



GOYDER NORTH RENEWABLE ENERGY FACILITY

COMMUNITY ENGAGEMENT PLAN

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5.	
6.	

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PURPOSE

This Community Engagement Plan (CEP) was developed during the development phase by Mikaela Georgiadis Project Manager with oversight from Senior Project Manager Thomas Daly.

This document identifies the community engagement approach and objectives for the Goyder Renewable Energy Facility (GNREF) and surrounding communities. It was developed in accordance with the global best practice guidelines. It outlines the overall framework across the phases of the project lifecycle (from development through construction to operations) and proposed plans. It also provides a summary of the key stakeholders including landholders, neighbours, local community and local government.

Neoen understands that the success of the GNREF is dependent to a large extent on the development of genuine, open and ongoing relationships with key stakeholders and members of the local community. We recognise the importance of ensuring a “no surprises” dynamic with the local community and are committed to developing and nurturing long-term relationships between our team and the various project stakeholders.

The CEP is a key element of the Community Engagement Toolkit depicted in Table 1. It is one of the three tools, along with the stakeholder register and the project website, that will accompany the project from early feasibility stage to decommissioning.

Safety First

Neoen have a policy of safety first across all our projects and activities. Staff and community safety is a baseline essential to ensure engagement can proceed. Wherever there is a conflict between the approach and guidelines outlined in this Community Engagement Plan and the safety of our staff or the general public then appropriate safe practices will take priority.

Distribution

It is intended that the CEP is part of the hand over from project manager to project manager as the project progresses from development to construction to operations. It should also be shared with nominated EPC and O&M contractors so that it can be incorporated into their site management plans to ensure our approach is consistent and coordinated. It is also designed to be a useful backgrounder for new Neoen staff members or those attending future community events.

Review

Once developed, the CEP is a live document which will be updated progressively during the project’s development phase and then reviewed and handed over at the following project milestones:

- Financial close (handover to Construction Manager)
- Completion of construction (handover to Asset Manager)

It will also be informed by changing circumstances, community feedback and ongoing improvements in Neoen’s community engagement approach, so that our communication and engagement remain:

- Relevant to the project’s evolving needs, issues and outcomes
- Responsive and tailored to the needs of key stakeholders and local community
- At the leading edge of industry and global best practice

Community Engagement Toolkit by Project Stage



Responsibility

Over the many years of the GNREF's development and lifecycle, the people responsible for and engaged in the implementation of the CEP will change.

Table 1 outlines the movement in responsibility across the project lifecycle.

Table 1: Responsibility for CEP

Stage	Project Stages	Proposed Timing	Responsibility for CEP
1	Site selection		N/A – project bought from Investec
2	Feasibility		N/A – project bought from Investec
3	Planning and approvals	2023 / 2024	Thomas Daly Development Manager
4	Post DA lodgement	2023	Thomas Daly Development Manager
5	Pre-construction	2024/2025	Thomas Daly Development Manager
6	Construction	H1 2026	As per Construction Environmental Management Plan (CEMP)
7	Operation	2029	As per Operation Environmental Management Plan (OEMP)
8	Decommissioning	2059	As per Decommissioning Environmental Management Plan (DEMP)

1. COMMUNITY ENGAGEMENT APPROACH

1.1 Our approach

Stakeholder and community engagement are led by Neoen's project managers with support from community engagement specialists. We consider it important that trusting relationships are developed between the people on the ground who know the project the best, and the stakeholders that are part of and connected to their region and local community. Due to the rural nature of the community, our overall approach to consultation for the GNREF will be open, relaxed, flexible and responsive.

Neoen have a vertically integrated business model, meaning that we 'develop to own' our projects. This model is unusual in the industry, affording us a clear advantage over our competitors in respect to community engagement – our starting point is the clear understanding that we will be long term neighbours and participants in the local community for the lifetime of the project. As such we are able to establish and nurture relationships, embrace partnerships and innovation, confident that we will be there to see projects and benefits to fruition.

1.2 Our values

As a company Neoen has a clear set of values that underpin and guide our work. How these internal values translate into our external approach to building relationships with communities is described in Table 2.



Integrity

We operate with integrity, whatever we do, whenever and wherever we do it. We work with partners who abide by the same rules.



Commitment

We uphold all our commitments, internal and external. We believe in hard work and take pleasure in seeing a good job well done.



Audacity

We believe we can become a world leader in renewable energy. We have the audacity to operate globally, imagining, designing and implementing competitive, effective energy solutions.



Esprit de corps

We are loyal to each other and form a close-knit team. We are proud of our company, our goals and our accomplishments.

Table 2: Principles and practice

Value & Principle	In practice
Integrity Mutual Respect	– We provide a space for genuine dialogue where people can participate in respectful discussions.
Integrity Transparency	– We demystify the development process for local stakeholders and clearly communicate which points, when and to what extent they are able to influence decisions. – We are transparent about how and why decisions are made.
Integrity Inclusiveness	– We reach out to involve key stakeholders and the local community so they can play a part in decisions that affect them. – We provide a range of opportunities and avenues for ongoing and meaningful dialogue, allowing for detailed and timely discussions.
Commitment Responsiveness	– We communicate well and are responsive to emerging issues, concerns and ideas.

	– We provide timely information and ensure people have time to digest information, understand the project and make informed decisions.
Commitment Mutual Benefit	– We seek shared outcomes of mutual benefit for the local host community over the long term.
Audacity Innovation	– We deliver engagement beyond regulatory conditions and compliance – We are open to and pursue bold and creative ideas and solutions tailored to and driven by the local context of the project.
Esprit de corps Relationship building	– We build and nurture long term local relationships and make meaningful links with local leaders and organisations. – We provide many avenues for interaction across the project lifecycle.
Esprit de corps Celebration	– We value and celebrate community; our own and those of the communities we work with. – We enjoy celebrating our successes together.

1.3 Industry Best Practice

Our approach to engaging stakeholders is informed by the Public Participation Spectrum developed by the International Association of Public Participation (IAP2) and widely adopted as a framework for structuring consultation by the renewables industry. The approaches and spectrum are represented in the Table 3.

Table 3: Spectrums of engagement

Spectrum	Inform	Consult	Involve	Collaborate	Empower
Community engagement objective	– Provide balanced and objective information – assist the community in understanding all aspects of the project, including possible problems/issues	– Obtain feedback from the community on plans, options and/or decisions	– Work directly with the community throughout all stages of the project – ensure community concerns and aspirations are consistently understood and considered	– Partner with the community in each aspect of planning, development and decision-making, including the development of alternatives and the identification of the preferred solution	– Community leads the development of the renewable energy project – Place decision-making in the hands of the community
Promise to community	– Keep the community informed through all stages of development, including issues and delays	– Keep the community informed – listen and acknowledge suggestions and concerns – provide feedback on how input	– Work with the community to ensure concerns and aspirations are directly reflected in the alternatives developed	– Look to the community for direct advice and innovation in formulating solutions – incorporate advice and recommendations into	– Implement what the community decides

		influenced the decision	– provide feedback on how input influenced the decision	decisions to the maximum extent possible	
Community engagement outcomes	– Securing a good site to install the renewable energy facility – gaining planning permission – meeting compliance regulations	– Minimising objections – effectively managing complaints – good stakeholder relations – a level of community awareness and trust in the project	– Long-term broad local social acceptance and knowledge of the project – strengthened local relationships and trust – local advocates for renewable energy	– Broad community participation, support and awareness – some sense of local ownership – greater community benefit and strong local relationships and trust – timely development and easier planning approval – some sharing of benefits beyond investors	– Benefit sharing program tailored to the local context – Harness the skills and capital of the community – Upskill community members to manage the project – Largely community owned and controlled

This CEP aims to move our engagement activities and benefit sharing approach along the spectrum listed above so that across our project portfolio we are:

- **Involving** the community in the development, construction and operation of the wind farm
- **Collaborating** with the community to ensure that local advice and insights are shaping our approach to engagement and benefit sharing
- **Empowering** the community to shape key elements of the project, such as co-designing the long-term framework of the shared benefits program

1.4 Emerging trends

Table 3 in the prior section shows that differing levels of participation are legitimate, depending on the goals, timeframes, resources and levels of interest/concern in the decision to be made. At all levels of engagement, it is fundamental to define the promise and ensure it is clearly understood by both the

decision makers and the stakeholders to be engaged. The following figure¹ shows the emergent key elements of best practice as at 2018.



Stakeholders groups are likely to have differing communication and engagement needs. A level of engagement is therefore necessarily assigned to each stakeholder identified. It is possible for the level of engagement to alter at different milestones of the project; as a consequence, some stakeholders will be assigned more than one level of engagement. Each level of engagement is a valid one, provided it is delivered in a meaningful way and to a group that expects to be engaged with at that level.

The project team will engage broadly but understands there are stakeholders seeking different levels of engagement in the project. Stakeholder level of interest will evolve over the duration of the project and this analysis will be updated regularly to reflect changes and emerging issues or opportunities. A detailed Stakeholder Register incorporating the stakeholders and communities affected and/or interested in the project is maintained by the manager responsible for the CEP.

¹ Lane, T., Wood, E. Hall, N., Webb, A. and Mey, F. Enhancing Social Outcomes from Wind Development in Australia: Evaluating Community Engagement and Benefit Sharing. Clean Energy Council, Melbourne.

1.5 Objectives

1. Foster a transparent and open approach to the development of GNREF and ensure 'no surprises' for the local community.
2. Keep the community and stakeholders informed about GNREF through the provision of accurate, timely and factual project information.
3. Identify and address community and stakeholder concerns and maintain transparency in the project design, implementation and ongoing operations
4. Involve stakeholders and community regarding key decisions.
5. Identify opportunities for local business involvement and local employment in the construction and operations of GNREF and where appropriate develop a Local Participation Plan.
6. Identify opportunities for Indigenous Participation and employment in the construction and operations of GNREF and where appropriate co-develop and implement an Indigenous Participation Plan.
7. Co-design, develop and deliver a benefit sharing program in collaboration with the community, and in partnership with local stakeholders where possible.
8. Develop long-term relationships and partnerships with community and stakeholders.

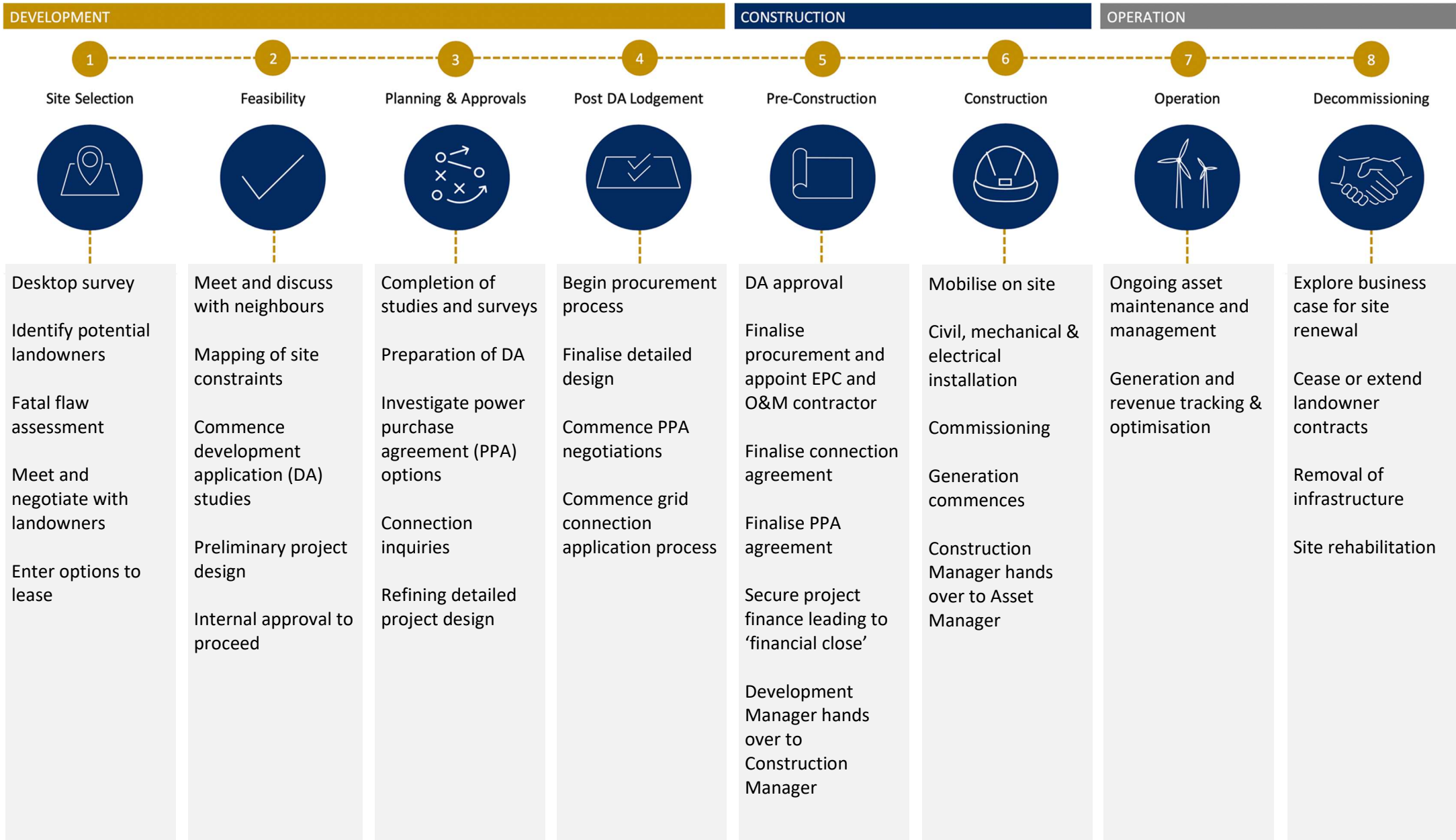
1.6 Community Engagement Framework

An eight-phased approach will guide the implementation of community engagement strategy in alignment with each of the project stages.

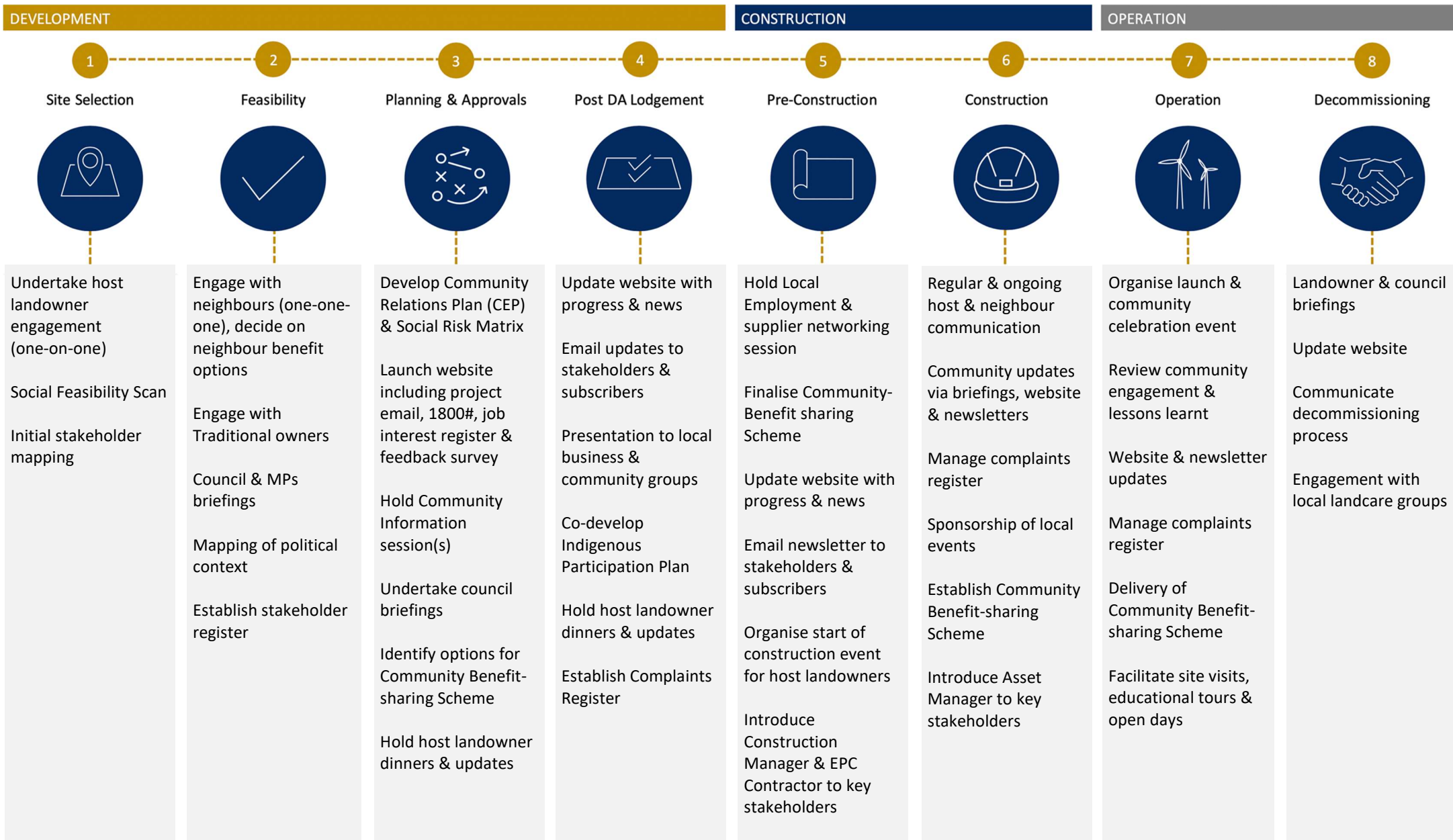
Key project activities and milestones are outlined on the page below, with the associated community engagement activities on the following page.

Section 3 provides detailed project-specific information on the community engagement approach and strategy for GNREF.

Project Activities and Milestones by Stage



Community Engagement Activities by Stage



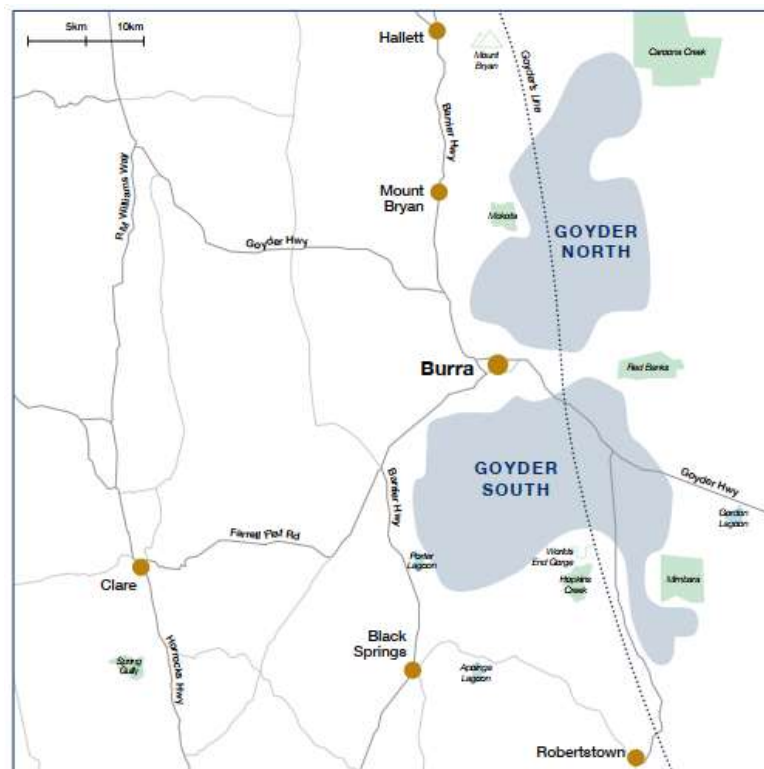
2. PROJECT CONTEXT

2.2 Background and development to date

Neoen is developing the Goyder North Wind Farm (GNWF) as a part of its wider **Goyder Renewables Zone (GRZ)** concept. As a part of this concept, the **Goyder South Hybrid Renewables Energy Project** was granted Development Approval in 2021 with construction of stage 1 beginning in 2022, consisting of 412 MW of wind generation. The GRZ represents one of the most ambitious renewable energy developments proposed in South Australia and is ideally located to complement Project EnergyConnect, a large interconnector to New South Wales currently under development by ElectraNet and TransGrid.

Neoen aims to build on the success of the Goyder South project and continue the development of the GRZ concept with the GNWF development. The proposed project site is located north-east of Burra and east of the Mount Bryan township in the Goyder Regional Council area. The project will comprise of up to 1000 MW of wind generation including wind turbines, meteorological masts, buried collector cables, electrical substations, an operations and maintenance building and an overhead transmission line to connect the wind farm to the existing ElectraNet Transmission network. The overhead transmission line is proposed to connect into the Bunday substation which is being built for the SA-NSW interconnector (Project EnergyConnect). Given the scale of wind energy generation that would be achieved by the development of the GNWF, it will likely be developed in two stages, though it is not yet possible to determine the size of each stage as it is dependent on demand from electricity customers. The Goyder North site is characterised by world-class wind resources and complimentary land uses (comprising primarily of marginal grazing land located on the edge of Goyder's Line).

2.3 Site location



2.4 Community attitudes and local politics

2.4.1 Local Government

Goyder Regional Council.

Historic support for the development of the wider Goyder Renewables Zone concept.

2.4.2 Regional opposition and industry advocates

No organised opposition groups.

2.4.4 Local Media

The newspaper is published weekly and reaches an estimated 10,000 readers across the Adelaide Plains and Mid North regions. Its circulation extends from Virginia in the south to Orroroo in the north, and from eastern Yorke Peninsula to Kapunda and Eudunda. Founded in 1903, the Plains Producer has been named South Australia's best country newspaper with a circulation under 5000 many times. With offices at Balaklava and Clare, the Plains Producer also publishes the biannual Valley Magazine and the Adelaide Plains Mid North Regional Business Directory.

The Plains Producer is part of the broader SA Today Pty Ltd publishing group.

2.5 Community Overview

The broad community around the proposed GNREF is centred in the Region of Goyder, in particular the township of Burra. According to the Australian Bureau of Statistics² 2021 Census Table 4 is representative of the area.

Table 4: Total Population Study Map (Goyder)

Demographics	
Estimated Population	4060
Median Age	51
Median Weekly household Income	\$916
Total Dwellings	2199
Education	
Bachelor Degree level and above	229
Advanced Diploma and Diploma level	237
Certificate level III	680
Year 12	1184
Occupation	
Managers	253
Professionals	131
Labourers	97
Technicians and Trades Workers	146
Industry	
Agriculture, Forestry and Fishing	487
Health Care and Social Assistance	158
Home Ownership	
Owned outright	824
Owned with a mortgage	448
Rented	303

² <https://www.abs.gov.au/websitedbs/D3310114.nsf/Home/2016%20QuickStats>

3. COMMUNITY ENGAGEMENT STRATEGY

3.1 Needs-based approach

Each key stakeholder has a different need across each phase of the GNREF lifecycle. To address this nuance, a needs-based approach is described for each of the key stakeholders to this project in Table 5.

Table 5: Key stakeholders

Stakeholder Group	Overview	Objectives – Needs based approach	Activities – per development phase
Host Landowners	Residents who are hosting wind on their land.	Ongoing communication and discussions as project progresses. Contribution to the project's progress, ability to provide local knowledge, advice and input. Involvement in development and of Community Benefit-sharing Scheme	One-on-one meetings Landowner updates & dinners Letterbox drops Invitations & involvement in community events
Near neighbours [6km]	Residents within a 6km radius of the project site have the potential to be affected by the visual impact of the wind, the noise and heavy vehicle traffic associated with the construction phase.	To create and maintain a close connection with neighbours that live within a 6km radius of GNREF. To keep neighbours informed about the project from early in the project planning process and provide opportunities to raise issues and provide feedback. To ensure that neighbours share in the benefits of the project.	Benefit-sharing: Neighbour Benefit Scheme One-on-one engagement Invitation to be provided a private photomontage Letterbox drop project updates Community Information Sessions Invitation to community events
Neighbourhood	The local people living within the Burra and Mt Bryan township adjacent to the project.	To keep neighbours informed about the project from early in the project planning phase To provide opportunities to raise issues and provide feedback	Letterbox drop Project Updates Community Information Sessions Invitation to community events
Local Government	We will work with the Goyder Regional Council to shape the Community Engagement Strategy and Benefit Sharing Program.	To ensure a positive and collaborative relationship with the LGA that can support the long term goals of the community.	One-on-one engagement Project briefings & updates Community Information Sessions Pre-DA meeting
State MP		To ensure the local member is kept updated	Project briefing in person by Head of Development

		about the project and its progress	Invitation to community events
Federal MP		To ensure the local member is kept updated about the project and its progress	Project update in person by head of Development Invitation to community events
Traditional Owners – Indigenous community	We will seek to engage and understand what elements of the project are culturally relevant and/or sensitive.	Engaging with local Aboriginal groups beyond planning requirements, such as Cultural Heritage Management Plans.	Invitation to co-design Indigenous Participation Plan Invitation to community events
Local Fire Authority	Local volunteers representing the Country Fire Authority	To ensure project activities abide by safety and regulatory requirements	Provide indicative design plans and updates on the project to prepare for any local fire and emergency safety requirements
Schools, TAFEs and Universities	Local schools Local TAFE	To ensure organisations are updated on education and vocational opportunities associated with the project. To use the opportunity of a local renewable project to dovetail relevant & practical educational content into the syllabus.	Information and project updates provided and invitation to future networking engagement Opportunities for site visits for local schools.
Business groups / industry stakeholders	We will seek to engage and collaborate with local businesses and business networks around what opportunities may be available such as sourcing for the wind farm development.	To ensure Neoen is creating of local renewable energy projects.	To ensure project activities abide by safety and regulatory requirements
Wind farm opponents	We will seek to identify those issues that are of concern to local wind farm opponents.	To be accessible, help to address concerns proactively, and to have a best practice complaints system in place.	Complaints process implemented and transparent.
Advocacy groups	Sustainability groups Community energy groups	Discussion on community energy and zero emissions targets Potential for partnerships	Update / presentation on project Invitations to community events
Community organisations	Community Management Committee / Sporting Clubs	To understand a project and be able to update their members To participate in / benefit from Community Benefit-sharing Scheme	Update/presentation on project Invitations to community events

Any other groups ?

Names and contact details can be accessed via the Stakeholder Register.

3.2 Sustained engagement across project lifecycle

As well as being oriented towards the needs of individual stakeholder groups, the engagement is also planned and staged in line with the project's eight phases.

A summary of proposed activities is shown in Table 6, noting that this will change as the project progresses.

Table 6: Community Engagement Activities by Project Phase



3.3 Facilitating opportunities for involvement

Local Participation

One of our key areas of focus for the broader local community is facilitating the involvement of local jobseekers and businesses in the construction and operation of the wind farm to ensure a strong regional economic benefit.

During feasibility & planning/approvals phases expressions of Interest for work are invited and received through adverts, information days and the project website. A job register for internal use is created to ensure reference during construction and operation phases can be made to list of interested workers.

In the pre-construction phase a Local Employment & Supplier Networking Session will be held in Burra, with invitations going out to those on the job register and local employment agencies, ensuring they have the opportunity to meet with the appointed construction contractors.

See related document : Local Participation Plan

Indigenous Participation

During the development stage we engage with Traditional Owners and depending on local context and requirements we co-develop a Cultural Heritage Management Plan or a Cultural Heritage Arrangement.

We also explore the option of co-developing an Indigenous Participation Plan with the Indigenous community. Participation incorporates the following three elements:

1. Indigenous employment by EPC and second/ third tier contractors during construction/operations.
2. Indigenous suppliers providing works packages in construction/operations.
3. Indigenous workplace training & education pathways in partnership with local schools and colleges.

See related document: Indigenous Participation Plan.

Education

We explore opportunities to work with local schools and colleges, both at primary and secondary, to support education in renewable energy generation, the electricity grid and electricity market.

During operations we offer opportunities for site visits from local schools, and will be developing more specific educational content, materials and visitor packs.

3.4 Sharing benefits with local community

Benefit-sharing with the local community is integral to our approach to community engagement and this element is outlined in greater detail in Section 4 below.

4. COMMUNITY ENGAGEMENT ACTIVITY

4.1 Initial Engagement: 2022-2023

This engagement was undertaken primarily as an aside to the engagement for the Goyder South Wind Farm Project which entered construction in 2022. GNREF was earmarked as a future stage of development at all GSWF events and community days.

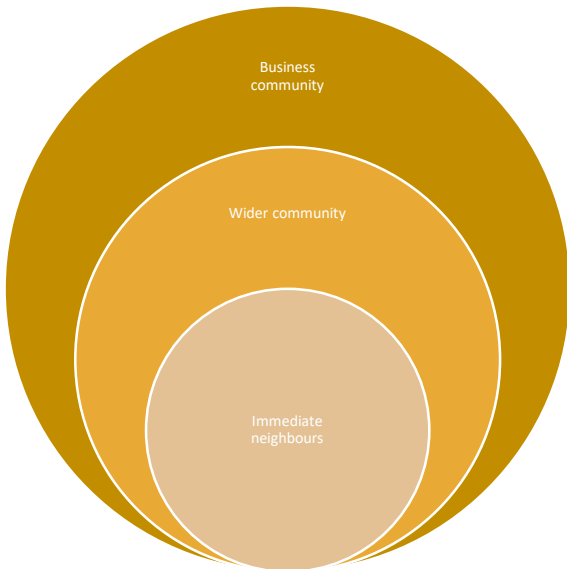
Following this first phase of community engagement on the project, Neoen took the time to gather the feedback and adjust the design of its second phase of community engagement.

4.2 Intensive Engagement: 2023-2025

Details of engagement

This phase of the community consultation was conceptualised as involving three stakeholder groups;

- immediate neighbours
- the wider community
- business community



4.2.1 Neighbour consultation

All neighbours within 6km of a proposed turbine location were contacted via a flyer and phone (where possible). The majority were engaged in a face-to-face meeting with the project manager. The project, its timeline, potential impacts and the Neighbour Benefit Scheme were all introduced and any concerns noted.

Priority concerns identified by neighbours

Level of concern	Description of concern
High	nil

Medium	nil
Low	Visual impact, impact on heritage places, accommodation
High: Referenced by neighbours as a central issue (no prompting) Medium: Referenced by all neighbours as secondary concern Low: Referenced by some neighbours	

Response & strategies to address neighbour concerns:

More detailed information about concerns and how Neoen has responded is included in Section 4.3

4.2.2 Community-wide consultation

The Burra office is generally staffed 2 days per week to enable community members to drop in and ask questions. An initial Goyder North focused community open day was held in October 2023 prior to the submission of the development application. This was advertised via the Council Facebook page, local media outlet and flyers around the town. An additional Goyder North specific community open day was held in March 2025 around the time of the Native Vegetation Clearance Application submission.

Priority concerns identified by the community

Level of concern	Description of concern
High	-
Medium	-
Low	Visual impact, impact on heritage places, accommodation
High: Referenced by the majority of interviewees as a critical issue when asked about concerns Medium: Referenced by around half of interviewees Low: Raised by some interviewees	

Response & strategies to address community concerns:

More detailed information about concerns and how Neoen has responded is included in Section 4.3 below.

4.2.3 Business consultation

Businesses are regularly consulted as the Goyder South project continues its construction phase and Neoen team members frequent their premises.

Priority concerns identified by local businesses

Level of concern	Description of concern
High	-
Medium	-
Low	-
High: Referenced by the majority of interviewees as a critical issue when asked about concerns	

Medium: Referenced by around half of interviewees
Low: Raised by some interviewees

Response & strategies to address business concerns:

More detailed information about concerns and how Neoen has responded is included in Section 4.3 below.

4.3 Summary of concerns & responses by theme

Theme 1: Visual Impact	
Respondent	Level of concern
Neighbours	Low
Community	Low
Business	-
Council	-

Summary

Some resident expressed concerns around the impact to visual amenity of the area. We have deliberately setback turbines from ridgelines that were closer to the town to reduce this impact. We have completed extensive visual impact studies and have removed further turbines from specific viewpoints.

While we acknowledge that there is a residual visual impact, we aim to balance the perceived negative impacts with positive impacts of the Neighbour Benefit Scheme and the Community Benefit Fund.

Summary of responses

Theme 2: Impact on Heritage Places	
Respondent	Level of concern
Neighbours	Low
Community	Low
Business	-
Council	Medium

Summary

Some residents and the Council expressed concerns over the impact to existing National Heritage places and the Council's prospective World Heritage bid.

Neoen has engaged closely and consistently with the Council and relevant heritage bodies on this topic including through the engagement of expert heritage advisors (both representing Neoen and the Council independently). After reducing the quantity of turbines in the most visual areas it was agreed that the

possible impact to heritage places and the world heritage bid was acceptable (or not considered significant).

4.4 Summary of perceived benefits

While many of the conversations with neighbours were focused on the concerns with the proposed wind farm, there was also considerable positivity within the range of views expressed.

Neighbours

Perceived Benefits Identified
Employment
Community Benefit Fund
Neighbour Benefit Scheme

Community

Perceived Benefits Identified
Employment
Community Benefit Fund
Neighbour Benefit Scheme

Business

Perceived Benefits Identified
Employment
Community Benefit Fund
Neighbour Benefit Scheme

5. COMMUNITY BENEFIT SHARING

To ensure both short and long-term benefits flow through to the community as a result of the establishment and operation of GSF, we establish a Community Benefit Sharing Program (CBSP).

The CBSP will be designed to deliver benefits to key stakeholders in the community in a way that aims to meet their needs and aspirations. Specifically, our objectives are to:

- deliver significant and meaningful improvements to the community surrounding GNREF;
- ensure a wide range of different stakeholder groups benefit from GNREF;
- empower the community to shape the design and implementation of the different initiatives;
- build support for renewable energy in the Goyder region.

The majority of initiatives will be delivered during the construction and operations phase.

In alignment with Neoen’s organisational vision, it is important that the benefit be a true benefit and be tailored to meet each distinct communities’ need.

From an industry best practice standpoint, several principles are seen as being helpful guides in developing or assessing a benefit sharing strategy, as outlined in Table 7 below³:

Table 7: Benefit sharing principles

Principle	Description
Appropriate	– Benefit sharing is tailored to local circumstances, culture and need, helping to address (not create or reinforce) patterns of conflict or inequality. It makes sense and is appropriate in the local context. – The local community provides guidance on how benefit sharing can create a positive, lasting and meaningful impact for their local community. We work with the local community to develop specific benefit sharing strategies that respond to their unique local context and need.
Flexible	– Benefit sharing is an aspect of project development that will greatly benefit from being open to community involvement, influence and negotiation. Having the flexibility to respond to local context will ensure benefit sharing has the best and biggest local impact. – The lifecycle of renewable energy developments is significant (25 years or more), a lot can change in a community during that period of time. Therefore, it is important to build in flexibility so that benefit sharing can evolve as the community needs do.
Transparent	– The benefit sharing strategy is transparently available to the community and provides a clear and understandable rationale for the various programs and who is eligible to participate. – Benefits are freely given for the sake of sharing the proceeds of the project and building relationships. Benefit sharing must not come with conditions of silence or consent.
Integrated	– Benefit sharing seeks to integrate the project owner/operators as valuable community members by building links and relationships into the community. – The benefit sharing approach is integrated with Neoen’s broader approach to community engagement and project development.

³ Lane, T & Hicks, J, (forthcoming) Benefit Sharing Options for Renewable Energy, 2019, Clean Energy Council

Mutually Beneficial	– The approach is designed to bring mutual benefit to local communities and the project.
Proportionate	– The benefits are perceived as being proportionate to the scale of the project and the level of change or disturbance experienced by local people. Given community members living closest to projects experience greater impacts, they should receive a proportionate benefit.
Strategic	– Create a positive legacy in the local community. Look to bring ongoing and lasting value to the local area. Integrate benefit sharing opportunities with broader strategies by building local partnerships.
Accountable	– Systems and processes are deployed to ensure the credibility and reputation of the benefit sharing program. – Benefit sharing is managed in a transparent and accountable way that involves local stakeholders.

5.1 Scope of the CBSP

This CBSP does not include:

- required activities under our permit conditions such as for visual screening
- annual council rates payments or fire levies (where applicable)
- host landowner payments;
- the value of local jobs and investment.

However, it is worth noting that these activities will all deliver significant value to the community.

The proposed amount is \$70,000 per 100 MW of wind generation constructed and \$12,000 per 100 MW of battery storage constructed.

5.2 Benefit-Sharing Mechanisms

Neoen have a number of mechanisms to enable benefits to be shared in a meaningful and equitable way. Community input will be sought into these options (and any other local ideas) at the community information sessions held in the lead up to planning permit submission and via the community feedback survey. Options can be found in Table 8.

The final program is likely be a mix of 3-4 benefit-sharing mechanisms from the following list:

- Near Neighbour payments or similar
- Community Benefit Fund
- Lower energy bills – through solar and/or storage subsidies
- Lower energy bills - through partnership with energy retailer
- Community co-investment
- Investment to address specific local issue – e.g. poor mobile coverage, electricity blackouts

Table 8: Options for benefit sharing

Option	Pros	Cons	Requirements	Constraints
 Near Neighbour payments	Provides benefit-sharing option for near neighbours who may be most affected by the project, particularly during construction.	Can be difficult to ascertain an appropriate radius. Can be perceived by some as 'buying out' neighbours.	Needs to be tailored to the local context. Must be offered without conditions in relation to complaints, avoidance of compliance activities etc. Must be equally applied and transparent.	Population, topography, visual impact, scale. Not applicable to involved landholders.
 Community Benefit Fund	Can create strong regional economic development outcomes. Can create a strong legacy in community.	Local government can negotiate to 'own' the fund – which may result in a higher cost of administration and potential politicisation of the program. There can be a lack of sophisticated local programs or projects to apply to fund– may need to co-develop.	Strong governance with community representation. Strong evaluation and acquittal. Flexible funding streams to enable longer term projects to access the fund. Consider other existing regional funding bodies and look to enhance or offer point of difference.	Not applicable to committed activities funded by any level of government.
 Lower energy bills through solar and/or storage subsidies	One off deployment of offer.	Onerous to organise a defensible procurement contract.	Delivered by local CEC accredited installers. Easiest model is to select an installer – perform due diligence and deploy initiative at a fixed price (bulk buy approach).	May be competing subsidies – such as state government that need to be taken into consideration – how to complement?
 Lower energy bills through retail offer	Possibility to 'skin' a retailer offer and brand it per project. Offer that is equitable across	Long term issues must be accounted for in the design – new arrivals, transition to solar and battery,	Needs the right scale – minimum participation levels. Needs the 'right' discount – i.e. minimum of 25-	Retailer desire to partner. Marketing and customer acquisition needs

	the community – anyone can access it	competitive retail offers in the future.	30% to enable 'sticky' customers.	to be resourced locally.
	Connection to the renewable energy project.	Locals need to transfer to new energy supplier		
		Customer churn.		
 Community co-investment	Enhancing regional economic benefits. Sharing the profits of the wind farm with community retail investors. Enabling participation in the development and deepening the connection and interaction with the project. The economies of scale of large scale projects can delivered significant returns.	Can be challenging to integrate the investment in the back end of the project finance structure. May not be a supported concept in all communities – may be dependent on social economic factors. Can be onerous to administrate – ensure the impact/costs/ delegations are well modelled.	Can be delivered through fractional investment platform Domacom. Need to determine investment structure, debt vs equity, length of term, rate of return etc, and what is negotiable for community feedback	Considerations around equity or debt structures. Consider timing of offer to reduce community investor exposure to issues such as connection delays. Consider budget for marketing and development and impacts on other benefit sharing initiatives.
 Investment to address specific local issue	Can enable direct solutions to broader community needs/issues.	Longevity of solution and appropriateness of solution can be difficult to establish.	Community needs assessment to harvest ideas and then validate a chosen approach.	Consider the budget allocation and how this may impact on other benefit sharing items.

5.3 Community Response & Ideas

The negotiable options are analysed in the following section in regards to:

- Identified need in the community
- Summary of mechanism
- Scope for community to shape this initiative

5.3.1 Neighbour Benefit Scheme

As those in closest proximity to the project (but who are not involved as host landowners) we acknowledge that near neighbours are a special stakeholder group, who will be particularly impacted during the construction and operations phase.

We commit to ensuring that all near neighbours have the opportunity to meet with one of the project team face-to-face before the first public community information session. Compliance related activities such as vegetative screening will be rolled out in accordance with the permit. There will be no voiding of the ability for a neighbour to make a complaint or claim compliance activities such as tree-planting should they take up the proposed agreement.

Summary of mechanism

The strategy for neighbours is to firstly sign neighbour deeds and then to sign up for neighbour payments once construction commences or is completed.

Neoen will commit to neighbourhood payments as per the booklets released to the public and available in the Burra office.

5.3.2 Community Benefit Fund

Summary of mechanism

Depending on community feedback, Neoen will commit \$70,000 per 100 MW of wind generation and \$12,000 per 100 MW of battery storage installed per year to the Community Benefit Fund to be administered and distributed in a similar method to that agreed for Goyder South Wind Farm. The Goyder Community Benefit Fund will comprise of a value up to \$1 million with contributions from both Goyder North and Goyder South.

Funded projects need to align with at least one of our community growth focus areas:

1. Environmental sustainability – participation, development and uptake of new technologies
2. Health and wellbeing – contributing to improved health and wellbeing outcomes
3. Strong connected communities – community participation, involvement and connection
4. Sport and recreation – increasing participation in sport and recreational activities
5. Arts and culture – fostering creativity and connection in the community through art and culture
6. Skills, education and training – addressing local skills development and educational opportunities

Scope for community to shape this initiative

The community is being consulted through workshops with key members to shape the deployment of this initiative.

5.3.3 Lower energy bills via retail offer or solar/battery subsidies

Not explored for this project.

5.3.4 Community co-investment

Not explored for this project.

5.5 Investment to address specific local issue

No obvious consensus on specific issues to date. CBF is being pursued.

5.4 Timeline and implementation

Table 9: Benefit Sharing Program - Implementation Timeline

Initiative	Site selection – feasibility	Planning	Pre-Construction	Construction	Operations (25 years)
e.g. Neighbour Agreements	Investigate	Communicate	Communicate	Communicate	Implement

e.g. Community Benefit Fund	Plan	Investigate	Design	Design	Implement
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5.5 Total value of the program

Table 10: Benefit Sharing Program [total Cost Budget to be completed following further modelling activities]

Initiative	Planning	Pre-Construction	Construction	Operations (25 years)	Total \$ contribution
e.g. Neighbour Agreements	TBA	TBA	TBA	TBA	TBA
e.g. Community Investment Initiative	TBA	TBA	TBA	TBA	TBA
e.g. Community Benefit Fund	TBA	TBA	TBA	TBA	TBA
Total Value					

6. COMMUNITY ENGAGEMENT TOOLKIT

6.1 Social Risk Matrix

The Social Risk Matrix outlines the potential and actual social risks for the project. The most likely concerns are:

1. Visual impacts on amenity and heritage places
2. Ecological impacts
3. Impacts on TV reception, and
4. Cumulative impacts

6.2 Stakeholder Register

In order to record, manage and track our interactions with different community stakeholder groups over time we establish a project-specific Stakeholder Register during Feasibility stage.

Neoen use a stakeholder engagement software tool called Darzin which provides detailed records of our interactions with stakeholders. It links to surveys and registers on the project website and project staff's Outlook email service to facilitate and automate data capture. The Stakeholder Register has varying levels of access, for example during construction and operations it will be accessible to key EPC and O&M contractor staff with stakeholder communication responsibilities.

6.3 Project Website

The project website is set up during Feasibility stage to provide clear and accessible information about the project and suggest a number of ways for people to get involved.

6.4 1800 Number

The project's 1800 number is 1800 966 166. This is set up during Planning & Approvals stage, prior to the first Community Information Day. The number remains with the project for its lifetime.

Calls to this number is forwarded to mobile of the person responsible for the CR Plan as shown in Table 1. They are forwarded during office hours Mon-Friday 9am-5.30pm, with a project specific recorded answering message at other times. Messages are sent to the project email address.

6.5 Key messages

Key messages assist in providing information in a consistent way. Initial key messages, for the GNREF are in Table 11 as follows:

Table 11: Key messages

Theme	Key messaging
Neoen Australia	– Neoen is an independent power producer specialising in renewable energy. – We are an end-to-end developer who takes a long-term approach - bringing projects from development, through construction and into operations, ensuring high quality projects that are well -integrated and make a contribution to the community across their 30+ year lifetime – GNREF is managed by a highly experienced team, who are internationally recognised leaders in their field.

Innovation and technology	– This project is ambitious, innovative and ground-breaking
Project areas & phasing	– Goyder North Wind Farm Stage 1 is located in the southern portion of the GNREF Project Area. – Goyder North Wind Farm Stage 1 may be constructed in multiple stages – Future stages of GNREF are not being actively developed at this point in time.
Jobs & growth	– Goyder North Wind Farm Stage 1 will result in approximately 700 direct and approximately 20 ongoing jobs – Stats about the likely impact on local services economy – We are committed to employing local people where possible. – Local businesses will be involved in the construction and ongoing operations – We are committed to reconciliation, and have an Indigenous Participation target of 5%
Community	– The project will result in many benefits to the local community including more jobs and economic prosperity into the future. – Neoen will work closely with the local community and will listen to concerns, ideas and opportunities. – Neoen is committed to sharing benefits with the local community in meaningful and equitable ways. – We will establish an annual Benefit Sharing Program, which will include a number of benefit sharing mechanisms. We will seek community input and involvement in the structure and mechanisms of the benefit sharing program.
Environment	– GNREF is a large-scale renewable energy project which will substantially mitigate against climate change.
Key social risk messages	– We recognise there will be visual impacts from the project and have worked with experts to minimise these as much as possible. – We are committed to protecting sensitive environmental features and will adjust infrastructure locations during construction to further reduce impacts. – Independent studies show there will be no significant impact on TV, phone or internet services in the area and we will continue to assess this as designs are finalised. – We understand that other renewable projects are already operating locally and will work to manage the cumulative impacts responsibly.

6.6 Implementation Plan

The implementation plan could also be supplemented by a quarterly focused implementation timeline (for a template please see Appendix 2. Sample Quarterly Community Engagement Implementation Timeline Q4 2019).

Each approach of the IAP2 Spectrum is explored in Table 12: **Inform, Consult, Involve, Collaborate and Empower**. The Key Performance Indicators (KPIs) are listed for the current phase.

Table 12: Community Engagement & Communications Implementation Plan

Tools	Planned Activities		
	Feasibility - planning	Pre-construction - construction	Operations
Stakeholder identification and mapping <u>(Inform)</u>	Key stakeholder groups identified and relationships established. <i>KPI: Stakeholder Register developed and contact made with the list</i>	Further stakeholders and interest groups harvested for Stakeholder Register.	Further stakeholders and interest groups harvested for Stakeholder Register.
One on one briefings <u>(Inform)</u>	Regular briefings held in the 6km neighbourhood zone as well as in local towns with interest groups and key stakeholders. <i>KPI: All neighbours within 6kms met face to face</i>	Quarterly meetings held in the 3km neighbourhood zone as well as in local towns with interest groups and key stakeholders.	Briefings held in neighbourhood zone annually.
Newsletters: neighbourhood and public <u>(Inform)</u>	Neighbourhood database to be established for neighbourhood area, or agreement with local post office to send out to the neighbourhood area. Public enews subscription available on the website. <i>KPI - neighbourhood database completed by planning permit submission or agreement with local post office in place.</i> <i>KPI: Public enews subscription button on website by public announcement.</i>	Neighbourhood newsletter sent out bimonthly throughout construction period - digital and hard copy for those without email. Public enews sent out quarterly.	Public enews sent out quarterly.
Project website <u>(Inform)</u>	Project website implemented with transparent logging of key documents such as planning permit application.	Project website maintained and updated monthly with construction updates.	Project website maintained and updated 6 monthly.

	<i>KPI - Project website implemented and updated every three months</i>		
Media releases and local print media ads <u>(Inform)</u>	Notification for community information sessions as well as community survey <i>KPI - 1 media release or 1 ad per 3 months</i>	Regular media releases and local ads for key project milestones.	Media releases for key events and project achievements such as Community Development Fund announcements and outcomes.
Fact sheets <u>(Inform)</u>	Fact sheets and relevant FAQs for website to proactively address potential issues.	Fact sheets and website FAQs developed proactively.	Fact sheets and website FAQs developed proactively.
Information sessions / Project presentations / wind farm tours / stalls at community events <u>(Inform)</u>	Community event schedule developed.	Community event schedule	Open days, wind farm tours and educational opportunities offered to the public via the website.
One on one meetings with key stakeholders <u>(Consult)</u>			
1800# Telephone line <u>(Consult)</u>	Direct line set up to record inquiries.	Telephone line maintained and number available on website.	Telephone line maintained and number available on website.
Local project office <u>(Involve)</u>	<i>Setup complete</i>		
Benefit Sharing Program Co-design process and delivery of program <u>(Empower)</u>		Implementation of the annual program.	Delivery of the annual program including a strong acquittal process.

6.8 Decommissioning phase engagement

The focus of the CEP is for the estimated lifecycle of the wind farm. Further we understand that the decommissioning phase will need to be well resourced in regards to community engagement and will ensure this is embedded in our future strategy.

7. COMPLAINTS MANAGEMENT PROCESS

The following process has been developed in accordance with the Australian / New Zealand Standard Guidelines for complaint management in organisations and in consideration of recommendations from publications by the National Wind Farm Commissioner (now the Australian Energy Infrastructure Commissioner):

The process for managing complaints and concerns raised by community members involves several key steps including receiving, registering, investigating, responding to and addressing complaints stakeholders.

Contact details for complaints made via telephone or in written form are contained in Table 13.

Table 13: Complaint lodging contact details

Project website	
Telephone number (toll-free)	1800 966 166
E-mail	contact@goyderenergy.com.au
Mail	7-9 Commercial Street Burra 5417

The contact details in Table 13 will be published on the project's public website, alongside an outline of the complaints and investigation process. This information will also be made available in community consultations that occur in the lead up to construction commencement, and at any community consultation that is held during the construction period.

Step 1: Receive and register a complaint

Contact is received from community members may be received through the following methods: verbally either in person or via telephone or in written form via electronic mail and/or via the website.

It may be an inquiry, a concern or a complaint. If it is an inquiry or a concern, we will respond directly to this and simply record this interaction in the stakeholder register.

If it is a complaint then the following procedure is followed:

Upon the receipt of a complaint, a set of standardised information will be collected, recorded and filed to ensure an efficient and standardised process.

The following information will be collected from community members:

- The complainant's name and address;
- A unique reference number is to be communicated to the complainant.
- Any applicable turbine or monitoring mast reference number;
- The approximate distance between the proposed turbine or infrastructure and the complainant's dwelling
- The complainant's concerns including date, time, prevailing conditions and description of the complaint
- Practical outcomes being sought by the community member and expected from Neoen from the complaint

This information must then be recorded in the relevant project's Complaints Register.

Step 2: Acknowledging complaints

A non-urgent complaint will be acknowledged by the responsible Project Manager (see Table 1) within 3 business days of the complaint being submitted. If it's an urgent complaint, then a response will be within 24 hours. This acknowledgement will be made via phone or email with any written correspondence dated and kept on file.

The acknowledgement will include:

- A summary of the complaint; with a reference number provided
- The opportunity to clarify issues relating to the complaint or a request for further information if required.
- The proposed investigation approach; and
- An estimated timeframe in which the stakeholder can expect to receive a response.

Where a complaint can be easily resolved or is better categorised as a request by stakeholder for additional information, it may be appropriate for the Project Manager to immediately respond to the stakeholder.

Step 3: Investigating complaints

The Project Manager is responsible for ensuring all complaints are investigated and that all reasonable attempts to seek a resolution are made. The investigation may be delegated to an appropriate Neoen staff member. Accurate records of the investigation must be maintained including records of meetings, discussions and activities.

The investigation may involve:

- Site visits, particularly in the instance of reported property damage;
- Consultation with Neoen staff or contractors, including senior management when required;
- Acquiring monitoring data and evidence (e.g. for noise or dust complaints); and
- Contacting external stakeholders.

Step 4: Responding to stakeholder/complainant

Following the investigation, the results, including details of the findings and proposed resolution, will be clearly explained to the complainant. In most circumstances, it will be at this stage that the complainant will determine if the resolution is satisfactory.

Step 5: Closing the complaint

If the process has been concluded appropriately then the Project Manager will close the complaint and make a file-note to this effect in the Complaints Register. Formal written correspondence must also be issued to the complainant confirming that the complaint has been closed.

If the complainant is not satisfied with the investigation and resolution, then the complainant has a right of review. This will be undertaken by the Project Manager's direct supervisor to ensure that the complaint process has been properly followed.

If the complainant is not satisfied with Neoen's investigation and proposed resolution, the complainant will be advised by Neoen that they have the ability to contact the Australian Energy Infrastructure Commissioner. Neoen will provide complainants with the relevant contact details, as seen in Table 14.

Table 14: Alternative complaint contacts

State body (as identified in DA)	Email / number
Australian Energy Infrastructure Commissioner (Previously The National Wind Farm Commissioner)	aeic@aeic.gov.au
Goyder Regional Council	council@goyder.sa.gov.au 08 8892 0100

Step 6: Recording and registering the complaint

Upon the closing of a complaint, the following information will be updated in the Complaints Register with the additional following details:

- The process of investigation that was undertaken to resolve the complaint;
- What the proposed resolution was;
- Whether this was accepted and how it was implemented;
- Whether or not the complaint has been resolved to the satisfaction of the complainant.
- The reason why the complaint was closed;

8. REPORTING & EVALUATION

This plan will be monitored and updated to reflect the themes and issues emerging from engagement.

Neoen is committed to continually improving the approach to and identifying opportunities for the community to shape future plans and initiatives. Where possible, monitoring and evaluation activities will be designed to complement other engagement activities.

Evaluation is not a stand-alone or isolated process rather; evaluation is an integral and on-going component of every communication and engagement activity or process. Consequently, evaluation at the beginning of the consultation planning process is as important as it is during and following implementation. Evaluation is a vital element for forward planning and can provide a strategic basis for decisions about issues, including the allocation of resources.

The evaluation process consists of two components (as seen in Table 13):

1. Outcomes – increased satisfaction, awareness or attitudinal change
2. Outputs – measuring and monitoring what is actually produced, released or implemented

Table 13: Evaluation Process - Outcomes and Outputs to be achieved

Evaluation	What will be achieved?
Outcomes	– General community awareness and understanding of the project. – Long term broad local social acceptance of the wind farm – Widespread understanding among project team, employees, residents, stakeholders and broader community of Neoen's commitment to engaging with the community – General satisfaction among stakeholders that they have been given the opportunity to express their views and that they have been heard – Expectations and issues managed effectively through communications and meaningful engagement – Strong local relationships and trust
Outputs	– Social Risk Matrix – Data collected from Feedback Survey throughout the Project – Regular departmental meetings and reporting – Progress meetings with applicant and government – Issue timely and relevant media releases, project bulletins, email broadcasts, direct mail letters and FAQs – Update website with timely and relevant information (ensure email enquiries are logged and responded to) – Schedule for Community Information Days, Open Day, Site Tours, Neighbouring Landholder Forums and other face-to-face engagement events and briefings – Schedule regular briefings with key stakeholders i.e. Council. – Introduce, manage and maximise benefits from 'stakeholder issues database' – Ensure Stakeholder Database is regularly updated, so that relevant stakeholders receive project updates – Complaints register – Community-developer partnerships – Benefits sharing model tailored to the local context – Local advocates for renewable energy

8.1 Objectives of evaluation

The objectives of monitoring and evaluating the delivery of the activities outlined in this CEP are to:

- identify opportunities to improve the approach;
- ensure key stakeholders including the community, partners, and contractors have a clear understanding of the progress and performance of key initiatives;
- identify opportunities for the community to shape future plans and initiatives;
- ensure a current understanding of community concerns and to track any complaints;
- report back to key stakeholders about the performance of GNREF and associated programs

8.2 Methods and process

The reporting will show the progress against the plan and timelines that are outlined in this CEP. In particular, Neoen will ensure the reporting process is transparent with information about what has gone to plan, what hasn't and why, what has gone to schedule, what has been delayed and why.

It is proposed that the project manager would be responsible for the monitoring and evaluation.

8.3 Timeline

This could occur during planning – as a baseline survey, and then a second feedback survey could occur at the start of operations as a follow-up/tracking of shifts in awareness/support etc.

During the commissioning, it may be a requirement for some tenders that an external evaluation occurs. If this is the situation for this project, then a process could be deployed using the 360 degrees methodology as follows:

- Community and stakeholder perceptions survey to go out to the public via council and to key stakeholders: host, neighbour, community organisations
- Community Engagement Committee to play a role in the design and distribution with an external community engagement expert
- Focus group to be held with key stakeholders such as: wind farm development team, senior management, contractors, host, neighbour, community representative
- External community engagement expert to review the report and associated data

8.4 Metrics of monitoring (Key Performance Indicators)

KPIs for some of the activities have been outlined in Implementation Plan. These would be incorporated into the final monitoring and evaluation plan and further fleshed out as the project meets its important milestones such as obtaining the planning permit.

- Delivery of KPIs outlined in the implementation plan (section 3.1) and quarterly implementation plan
- \$ allocated and spent
- # of interactions (face to face meetings, events, email/phone, (google analytics), social media)
- Communications (social media, website visits (google analytic),
- # of complaints and resolution
- Survey responses

APPENDIX 1

Sample Quarterly Community Engagement Implementation Timeline (QX YYYY)

Objective <i>WHY are we doing this?</i>	Action <i>HOW are we going to do it?</i>	Stakeholders <i>WHO are we going to tell?</i>	Tools <i>WHAT do we need?</i>	Resp <i>WHO is going to do it?</i>	Timing <i>WHEN are we going to do it?</i>
1. Foster a transparent and open approach to project development and ensure 'no surprises' for the local community	– Landowner Dinner	– Host landowners	– Just us!		– Wednesday (9/01)
2. Keep the community and stakeholders informed about the project through the provision of factual project information	– One-on-on engagement – Session #1	– Neighbours (2km radius of the proposed project)	– Stakeholder database – Maps (proposed) – Corporate brochure – Feedback form – Project brief – Business card		– Thursday (10/01) – Friday (11/01)
3. Identify and address community and stakeholder concerns and maintain transparency in the project design, implementation and ongoing operations	– Community Engagement Strategy – Stakeholder briefings	– Internal stakeholders – MP's, Council, RDV, Water authority, – Indigenous community (and others)	– CE Strategy – Mapping – Corporate brochure – Feedback form – Project brief – Business card		– Completed by end of Jan – Wednesday (23/01) – Thursday (24/01)
4. Identify opportunities for local business involvement in the implementation of the project	– One-on-one engagement Session #2	– Neighbours	– Stakeholder register – Corporate brochure – Feedback form – Project brief – Business card		– Wednesday (23/01) – Thursday (24/01)
5. Elicit feedback from stakeholders and community regarding key decisions					
6. Develop long-term relationships and partnerships between the project and the community	– Community Open Day – Lodgement of DA	– Host landowners – Neighbours – Community (including business) – Government – Government (decision maker)	– All above + Media release – Advertising – Posters – Preliminary designs – Registration form – Submission		– March 20 – April