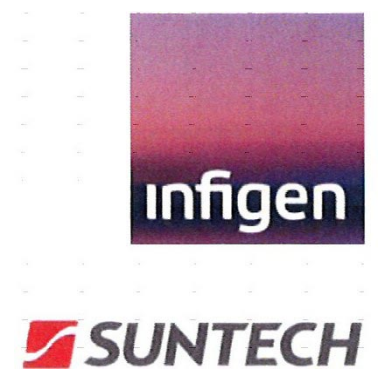


Appendix D Community Consultation

D.1 CONSULTATION PLAN

D.2 EVENT ADVERTISING AND MEDIA

Community Consultation Plan
Solar Flagships Program
Infigen Suntech Australia Pty Limited





Sign off agreement

Infigen Energy

Commitment to Community Consultation Plan

Signed: Date:

Name and Position:

Suntech Power

Commitment to Community Consultation Plan

Signed: Date:

Name and Position:

I acknowledge and agree that this Community Consultation Plan was developed independently for Infigen Energy and Suntech Power by Kathy Jones & Associates (KJA), to comply with the requirements for Infigen Suntech Australia Pty Limited's submission under the Federal Government's Solar Flagships Program.

Kathy Jones & Associates (KJA) Strategic Communications and Project Management

Signed: Date:

Name and Position: Kathy Jones, Principal.

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1. Background to the project

Infigen Energy and Suntech Power have formed a Consortium, Infigen Suntech Australia Pty Limited, (the Consortium) to apply for funding in round one of the Federal Government's Solar Flagships Program.

Infigen Energy is Australia's leading specialist renewable energy business, with interests in 35 wind farms globally, including six in Australia. Infigen has a strong track record of developing, owning and operating wind energy projects in Australia and recently developed the Capital wind farm, near Bungendore in NSW. Capital is the largest wind farm to be built in NSW and the largest renewable energy project commissioned in NSW since the Snowy Hydro Scheme.

Suntech Power Holdings Co. Ltd. is the world's largest crystalline silicon PV manufacturer. Suntech designs, develops, manufactures, and markets premium quality, high-output, cost-effective and environmentally friendly solar products for electric power applications. Suntech's solar panels are based on solar cell technology that was developed in collaboration with the University of New South Wales.

The partnership between Infigen Energy and Suntech Power aligns two of the world's leading sources of renewable energy expertise within Australia; to collaborate, develop and construct commercially proven technologies and infrastructure that will provide a supply of renewable and sustainable energy to New South Wales.

The Consortium's proposal is to establish Solar Photovoltaic (SPV) farms that can generate up to 195MW of electricity, which will be fed directly into the grid. Four sites across New South Wales are being considered as potential locations where SPV farms can be established, with anticipated construction expected by 2012.

2. Purpose of the plan

To demonstrate its commitment to community and social inclusion, the Consortium's Project Community Consultation Manager (PCCM) will follow the strategies of this plan to develop and implement a series of community consultation and stakeholder engagement activities at the various identified locations for establishment of SPV farms. By adhering to this plan, the Consortium will ensure there is broad community and stakeholder interaction from initial site investigations, through the Environmental Assessment (EA) stage of the project, and during the construction of SPV farms.

This Community Consultation Plan is an overarching plan for the Consortium's SPV Project (SPVFP). More detailed sub-plans will be developed for individual SPVFP sites.

The purpose of the plan is to provide the most effective tools and methodologies to:

- provide information to the community and stakeholders about the reasons for the project and highlight the benefits of the project
- provide information to the community and stakeholders about the EA stage, why consultation is being undertaken and how the results will be used by the project team
- provide information to the local and broader community about the project to ensure awareness of the EA process, timing, parameters and constraints so there can be informed views and input to the project team at the EA stage
- ensure the community understands what is and what is not negotiable with the project in terms of the design and location of the construction site and associated works
- demonstrate how the community can provide comment and feedback about the project and how this will be considered by the project team
- report the results of consultation in an easily accessible format.
- further develop positive relationships with key stakeholders and the community
- assess community attitudes towards the project at the EA stage, identify how attitudes and issues can be managed, and ensure the most appropriate tools and methodologies are used for further consultation and engagement activities
- assess how any stakeholder and/or community concerns and issues could affect the delivery of the project and identify strategies to manage these
- encourage community ownership and support for the project through a genuine and transparent process of consultation and engagement

The Plan also sets out the protocols and procedures for:

- developing and distributing information about the SPVFP at the EA and construction stages, that is relevant and easily accessible to stakeholders, local communities, businesses, and other interested parties
- identifying stakeholders and organising project briefing sessions or meetings
- advertising community consultation activities such as public meetings and information sessions, as outlined in this plan. Information sessions will be advertised locally
- communicating clearly and concisely at all consultation activities, the likely impacts from construction activities in terms of noise, dust, increased traffic, timing and duration of SPVFP construction



- ensuring all communications and consultation activities include information on how to access further information about the project and how to contact the project team
- encouraging community and stakeholder feedback during exhibition of the EA and throughout the construction stage of the SPVFP
- taking, recording and responding promptly to all community feedback, enquiries and complaints
- reporting the outcomes of all consultation activities and stakeholder interactions to the Consortium
- handling media and government enquiries
- developing and positioning project branding
- conducting compulsory community relations inductions for all site personnel and subcontractors who will be on-site during construction

3. Community Consultation Plan objectives

The main objective of this Community Consultation Plan (CCP) is to provide overarching communications and consultations strategies, methodologies and tools to effectively inform and engage the community and stakeholders throughout the life of the SPVFP. Achieving this objective will underpin the Consortium's successful delivery of the SPVFP.

The plan aims to:

- explain the Consortium's strategic approach to communications and community consultation tasks at each stage of the project
- provide a preliminary assessment of potential project stakeholders
- outline a framework for coordinating and managing stakeholder engagement and community consultation activities
- identify potential risks and opportunities
- identify and define the roles of the Consortium's Community Consultation Team and their relationship with subcontractors, stakeholders and the community
- detail communication tools and methodologies
- clearly articulate the approvals processes and timelines and any necessary protocols for production of communications collateral and community consultation activities
- describe the controls and systems in place to ensure this plan's procedures are followed, reviewed and measured

This CCP addresses communication and consultation for both the Environmental Assessment and construction stages of the SPVFP.

4. Key messages

It is imperative to provide consistent key messages at each stage of the SPVFP. The key messages of the Consortium will include:

- commitment to meeting all of the criteria established by the Federal Government's Solar Flagships Program
- commitment to the Government's RET scheme to provide renewable and sustainable clean energy
- commitment to communication and consultation processes that are open, transparent and effective
- respect for local heritage, community icons, community identity and indigenous history
- respect for the environment
- a construction program which will be developed to minimise disruption to the community throughout construction activities.
- SPVFP will facilitate an increase in renewable energy into the National Electricity Market
- the possibility of local employment opportunities during construction, and other positive economic benefits for rural communities

4.1 Project construction messages

- construction activities on the SPVFP will be planned with the aim of minimal impact on the local and wider community, with construction activities generally during standard working hours:
 - Monday to Friday - 7am to 6pm
 - Saturday - 8am to 1pm
- delivery and construction activities may occur 'out-of-hours' when there is less potential to impact local traffic
- the community will be notified about the project's progress and construction impacts of such increased traffic to the road network
- project contact details will be listed on all communication material and placed on the SPVFP website.

5. Stakeholder analysis and engagement

5.1 Stakeholder communication strategy

The communication strategy for communicating and engaging with stakeholders is to:

Inform	Consult	Collaborate
Stakeholders who are not directly affected, but require factual and transparent information to help them understand any problems, alternatives, opportunities/and or solutions (e.g. via advertising, newsletters, website)	Stakeholders who may be directly affected or have a greater influence on, or are impacted by, project outcomes. We will consult with them to understand their concerns, and where appropriate, consider their input and feedback in planning, analysis, options development and/or decisions (e.g. via project briefings, submissions, surveys, meetings,)	Stakeholders where approval may be required, or who hold ultimate responsibility for a decision (e.g. design and construction approvals, permits, legislation) We will identify and engage with these stakeholders early to understand and address any key issues, to maximise mutual opportunities and provide them with all information to enable them to provide timely approvals (e.g. via briefings, workshops, interface meetings, compliance reporting)

Most of the stakeholders listed below have been identified through research as potentially having an interest in the SPVFP. A more extensive list of project stakeholders will be continually developed and available in the SPVPF sub-plans when the preferred project sites are confirmed.

The Consortium's PCCM will continue to expand the list of stakeholders throughout the life of the project and update and maintain the information on a database, along with any issues or queries that are raised with the PCCM. The stakeholders and issues included in the database will then provide a key communications tool for the SPVFP and assist with identification of issues trends and subsequent management strategies.

Table 5a Project Stakeholders (Indicative only)

Stakeholder	Concern or Interest	Management Strategy
Federal, State and Local Government		
Federal and State Member	<ul style="list-style-type: none"> • Access to information • Community concerns 	<ul style="list-style-type: none"> • Initial project briefing as required • Project and construction updates • Project website
Local Shire Council	<ul style="list-style-type: none"> • Access to information • Community concerns and interest • Impacts to council assets • Consultation during EA process 	<ul style="list-style-type: none"> • Initial project briefing as required • Project and construction updates • Project website
Government Agencies		
NSW Department of the Environment, Climate Change and Water (DECCW)	<ul style="list-style-type: none"> • Access to information • Pollution control including noise, water, air, land and waste • Community impacts and disruption • Consultation during the EA process 	<ul style="list-style-type: none"> • Construction Management Plan • Environmental Management Plan • Heritage Management Plan • Project and Construction updates • Enquiries and Complaints Management • Infoline contact

Stakeholder	Concern or Interest	Management Strategy
		<ul style="list-style-type: none"> • Project website
NSW Department of Planning	<ul style="list-style-type: none"> • Access to information • Construction impacts • Operational impacts • Consultation during the EA process • Community access to information 	<ul style="list-style-type: none"> • Project briefing/ meeting • Construction Management Plan • Environmental Management Plan • Infoline contact • Project email • Project website
NSW Department of Aboriginal Affairs	<ul style="list-style-type: none"> • Access to information • Heritage • Employment opportunities • Consultation during the EA process 	<ul style="list-style-type: none"> • Construction Management Plan • Environmental Management Plan • Infoline contact • Project email • Project website
NSW Department of Industry and Investment (Primary Industries and Agriculture)	<ul style="list-style-type: none"> • Access to information • Pasture protection • Construction impacts • Operational impacts • Weed/noxious plant control • Pest control 	<ul style="list-style-type: none"> • Construction Management Plan • Environmental Management Plan • Infoline contact • Project email • Project website

Stakeholder	Concern or Interest	Management Strategy
Aviation and transport		
Civil Aviation Authority (Private pilots and crop dusting companies) Regional Airlines Royal Flying Doctor Country Rail Network Major road freight companies	<ul style="list-style-type: none"> • Access to information • Project awareness • Construction site awareness • Increased traffic on local roads and over local level crossings • Consultation during the EA process 	<ul style="list-style-type: none"> • Infoline contact • Project email • Project website
Emergency Services		
Police Ambulance Rural Fire Services State Emergency Services	<ul style="list-style-type: none"> • Access to information • Road and traffic impacts • Changes to property access 	<ul style="list-style-type: none"> • Project briefings and ongoing consultation • Traffic management plans • Delivery and/or construction hours/activities • Project and Construction updates • Infoline contact • Project website

Stakeholder	Concern or Interest	Management Strategy
Local, Community and Interest Groups		
<p>Landowners/tenants adjacent to construction site</p> <p>Landowners/tenants adjacent to construction staff facilities/office</p>	<ul style="list-style-type: none"> • Access to information • Impacts on property values • Damage to boundary fencing, stock grids, gates • Damage to trees/shrubbery • Noise/pollution during construction 	<ul style="list-style-type: none"> • Personal consultation • Project and Construction updates (notifications) • Information sessions and feedback forms • Enquiry and complaints management • Infoline contact • Project email • Project website
Local Community	<ul style="list-style-type: none"> • Access to information • Employment opportunities • Economic benefits • Local business support • Local resource provision 	<ul style="list-style-type: none"> • Project and Construction updates (notifications) • Advertising and media releases • Information sessions and feedback forms • Enquiry and complaints management • Infoline contact • Project email • Project website

Stakeholder	Concern or Interest	Management Strategy
<p>Interest Groups</p> <ul style="list-style-type: none"> • Agricultural Associations • Agricultural Show Societies • Progress/Business Associations • Tourism Associations • Aboriginal Land Councils • Local Heritage Groups • Agricultural Field Days (e.g. Australian National Field Days Assoc.) • Shires Association • Heritage Groups • Historical Societies 	<ul style="list-style-type: none"> • Innovation • Community/Regional benefits • Impacts/risk to historical icons • Asset protection • Access to information • Environmental impacts • Local area promotion 	<ul style="list-style-type: none"> • Briefings /meetings (as required) • Project and Construction updates (notifications) • Advertising and media releases • Infoline contact Enquiry and complaints management • Project email • Project website
<p>Schools and kindergartens</p>	<ul style="list-style-type: none"> • Education opportunities about renewable energy • Project participation activities 	<ul style="list-style-type: none"> • Briefing/information sessions (at schools – post construction) • Enquiry and complaints management • Infoline number • Project email • Project website • design and painting activity for SPVFP project promotion (optional)

Stakeholder	Concern or Interest	Management Strategy
Media		
WIN TV Corporation	Community benefits	<ul style="list-style-type: none"> • Media releases • Project and Construction updates (notifications) • Infoline contact • Enquiry and complaints management • Project website • Project email
Prime Television	Road and traffic impacts	
Capital Television	Environmental impacts	
Local and regional newspapers	Construction impacts	
The Land newspaper	Employment opportunities	
Regional Radio Stations	Tourism promotion	
ABC TV and radio	Access to information	

6. Environmental Assessment stage

The Environmental Assessment (EA) stage of the project will require the implementation of some activities in this plan. It will be essential to provide information to the communities where SPVFP sites are under consideration and allow the community and stakeholders to provide comment about the project.

The Environmental Assessment will be on public display in each identified community and public community information sessions will be advertised, so attendees can meet members of the project team and obtain a greater level of detail about the project, its benefits and potential impacts. Attendance at all information sessions will be recorded, along with comments and feedback which will be reported to the Consortium.

Stakeholders will also be advised of the EA exhibition and offered project briefings at their offices. Stakeholders will also be provided with all project contact information and invited to make submissions or provide feedback.

6.1 SPVFP Community Consultation

The Consortium's appointed Project Community Consultation Manager (PCCM) will be responsible for organising, advertising and managing all community consultation activities at the EA and construction stages of the project. During the EA stage, the PCCM will work with the EA Project Manager (EAPM) to develop and provide consistent messages to stakeholders and the community.

The EAPM will have ultimate responsibility and accountability for the community consultation process during the EA stage.

6.1.1 Project Community Consultation Manager

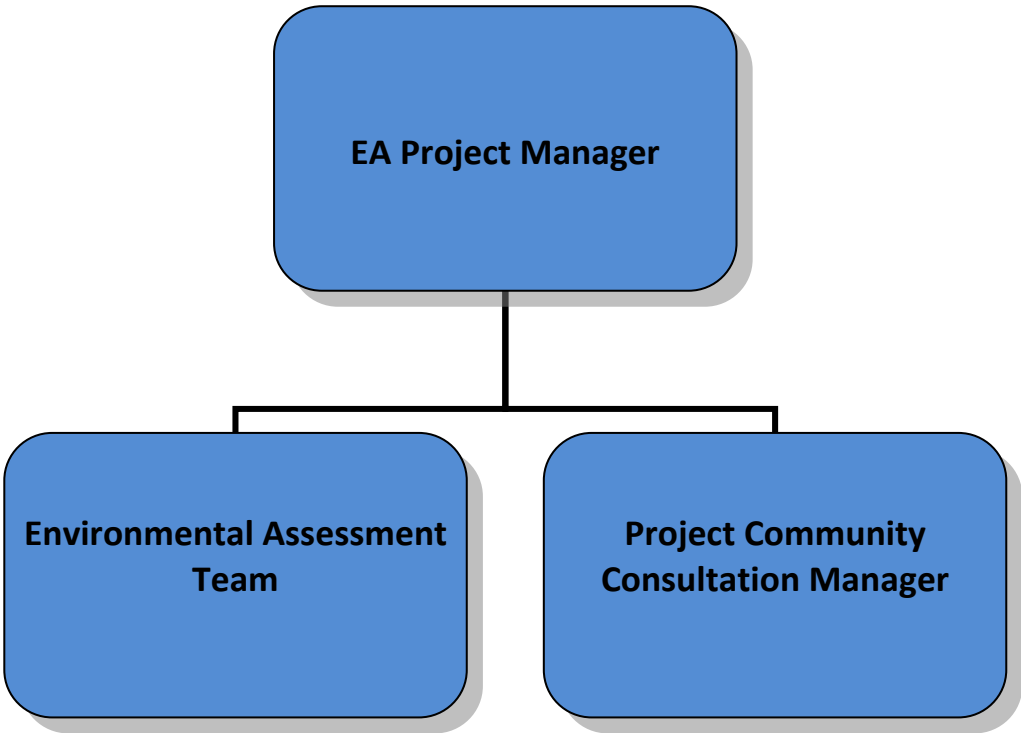
- the PCCM will be responsible for providing strategic planning and management of stakeholder briefings/meetings
- liaison with the EAPM and other relevant project personnel
- leading stakeholder briefings/meetings and community consultation activities
- developing media releases and media kits, as required
- participating in community and public meetings or forums, including business liaison or community interest groups
- fielding and responding to project specific stakeholder or community enquiries and complaints
- ensuring feedback, enquiry and complaints management strategies and processes are rigorously adhered to
- ensuring all reports are complete, accurate and generated within stipulated timeframes.

6.1.2 Environmental Assessment Team

The Environmental Assessment Team will work closely with the PCCM during the EA stage of the project in particular. The EA team will be responsible for providing all necessary information to the PCCM to facilitate the delivery of clear, concise and easy to understand information about the project to stakeholders and the

community. It will also be imperative that the EA team allows sufficient time for the PCCM to develop, organise, advertise and deliver community consultation activities associated with the EA stage.

6.1.3 EA Communications organisation chart (Example)



6.2 Roles and responsibilities

SPVFP’s Project Community Consultation Manager (PCCM) is accountable for this document. Accountability includes authorising this document, monitoring its effectiveness and performing formal document reviews.

The Community Consultation Plan (CCP) will be implemented by the PCCM, with liaison with the EA Project Manager (EAPM) and EA Project Team.

The EAPM is accountable to the Consortium for ensuring the requirements of the EA consultation outlined in this document are implemented.

The PCCM is accountable for developing communication materials, stakeholder engagement and consultation activities during the EA phase.

7. Environmental Assessment communication and consultation tools

The following communications and consultation tools will be used during the EA stage.

7.1 Information sessions

Information sessions provide an opportunity for the community, media and interested parties to obtain information about the project, view graphics of the project, view video of similar projects, view plans as well as speak to project team members who can answer questions regarding the project. Information sessions will be advertised in local and regional newspapers and will include details of the objective of the session, location, date, duration and project contact details. Handouts/fact sheets distributed at information sessions will include details for obtaining further project information and project contact details. Registration of attendees will be taken at all information sessions and names added to the project contact database (with permission of attendee). Issues and questions raised will be recorded by a team member and followed up by the project team in a timely manner.

7.2 Stakeholder briefings/meetings

Briefings/meetings with key stakeholders will be offered, organised, and scheduled to develop the EA. Identified stakeholders groups will also be contacted and offered project briefings about the project, its benefits and potential impacts. Briefing notes will include all details for obtaining further project information and project contact details.

Stakeholder meeting attendees' names will be added to the project contact database (with permission). Issues and questions raised at stakeholder briefings/meetings will be recorded and followed up by the project team in a timely manner, and reported to the Consortium.

The Consortium will agree to listen to all reasonable suggestions and requests from all stakeholders and the community in relation to the project.

7.3 Advertising

A planned program of advertising will be developed to inform the community and interested parties about the project and when and where the EA is on public display. Advertising will include all project contact details and details on how further project information can be obtained.

Advertising will be placed in local and/or regional newspapers prior to the EA going on public display.

Any media interviews arising from advertising will be handled by the EA Project Manager, in conjunction with the Consortium partners' communications divisions.

7.4 Website and other web-based tools

Current information, graphics and images will be included on the Consortium's website, www.infigen-suntech.com.au. Appropriate versions of all information provided by way of fact sheets, leaflets, letterbox drops, displays etc, will be published on the website. Publication and expiry dates for information will be clearly noted on the documents, to ensure out-of-date material does not remain on the website. Outdated information will be moved to an archive file where it can be accessed if required.

All information provided is to be signed off by the EAPM prior to publication on the website.

The web address will be included on all SPVFP related printed materials.

7.5 Fact sheets

Fact sheets provide consistency of information released to the public. Fact sheets will be developed for the SPVFP EA stage.

Fact sheets will be prepared to describe the project and the EA process, and will be made available on the project website and in hard copy at information sessions. If requested, fact sheets will also be provided to interested parties by email or regular post.

The procedure for preparation of fact sheets, approval and document control requirements will align with that of all other materials (e.g. advertising).

7.6 Display boards

Display boards will be placed at the public venues where the EA is on public exhibition. Display boards may include images, plans or examples of similar projects and are used to assist the community with an understanding of the visual aspects of the project, construction, the size of the area under consideration and any other relevant project information.

7.7 EA exhibition venues

The EA documentation and display boards should be exhibited in centrally located venues where they can be readily viewed by the community. Venues such as:

- local council chambers
- library
- post office
- popular local meeting places (i.e. bowls club or other venue where research indicates a high level of local attendance).

All EA information will also be made available on the SPVFP website and there will be an opportunity for feedback to be provided via the website for community members in remote areas.

8. Construction stage

Community consultation and stakeholder engagement will continue during the construction stage of the project, with activities and events scheduled to align with project milestones. These may include a sod turning, installation of the first/last panel, commissioning or other notable stages of construction.

8.1 SPVFP Construction Community Consultation

The construction stage of the project will require the implementation of activities in this plan. It will be essential to continue to provide information to the communities once the preferred SPVFP sites are confirmed and throughout construction.

8.2 Project Community Consultation Manager

The PCCM may continue in this role as a follow-on from the EA stage of the project. In this role, the PCCM will:

- be skilled and experienced in community consultation and stakeholder engagement, preferably in rural or regional settings. The PCCM will be responsible for providing strategic planning and management of stakeholder briefings/meetings
- liaise with the Construction Manager and other relevant project personnel
- lead stakeholder briefings/meetings and community consultation activities
- develop media releases and media kits, as required
- participate in community and public meetings or forums, including business functions or community interest group meetings
- field and respond to project specific stakeholder or community enquiries and complaints
- ensure feedback, enquiry and complaints management strategies and processes are rigorously adhered to
- ensure all reports are complete, accurate and generated within stipulated timeframes.

8.3 Project Community Consultation Officer (Optional)

If deemed necessary, a Project Community Consultation Officer (PCCO) may be appointed to provide support to the PCCM throughout the construction stage of the project. Duties may include:

- attending stakeholder meetings, public information sessions, or any other functions, where required, preparing agendas, taking attendee registrations and taking and distributing meeting notes and distributing of same
- developing draft communication materials such as advertisements, fact sheets and posters etc.
- maintaining the stakeholder database and communications issues register
- managing data entry of stakeholder contact database and community feedback
- managing subcontractors/consultant relationships involved in communications assignments such as printers, designers, photographers, venue managers or caterers as required.

9. Construction communication and consultation tools

During the construction stage of the project, community consultation will focus more on engaging the community, providing information about key construction activities, handling enquiries and complaints, encouraging project championing and celebrating project milestones.

9.1 Information sessions

All information sessions will be advertised locally and on the project website. Media and stakeholder representatives will be invited to attend information sessions. Handouts/fact sheets distributed at information sessions will include details for obtaining further project information and project contact details. Registration of attendees will be taken at all information sessions and names added to the project contact database (with permission of attendee). Issues and questions raised will be recorded by a team member and followed up by the project team in a timely manner.

9.2 Stakeholder Meetings

A project representative may be requested to attend meetings with community interest groups or key stakeholders to discuss the project itself, construction progress or issues pertaining to the project.

The PCCM will ensure that suitable staff are available to attend such meetings (including after-hours), who are adequately informed and suitably qualified to participate in such meetings, including taking the lead in detailing the project, progress of construction and resolution of community issues wherever possible if and as they arise. Briefing notes will include all details for obtaining further project information and project contact details.

Stakeholder meeting attendees' names will be added to the project contact database (with permission). Issues and questions raised at stakeholder meetings will be recorded, followed up by the project team in a timely manner and reported to the Consortium.

Meetings with key stakeholders such as local councils may also be scheduled to keep stakeholders informed and engaged with the project.

9.3 Emails

A project specific email address will be established (info@infigen-suntech.com.au) for community enquiries and/or complaints. Details of all email and written correspondence will be entered in a database and summarised in regular reports to the Consortium.

9.4 Advertising

Advertising will be used to inform the community of information sessions or any event that is likely to have a major community impact. Advertising will be placed in local newspapers.

Any media interviews arising from advertising will be handled by the Consortium members' respective communications units.

9.5 Project branding

The Infigen and Suntech logos will appear on all project signage, billboards and posters, Infoline cards, stationery, advertising, fact sheets, newsletters and notifications. Should a project specific Consortium brand be developed, then this logo and branding will be used.

9.6 Construction site fencing

Construction site fencing must have appropriate signage and security which easily identifies the project site. All signage must include the Infoline number. No other signage (apart from safety signage), should be displayed without the Consortium's written approval. No subcontractor will be allowed to display signage on site without such permission and any offending signs will be removed.

9.7 Photography

Any interest in taking photographs of project activities must be approved by the PCCM, except where the photographs are required by the Consortium for safety and quality management or record keeping purposes. No project personnel, subcontractor, consultant or supplier may take photographs or video of project activities for marketing or public relations purposes without the prior approval of the PCCM.

The following controls will apply:

- photographer will transfer ownership of photographs to the Consortium
- mandatory internal reviews before photographs are approved for publication
- subcontractors require approval to take photographs for publicity purposes
- all publicity materials submitted for prior approval by the Consortium.

9.8 Community notifications

The Consortium is committed to ensuring the community is informed of changes in local conditions as a result of SPVFP activities. Regular community notifications will maintain this line of communication with the community. The PCCM will develop notifications.

Community notifications must include:

- reason for the notification
- date, times, location of meetings or events
- all project contact details

9.9 Website

Current information, graphics and images will be included on the Consortium website, www.infigen-suntech.com.au. The site will be updated regularly with project news and information. All information provided is to be signed off by the PCCM.

Appropriate versions of all information provided to the community (e.g. fact sheets, leaflets, letterbox drops, displays etc.), will be uploaded on the website. Publication and expiry dates for information should be clearly noted in the footer of the document, to ensure out-of-date material does not remain on the website. Outdated information will be moved to an archive file where it can be accessed if required.

9.10 Fact sheets

Fact sheets provide consistency of information released to the public. Fact sheets will be developed for the SPVFP as the project progresses and construction milestones are achieved.

Fact sheets will be prepared on issues expected to be of wide interest, and may include stages of construction, construction methods, noise impacts, safety, environmental safeguards, sustainability initiatives, traffic impacts, and Project Conditions of Approval. Fact sheets will be made available on the project website and in hard copy at any information sessions. If requested, fact sheets will also be provided to interested parties by email or regular post.

The procedure for preparation, approval and document control requirements will align with that of all other materials (e.g. advertising).

9.11 Site inspections/visitors

Community members wishing to visit or inspect the site must first contact the PCCM, who will provide a written request to the SPVFP Construction Manager for permission at least 48 hours before the proposed visit/inspection.

All visitors to the site must first undergo a safety induction, be signed into and out of the site, and wear personal protection equipment (PPE).

The SPVFP Construction Manager must allow for visits from Consortium personnel and the taking of photos or video of the site and/or construction activities.

10. Communications risks and opportunities

Identifying risks and opportunities along with risk assessment and mitigation are part of the management processes for controlling communications risks. The process is linked to all other activities and reporting requirements of the Consortium's SPVFP.

The communications risk analysis process covers five basic steps which are required to ensure that an effective approach is adopted to manage the risk. These basic steps are:

- **Planning** – including clear information about scope, the project's organisation, context of the project and communications procedures
- **Identification** – of risks and opportunities
- **Assessment** – and analysis of those risks/opportunities, both qualitatively and quantitatively
- **Management** – including assignment of responsibility, timing and response to communications issues
- **Review/Reporting** – of the results, including analysis of performance and communication of those results

The table below (10a) provides an initial list of the possible issues and/or potential risks and the Consortium's strategies to manage each issue.

The table also highlights potential communications opportunities.

Table 10a – Risks and Opportunities (Indicative only)

Issue	Who is affected?	Risks and opportunities	Management strategy
Environmental Assessment Stage			
Lack of community support for the project	<p>The Consortium</p> <p>Australian Government</p> <p>Local community</p> <p>Local councils</p> <p>Action groups</p>	<p><u>Risks:</u></p> <p>Complaints</p> <p>Issues raised with local MP</p> <p>Delays to project</p> <p>Negative media</p> <p>Community complaints about lack of information</p> <p>Potential project delays</p> <p><u>Opportunities:</u></p> <p>Creating a local SPVFP presence in the local community before major construction works begins</p>	<p>Early consultation with stakeholders, supported by comprehensive consultation plan</p> <p>Media statement to promote exhibition period.</p> <p>Advertisements</p> <p>Clear messages about SPVFP benefits to the local and wider community</p> <p>Personal consultation with adjacent landowners/residents/tenants</p> <p>Swift and effective response to community feedback</p> <p>Update key stakeholders and local media throughout the life of the project</p>
Remoteness creates a difficulty in disseminating the information	<p>The Consortium</p> <p>Australian Government</p> <p>Local community</p>	<p><u>Risks:</u></p> <p>Community complaints</p> <p>Negative media</p>	<p>Advance notification to the community of project activities</p> <p>Communication distributed electronically</p>

Issue	Who is affected?	Risks and opportunities	Management strategy
	Local councils Action groups	<u>Opportunities:</u> Social media	Media statements
Construction Stage			
Environmental Incident	Project delivery Local environment Local residents	<u>Risks:</u> Soil contamination Weather Geotechnic discovery <u>Opportunities:</u> Incident free delivery Improved reputation	Environmental Management Plan Incident communication protocols
Poor workforce behaviour	The Consortium Project delivery team Local community	<u>Risks:</u> Complaints from local community Damage to public and private roads Negative media coverage Lack of community support for project Project delays <u>Opportunities:</u> Adherence by all team members and sub-contractors to Consortium's code	Staff inductions / toolbox talks Infoline cards to give to anyone asking questions or complaining direct to project team members or site personnel All interaction with community and media to be led by PCCM

Issue	Who is affected?	Risks and opportunities	Management strategy
		<p>of conduct to minimise incidents and complaints</p> <p>Community as project champion</p>	
Graffiti and/or vandalism	<p>Project delivery team</p> <p>Local Community</p>	<p><u>Risks:</u></p> <p>Increased project costs</p> <p>Negative local media coverage</p> <p>Damage to property</p> <p><u>Opportunities:</u></p> <p>Community champions the project and supports “watching over” the SPVFP site for suspicious or untoward activity.</p>	<p>Construction Site Management Plan</p> <p>Site security</p>
Aboriginal Cultural Heritage	<p>Local indigenous groups</p> <p>Aboriginal Land Council</p> <p>Dept Aboriginal Affairs</p> <p>Local community</p>	<p><u>Risks:</u></p> <p>Issues with Council and/or Heritage Groups and/or Land Council</p> <p><u>Opportunities:</u></p> <p>Involve local school students in heritage identification/protection plan</p>	<p>Site induction includes awareness of procedures if possible Aboriginal objects or relics are uncovered</p>
Community safety	Community	<u>Risks:</u>	Site areas kept secure

Issue	Who is affected?	Risks and opportunities	Management strategy
	Site visitors Site workers WorkCover	Injury to member of public or visitor Property damage Negative media coverage <u>Opportunities:</u> Involve local school primary students in project safety campaign	SWMS for all works Safety Management Plan Safety signage Appropriate site security Community information campaign about safety when visiting the site and about site security Inductions for staff, sub-contractors and site visitors Appropriate PPE for construction team and site visitors
Lack of community support for the project	The Consortium Project delivery Project team	<u>Risks:</u> Complaints Issues raised with local MP Delays to project Negative media <u>Opportunities:</u> Creating a local SPVFP presence in the	Clear messages about SPVFP benefits to the local and wider community Personal consultation with adjacent landowners/residents/tenants Early consultation with stakeholders Swift and effective response to complaints and enquiries Update key stakeholders and local

Issue	Who is affected?	Risks and opportunities	Management strategy
		local community before major construction works begins	media throughout the life of the project

11. Community consultation action calendar

The table below provides an indicative and example calendar, to implement the community consultation activities for the Consortium, as outlined in this plan. Implementation of the plan commences with project introduction information sessions to be scheduled on determination of preferred sites. Each individual sub-plan will have more detailed EA and construction community consultation calendars for each of the preferred locations.

Table 11a–Community consultation action calendar (Indicative only)

Timing	Activity	Delivery Date	Communication Activity
July 2010	Undertaken initial site assessments	July 2010	Stakeholder analysis
July 2010	Broad Base Project introduction to gauge community reaction	29, 30 July 2, 3 August	Information session Fact Sheets Contact number Project email
TBA	Develop communications materials	TBA	Templates Fact Sheets Media release Project branding Website
Sept 2010	Prepare Environment Assessment for each site	September 2010	Coordinate key stakeholder meetings, where relevant
Oct 2010	Environmental Assessment exhibition period	October 2010	Announce and promote exhibition period - Advertisement Identify locations/sites to review the document
Nov 2010	Environment Assessment community feedback	November 2010	Response to submissions
TBA	Update community on the broad base project feedback, and 'where to from here'	TBA	
Dec 2010	Project approval	December 2010	Media release

12. Communication Management System

A comprehensive Communications Management System (CMS) will enable the project to record, monitor and report on all interactions with all stakeholders, community and other interested parties.

The elements of this system will include:

- Free-call information (Infoline) phone number
- Email
- Website
- Project contact database

12.1 Free-call project Infoline, email and website

A dedicated free-call project information number (Infoline) will be established to provide a central point for taking all enquiries and complaints for SPVFPs.

The Infoline phone number will be included on the project website, all notifications, advertising and signage and any other information in the public domain relating to the SPVFPs.

A project team member will answer all calls to the dedicated Infoline and determine whether the call is an enquiry or complaint. In the case of complaints, the team member will determine which of the SPVFP contractors should be contacted to investigate the matter, or whether it needs to be forwarded to the PCCM.

All enquiry calls to the Infoline or email require a verbal response within 24 hours during times when construction is being undertaken or the next working day (unless the contact agrees otherwise).

All calls, both enquiries and complaints, are logged, tracked and closed out on project contact database.

12.2 Project contact Database

A Contact database will be used as the main reporting and monitoring tool for project communications activities. In addition to managing interaction with the community and key stakeholders, the system will be utilised to record progress of interactions with any other parties.

- record all community and stakeholders contacts and interaction
- record the issue and distribution of letterbox drops, project updates and notifications,
- be the management tool for recording all complaints, enquiries, issues and responses
- provide monthly reports on stakeholder and community contact and issues management
- be utilised to identify issue and opportunity trends through key word referencing

12.3 Complaints handling and reporting

The procedure for complaints handling is as follows:

- All complaints received during business hours will be investigated and responded to within 24 hours of receipt where practical.

- Complaints received overnight or on weekends will be responded to within 24 hours unless otherwise agreed with the complainant, but no later than the following business day.
- Written correspondence regarding the SPVFP will be answered within 7 working days of receipt.

Experience has revealed that some complainants merely want to vent, and once they have lodged their complaint, they prefer to be called back in business hours, if at all. A detailed written response will be provided to any complainant who gives their details, within seven calendar days to close out the complaint.

Copies of any emails or written responses to complaints will be provided to the consortium their records.

12.4 Complaint escalation and dispute resolution

When a complaint is received by the PCCM, there will be occasion where a satisfactory resolution cannot be immediately agreed with the complainant. Should this be the case, the PCCM will follow an internal complaints escalation process where the PCCM will seek further dialogue with the complainant and the Project Communications Director to negotiate a successful outcome and resolve the complaint.

If the complaint is still not able to be resolved to the satisfaction of the complainant, a staged dispute resolution process will be implemented and the complainant will be able to request intervention and mediation by an Independent Community Liaison Representative (ICLR).

12.5 Media and Government Relations

The PCCM will provide timely draft Ministerials and briefing notes as requested by the Consortium. The PCCM may also be required to brief local MPs at their request.

Media enquiries are defined as enquiries from journalists and other personnel with the intention of creating mass communications (principally newspapers, radio and television) to distribute to the public. Enquiries may be received via the Infoline, face-to-face contact, email, letter, fax or meeting.

Media enquiries will be managed by the PCCM in the first instance, in consultation with the Consortium members' communication units.

The PCCM will be immediately informed of any media or Government request received by site personnel or any sub-contractor.

Only the PCCM, in consultation with the consortium members' communication units, will provide a statement (written or verbal), photographs or illustrations to the media or elected officials, unless there is formal delegation of this function to another area.

The following protocols will be observed when any member of the project team is approached with a media or government enquiry:

- Always be polite and courteous
- Do not attempt to answer the enquiry
- Indicate that you are not authorised to speak to the media, obtain details of the enquiry and advise that the Project Communications Director or representative will respond to the enquiry
- Do not engage in any 'off the record' conversations
- Refer the enquiry to the site supervisor who will pass the enquiry to the PCCM and/or PCM.

These protocols will be included in the induction process to ensure all team members and subcontractors comply with the CCP protocols so as to respond appropriately to any media or government enquiry.

12.6 Stakeholder Database

A database will be established to manage all stakeholder information including contact details and area of concerns or interest. The database will be maintained by the community relations team over the life of the project, but only be used to facilitate ease of contact with stakeholders. The information in the database will not be provided to any other person or agency.

13. Internal Communications

Internal communications across all members of the team will be vital to the success of this project.

Communications will be managed through the PCCM to maintain a close focus on progress of the project to review construction, brief or debrief the Project Communications Director and senior representatives of Infigen Suntech and also to consider outcomes of stakeholder and community liaison activities.

The PCCM will also oversee internal communications strategies and activities and adherence to the CCP code of conduct.

Internal communications activities aim to create an organisational culture across all the organisations working on the project, whether directly employed or employed as subcontractors, and reinforce principles of

- employee engagement
- outcomes focus
- a culture of performance on the outcomes of both what we do, and how we do it
- a shared set of values is the core of successful project outcomes and communication across all disciplines of the project team, the community and stakeholders. Included in the values will be those of safety, respect, honesty, focus and recognition.

The Consortium considers behaviour deliverables as equally important to other project deliverables of the SPVFP. Performance of the construction team will be measured, not just by what the team delivers, but how they do it. All team members and subcontractors involved in the SPVFP will be encouraged to exhibit positive, supportive and tolerant behaviour and play a role in the project goal of being a “good neighbor” to the local communities.

13.1 Communications materials approval

All written materials will be submitted to the Consortium’s PCCM for approval, prior to printing and distribution. This includes:

- advertising
- notifications
- posters
- fact sheets
- briefing notes
- presentations
- letters
- web updates

13.2 Inductions

The site induction process for all SPVFP permanent and temporary staff and subcontractors includes a safety induction. The safety inductions form the basis of SPVFP’s code of conduct and the Consortium’s commitment to positively engaging with and minimising disruption to the community, property owners, businesses and all transport and road users.

This commitment underpins instructions and messages to all new staff during their mandatory SPVFP safety inductions. As part of the induction process, all employees and subcontractors will be made aware of the requirements under the code of conduct and the CCP.

This includes a commitment to keeping the community informed by delivering timely, clear and concise information about the project.

13.3 Tool Box Talks

At the commencement of each shift, a tool box talk will be conducted by the site manager with construction personnel and any relevant sub-contractors.

Tool box talks will reinforce safety procedures and the Consortium's code of conduct and advise the site crew and sub-contractors of exceptional circumstances that may be encountered during that shift.

14. Issues and incident management

The SPVFP will undoubtedly attract a degree of public interest, some positive and some negative, and/or stakeholder dissatisfaction about the project, the construction, disruptions to amenity, traffic and business and long term implications for the local and regional areas.

Key issue management principles include:

- reviewing all issues for their status – major, intermediate or minor – based on the risk to the Project (and therefore, Infigen Suntech)
- ensure the local community and relevant stakeholders are informed of the progress of construction and advised of any actions to pre-empt or respond to issues
- evaluating community enquiry/complaint outputs from the PCCM contact database on a regular basis to identify any emerging issue trends across all SPVFP sites.
- evaluating participation and feedback from information session feedback forms to gauge community interest and identify constant or emerging or issue trends
- timely response to all issues, both internal and external

14.1 Incident Management

Managing and reporting incidents is critical to the successful delivery of the SPVFP. Process controls will be in place to ensure stakeholder issues or incidents that can attract media attention or threaten the project (the Consortium), that can disrupt the community, that result from natural events or criminal incidents, are effectively managed.

Judgment will be exercised by the PCCM in consultation with the PCM regarding the category level of the incident, to determine whether it is minor, intermediate, or major. Major incidents are capable of affecting the daily management of the SPVFP or damaging the reputation of the Consortium, even in the short-term.

All incidents will be reported to the Consortium within the timeframe identified in the table below:

Table 14a –Incident Management

Degree of Incident	Description	Action required
Minor	Any minor issue / incident that may at <u>some point</u> attract the attention of the media, any MP, local council or the broader community – including but not limited to industrial, community impact, legal, and commercial issues.	Verbal notification to the Consortium within 24 hours.
Intermediate	Any issue / incident that is likely <u>in the short-term</u> to attract the attention of the media, any MP, local council or the broader community – including but not limited to environmental, industrial, community impact, legal, and	Same-day (24hr) verbal notification to the Consortium. <u>Note:</u> for environmental, one hour verbal notification required. Report detailing the incident to be issued to the Consortium within 24 hours of incident,

	commercial issues.	wherever practical.
Major	Any issue/incident that that <u>has attracted or will imminently attract</u> the attention of the media, any MP, local council or the broader community – including but not limited to environmental, industrial, community impact, legal, and commercial issues.	Immediate verbal notification from the construction manager within 10 minutes (wherever practical) to the Consortium's CEO and PCCM. Report detailing the incident to be issued within four hours, wherever practical.

15. Monitoring, evaluation and reporting

Monitoring, evaluation and reporting on the effectiveness of the communications activities for the project will be undertaken:

Daily	via	<ul style="list-style-type: none"> - complaints and enquiry recording in contact database - occurrence reporting (incident reporting) - media monitoring
Monthly	via	<ul style="list-style-type: none"> - PCCM monthly report to Consortium - KPI audits and performance reviews
Quarterly	via	<ul style="list-style-type: none"> - provide Consortium with scope of works for the next 3 months
6 monthly	via	<ul style="list-style-type: none"> - CCP document review
As required	via	<ul style="list-style-type: none"> - SPVFP internal peer audits - community and stakeholder feedback - Minutes of Meetings.

As required, reports on communications and consultation activities will be provided to other key groups (government or non-government) nominated by the Commonwealth to ensure improvement of community engagement.

15.1 Community consultation evaluation

Evaluation enables continuing improvements to our community consultation activities. It also enables more efficient use of resources through screening out or improving activities less successful or popular with communities. The PCCM will evaluate individual activities, as well as the whole program of consultation and engagement, throughout the life of the project.

Each community consultation activity is evaluated as soon as it occurs and the results used to modify the overall CCP if necessary. The plan is also evaluated at key stages/milestones of the SPVFP to see if objectives and strategies are still relevant, and at the end of the project to determine its success.

15.2 Effective community liaison activities

Measuring the effectiveness of community consultation activities will be against the Consortium's desired outcomes of:

Participation: Involving a wide cross-section of views and interests of the local and wider communities in activities where appropriate. Allowing realistic opportunities for participation and giving everyone involved adequate information and sufficient time to participate.

Transparency: Making sure all processes are open and clearly understood by all parties and that community information is freely available to all.

Integrity: All communications having integrity and respect for all parties. This will be demonstrated by encouraging and developing trust between the community and the PCCM, and ensuring the issues and complaints handling process is adhered to and fair.

Cost-effectiveness: Choosing those activities that work best for the best relative cost. Expenditure on community consultation activities can make the overall SPVFP achieve higher cost-effectiveness through better outcomes and smoother project delivery, without time lost resolving issues or fighting community objections.

15.3 Evaluation methods

Methods of evaluating community consultation plans and activities range from quick, individual, qualitative self-assessments to feedback, questionnaires and/or surveys.

Some of the factors which will be taken into account when evaluating the CCP and its effectiveness are:

- the number of participants in CCP activities and feedback from participants
- whether participation increased over the life of the SPVFP construction period



16. Appendices



Manildra Photovoltaic Solar Farm

Infigen-Suntech Pty Limited, a consortium comprising Infigen Energy and Suntech power, has chosen Manildra as a potential site for a photovoltaic (PV) solar farm, as part of its application for funding under the Federal Government's Solar Flagships Program. The consortium was short-listed as one of four applicants in the solar PV category of the Program. The proposed solar farm will occupy an area of approximately 60 hectares at 'Yarran' and 'Ainsdale', Molong Manildra Road, Manildra, and will have a generating capacity of 30-50 megawatts.

Manildra is an attractive location for a solar farm as it has good solar radiation and is in close proximity to the network transmission infrastructure. Infigen-Suntech is currently undertaking a range of feasibility studies before proceeding to the formal planning and approval process.

Infigen Energy is Australia's leading specialist renewable energy business, with interests in 35 wind farms globally, including six in Australia. Infigen has a strong track record of developing, owning and operating wind energy projects in Australia and recently developed the Capital wind farm, near Bungendore in NSW. Capital is the largest wind farm to be built in NSW and the largest renewable energy project commissioned in NSW since the Snowy Hydro Scheme.

Suntech Power Holdings Co., Ltd. is the world's largest crystalline silicon PV manufacturer. Suntech designs, develops, manufactures, and markets premium quality, high-output, cost-effective and environmentally friendly solar products for electric power applications. Suntech's solar panels are based on solar cell technology that was developed in collaboration with the University of New South Wales.

The Solar Flagships Program

The Australian Government has committed \$1.5 billion to support the construction of up to four large scale, grid-connected solar power stations in Australia, using solar thermal and photovoltaic technologies. The Solar Flagships program is part of the Australian Government's \$5.1 billion expanded Clean Energy Initiative.

The primary objective of the Solar Flagships program is to provide the foundation for large scale, grid-connected, solar power to play a significant role in Australia's electricity supply and to operate within a competitive electricity market. The Government's aim is to establish up to 1,000 megawatts of solar power generation capacity. Visit www.ret.gov.au for further information.



What is solar energy?

Solar Photovoltaics (PV) is a method of capturing the sun's energy to generate electricity cleanly and quietly. Solar radiation is converted directly into electricity by transferring sunlight photon energy into electrical energy, through cells of specially fabricated semiconductor crystals.

While solar PV currently only provides a small fraction of the world's electricity supply, it is the fastest growing power generation technology in the world. The current largest operating solar farm in the world, the Olmedilla Photovoltaic Park in Spain, has an installed capacity of 60MW; Australia's largest operating solar farm has an installed capacity of less than 1MW.

Project benefits

The Manildra PV Solar Farm will be clean, renewable and sustainable and will emit zero greenhouse gases. Based on a proposed operating capacity of between 30MW and 50MW, the Manildra PV Solar Farm will generate enough renewable energy to power up to 10,000 homes and will be the equivalent of removing approximately 15,000 cars from Australian roads each year.

Building a solar farm of this scale in Manildra will be a major boost to the Australian solar energy industry. It will provide local employment opportunities both throughout the construction phase and once the site becomes operational, and will also help to develop local and regional capabilities in solar photovoltaic plant construction.

The solar farm will contribute to Australia's Renewable Energy Target (RET) of sourcing 20% of electricity from renewable sources by 2020.

Community feedback

Infigen-Suntech welcomes feedback on the Manildra PV Solar Farm. Comments, questions and requests for further information can be submitted via the following:

Telephone: (02) 8031 9986
Website: www.infigen-suntech.com
Email: info@infigen-suntech.com
Fax: (02) 9247 6086
Mail: Infigen-Suntech,
Level 22, 56 Pitt Street,
Sydney NSW 2000

Manildra PV Solar Farm – Facts*

Proposed installed capacity	30-50MW
Number of solar PV panels	150,000
Site area	60 hectares
Construction jobs created	50
Long-term jobs created	5
Equivalent number of households supplied with energy	10,000
Greenhouse gas emissions avoided	75,000 t/CO ₂ p/a

* Numbers in table based on installed capacity of 50MW

Infigen-Suntech Solar Farm – Community Information Day

Community members of the Manildra area are invited to attend an information day with Infigen Suntech Australia Pty Ltd to discuss the proposed development of the Manildra photovoltaic solar farm at 'Yarran' and 'Ainsdale' Molong Manildra Road, Manildra.

There will be an opportunity to speak to members of the project team on a one-on-one basis, to gain information and provide feedback on the proposal.

The solar farm would occupy a site of approximately 100 hectares and would have a generating capacity up to 50 megawatts.

Date: Tuesday 3 August 2010

Time: 12.00pm – 8.00pm

Venue: Manildra Memorial Hall
Kiewa Street, Manildra

