tool	Purpose	Actions
		<ul style="list-style-type: none"> • Media liaison • Speech development • RAC briefing • Photo opportunities
Industry conferences	<ul style="list-style-type: none"> • Participate in industry conferences as an attendee or speaker to raise MEWF PL's profile and promote the company's commitment to sustainable principles. 	<ul style="list-style-type: none"> • Develop calendar of industry events.
Media relations	<ul style="list-style-type: none"> • Engage with leading business and environment writers on a local, state and federal level to minimise negative publicity, and maximise the positive. 	<ul style="list-style-type: none"> • Develop register of media contacts. • Develop media engagement plan. • Plan media tours. • Develop communications collateral to leave with journalists. • Media training for key personnel
Community Consultative Committee	<ul style="list-style-type: none"> • Made up of selected members of the community and a MEWF representative. • To give the community ownership of the project and ensure they feel like there is sufficient opportunity to contribute to the development. 	<ul style="list-style-type: none"> • Direct approach to local community leaders. • Meeting venues, agenda to be developed. • Minutes fed into newsletter and website.
Government relations	<ul style="list-style-type: none"> • Build and strengthen support of decision makers • Provide opportunities for government to celebrate project milestones and communicate their support. 	<ul style="list-style-type: none"> • Develop government contacts register as part of wider stakeholder register. • Develop calendar of engagements. • Support functions and events that provide opportunities for MEWF PL to be viewed as a trusted partner.
Personalised letters	<ul style="list-style-type: none"> • Use as a means to foster personal relationships with primary stakeholders. 	<ul style="list-style-type: none"> • Fine-tune stakeholder register to confirm primary stakeholders and contact details.
One-on-one meetings	<ul style="list-style-type: none"> • To inform stakeholders about the project status. • To identify potential risks and issues associated with the project's construction or operation. • To mitigate negative issues or circulation of misinformation. • To provide a mechanism for feedback. 	<ul style="list-style-type: none"> • Identify opportunities for meetings and develop calendar. • Develop MEWF PL briefings
INFLUENCE		
Corporate event e.g. lawn bowls day, soccer carnival	<ul style="list-style-type: none"> • Use as a means to promote MEWF PL's commitment to being a community minded organisation. • Promote engagement with local business, and community organisations. • Build staff morale. 	<ul style="list-style-type: none"> • Proposal to be discussed.

Tool	Purpose	Actions
Schools program	<ul style="list-style-type: none"> To raise MEWF PL's visibility in the community as well as present the company as a company committed to sustainable principles. 	<ul style="list-style-type: none"> Develop a one hour roadshow to be conducted throughout high schools in Cairns and Atherton Tablelands. Develop collateral as required.
Advertising: - Advertise support for project and MEWF PL's track record - Call for sponsorship applications	<ul style="list-style-type: none"> Use as a means to promote MEWF PL's commitment to being a community minded organisation. Use as a means to promote MEWF PL's commitment to sustainable principles. 	<ul style="list-style-type: none"> Assemble media plan across press, television, outdoor and radio. Develop budget. Create advertisements – copy and design.
Sponsorship program	<ul style="list-style-type: none"> Use as a means to promote MEWF PL's commitment to being a community minded organisation. To support MEWF PL's commitment to improving the quality of life for host communities. 	<ul style="list-style-type: none"> Set up Community Benefits Funds Committee. Develop a meetings program. Develop sponsorship policy. Develop advertisements and campaign calling for applications.
Staff profiles	<ul style="list-style-type: none"> To provide a human face to the company. Demonstrate depth and breadth of experienced leadership team. 	<ul style="list-style-type: none"> Prepare staff profiles for uploading to website.

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Communication protocols	<ul style="list-style-type: none"> Ensure timely and accurate response. 	<ul style="list-style-type: none"> Develop communication protocols for staff, media, feedback
Stakeholder and issues register	<ul style="list-style-type: none"> To ensure all stakeholders are captured and current. 	<ul style="list-style-type: none"> Establish Consultation database system. Detailed stakeholder list. Monthly contact reports
Website	<ul style="list-style-type: none"> To provide a mechanism for feedback 	<ul style="list-style-type: none"> Develop a dedicated "leave your feedback" button as well as other contact information.
Supplier register	<ul style="list-style-type: none"> Educate local suppliers about supply processes to enable them the best opportunity to benefit from the project. 	<ul style="list-style-type: none"> Maintain expressions of interest portal on website. Establish processes for managing business enquiries. Promote use of local, regional, or Australian suppliers where appropriate.
Consultation report	<ul style="list-style-type: none"> Report on consultation outcomes and identify potential risks and opportunities associated with the project. 	<ul style="list-style-type: none"> Establish Consultation database system. Set up protocols for internal and external distribution.

7. Evaluation

The success of this Community Engagement Strategy will be evaluated against the set objectives using a variety of quantitative and qualitative methods.

Evaluation findings can be used to revise the strategy or inform the direction and construction of the Community Engagement Strategy based on emerging issues.

Evaluation measures for each objective are outlined below:

Objective	Measureable outcome
<p>INFORM</p> <p>Provide factual, timely and relevant information to stakeholders at key project milestones to assist them in understanding the challenges, opportunities and solutions.</p>	<ul style="list-style-type: none"> • All identified stakeholders are provided information about the project. • Feedback from stakeholders demonstrates an understanding of the project and benefits. • Minimal negative media coverage. • High level of MEWF project materials in circulation. • Increase in website hits and feedback mechanisms indicate stakeholder interest in the project. • Low level of misinformation in circulation.
<p>INTERACT</p> <p>Establish two-way dialogue that provides opportunities to exchange views and information.</p>	<ul style="list-style-type: none"> • Relationships are strengthened and enhanced through the engagement process. • Minimal reports of stakeholders feeling they were not proactively provided opportunities to provide feedback. • MEWF PL community liaison employees reporting increased participation in local communities • Unsolicited project queries and feedback is high.
<p>INVOLVE</p> <p>Ensure that stakeholder concerns and aspirations are considered in decision making processes.</p>	<ul style="list-style-type: none"> • A high level of support and endorsement. • High level of clear, constructive feedback received. • Minimal negative media coverage. • Maximum positive media coverage.
<p>INFLUENCE</p> <p>Profile MEWF PL as a trusted company with capability to engage in sustainable practices,</p>	<ul style="list-style-type: none"> • A high level of community respect and trust in MEWF PL is in place. • MEWF PL's portrayal in the media is predominantly balanced, neutral or positive. • Stakeholder and community sentiment towards MEWF PL is predominantly balanced, neutral or positive.
<p>INDEX</p> <p>Register and respond to all communications in an appropriate and timely manner.</p>	<ul style="list-style-type: none"> • Stakeholder feedback captured in Consultation database system. • Monthly reporting to identify current, emerging or potential issues. • Media monitoring to identify current, emerging or potential issues. • Social media blog monitoring to check level of awareness. • Stakeholder enquiries are responded to within 24 hours.
<p>INCORPORATE</p> <p>Use feedback to improve delivery of engagement strategy and report back to shareholders</p>	<ul style="list-style-type: none"> • MEWF PL are aware of issues and respond appropriately. • A high level of community respect and trust in MEWF PL is in place. • Penetration of project messaging in relevant media coverage.

8. Project controls

8.1 Tracking information

The stakeholder engagement process has the potential to generate a mass of information – first about general categories such as stakeholders and issues, and later about specific stakeholders, information sources, benchmarks and viewpoints.

A robust tool for organising this information will be required in order to make it both useful and available to stakeholders and managers and to enable external assurance of the process if necessary.

An excel spreadsheet is currently being used which lists MEWF stakeholders and their contact details. It is envisaged as the project progresses, MEWF PL will manage stakeholder engagement and collate feedback using a fit-for-purpose database program – for example, Consultation Manager, which is a consultation tracking database with a web based front end used by Queensland Government, leading public relations consultancies and most large resource companies in Queensland.

The data management software should allow authorised users to capture, record and manage all stakeholder and community engagement activities undertaken. Engagement with stakeholders may be recorded using the following process:

- stakeholders and their contact details are entered into the database
- stakeholders are assigned to a tier
- issues and event categories are established
- all contact with stakeholders is recorded and follow-up actions are assigned to the appropriate project team representative
- correspondence and/or documentation relating to engagement activities is attached to each stakeholder or event as appropriate; and action requests and timelines are sent to the appropriate project team representative/s for completion.

All interactions with stakeholders will be recorded in the database to ensure details of all stakeholders and their issues regarding the project are reported and feedback is provided to stakeholders as to how their input has been considered.

8.2 Issues management

Management of issues is imperative through all communication activities.

All issues or potential issues relating to key stakeholder or community members must be reported to the community relations team immediately. The project team will assess the issue, determine the potential impact and mitigation measures, and act appropriately.

Issues will be managed according to the table below:

Activity	Detail
Clear positioning	<ul style="list-style-type: none"> • All project members will have an understanding of MEWF PL’s positioning on anticipated issues. • MEWF PL’s position is based on responses provided in positioning statement, key messages document and Q&As

Activity	Detail
Points of contact	<ul style="list-style-type: none"> • Every point of contact with stakeholders will be used as a means of proactively addressing anticipated issues using positioning messages. • Every opportunity will be taken to obtain feedback on anticipated issues.
Issues register	<ul style="list-style-type: none"> • A register will be maintained outlining all issues raised by stakeholders and within the media. • Updates on progress of resolution / feedback sent to project team members.
Monitoring / tracking issues	<ul style="list-style-type: none"> • Database system will be used to monitor progress of issues resolution, and track emerging issues.
Mitigation	<ul style="list-style-type: none"> • Issues will be mitigated as much as possible as they arise. • Mitigation techniques will be communicated to stakeholders as appropriate. • Stakeholder queries will be responded to within 48 hours. • Resolutions or updates will be provided within seven working days.

8.3 Enquiries

As the MEWF project transitions to the construction and operational phases, it can be expected the number of enquiries will increase. Recording, responding and resolving to these enquiries in a timely and appropriate manner will support MEWF PL's commitment to being a trustworthy and responsive organisation.

8.3.1 Enquiry mechanisms

A range of mechanisms are available to facilitate the lodgment of enquiries, including:

- a 24 hour community call line (1800 702 597)
- a Project email address: info@mtemeraldwindfarm.com.au
- a Project mailing address: PO Box 1058, North Sydney NSW 2060
- Website feedback form
- Contacting community relations personnel directly

The enquiry mechanisms will be advertised on the MEWF website, factsheets and other relevant community publications.

8.3.2 Enquiry protocol

1. Any enquiry that may not be resolved immediately according to the Q&As or company positioning statement must be referred to the designated MEWF Community Liaison via the MEWF project email or telephone number.
2. The Community Liaison will contact the enquirer within 48 hours to acknowledge receipt of the enquiry and to explain that a response will be provided within seven working days.
3. The Community Liaison will liaise with the relevant MEWF PL representative and/or external project consultant to develop an agreed response. The target should be to develop a response within seven working days.
4. Confirmation will be sought from the enquirer that the information is adequate.

5. All enquiries and responses are recorded in Consultation database.
6. Q&A's to be updated as required by the Community Liaison and authorised by the Project Director.

8.4 Media management

The media holds a large amount of influence over public opinion. Maintaining awareness of, and anticipating potential coverage and issues raised in the media will allow the project team to be able to respond appropriately and proactively where possible.

Media will be managed as shown in the table below:

Activity	Detail	Responsibility
Media releases	<ul style="list-style-type: none"> • Media releases will be issued according to the authorised media plan. • Media releases will also occur as an issues management strategy when required. 	MEWF Director (with support from Media Liaison)
Media monitoring	<ul style="list-style-type: none"> • Media coverage will be monitored through MEWF PL's media monitoring processes. • Negative media / issues will be responded to where it is deemed appropriate. • Monitoring of coverage will also be used to evaluate effectiveness of communication and consultation activities, and public awareness of the project. 	MEWF Director (with support from Media Liaison)
Media spokespeople	<ul style="list-style-type: none"> • MEWF Director is the authorised spokesperson for all media releases to local, state and national media outlets. • It is preferable that responses to the media will not be over the phone. Media statements will be issued via email to control the message. • Where necessary, MEWF Director may participate in local radio interviews. 	MEWF Director (with support from Media Liaison)

8.4.1 Media Policy

Other than set out in this section, no MEWF PL employee or contractor should communicate with any representative of the media about any aspect of the project. All media enquiries should be referred to the communication team, with either the Media Liaison and/or authorized MEWF PL media spokesperson to respond.

PART B – Complaints Management Plan/Register

9. Community complaints

The complaints and dispute resolution procedure outlined below will be implemented at the MEWF. This procedure will enable stakeholders to raise grievances or disputes with MEWF PL and will provide a framework for addressing and resolving issues in an appropriate and timely manner.

9.1.1 Complaints mechanisms

A range of mechanisms are available to facilitate the lodgment of complaints, including:

- a 24 hour community call line (1800 702 597)
- a Project email address: *info@mtemeraldwindfarm.com.au*
- a Project mailing address: PO Box 1058, North Sydney NSW 2060
- Website feedback form
- Contacting community relations personnel directly
- Incident/Complaints Form (part of RATCH-Australia Information Management System)

The complaints mechanisms will be advertised on the MEWF website, factsheets and other relevant community publications.

9.1.2 Complaints protocol

1. Complaints received should be recorded using the designated Community Complaints Record Sheet (Appendix A) or alternatively, via the Incident/Complaints Form under RATCH-Australia's internal systems. These documents will then be incorporated into the Complaints Management Register.
2. Any complaint that may not be resolved immediately must be referred to the MEWF Community Liaison via the MEWF project email or telephone number.
3. The Community Liaison will contact the complainant within 48 hours to acknowledge receipt of the complaint and to explain that either an update or resolution will be provided within seven working days.
4. The Community Liaison will liaise with the relevant MEWF PL representative and/or external project consultant to investigate the complaint.
5. The target should be to develop an update or resolution for communication to the complainant within seven working days.
6. Where complaints are unable to be adequately resolved through this process, and if the MEWF board believe it is necessary, these complaints will be referred to an external mediation body.
7. At the completion of any follow-up activities and resolution the Community Complaints Record Sheet is to be finalised and the Complaints Management Register updated accordingly.
8. MEWF PL's community relations team will prepare a monthly communications report during the construction phase and quarterly during the operation phase. Each report will include a summary and analysis of all complaints during the reporting period. The effectiveness of dispute resolution will also be described in the reports. Feedback received via complaints will be incorporated into organisational practice.

Appendix A: Complaint Record Sheet

MOUNT EMERALD WIND FARM PTY LTD COMMUNITY COMMUNICATIONS AND COMPLAINTS RECORD SHEET

CONTACT DETAILS			
Type of Contact		Time	
Regarding		Date	
Name & Address of Complainant/Communicator (if possible)			
Name			
Address			
Phone Number			
Email			
RECORD OF COMPLAINT/COMMUNICATION			
Call Duration		Number Received From	
Contact's Temperament			
TIME and Date of the alleged incident or occurrence leading to the complaint			
Time:			
Date:			
WEATHER CONDITIONS at the time of incident			
<i>If the enquiry is from the Media, please record the following information:</i>			
What Media do they represent?			
What is their deadline?			
Reported To			
Referred To			
RECORD OF FOLLOW-UP ACTION/CORRESPONDANCE			
Date			
Issued By			



Appendix B: Engagement Action Plan - Timeline

