



# Winterbourne Wind Farm



Stakeholder Engagement & Consultation  
Strategy

25 June 2020

Project No.: 0526676

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## Signature Page

25 June 2020

Winterbourne Wind Farm

Stakeholder Engagement & Consultation Strategy

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## Acronyms and Abbreviations

Name	Description
CASA	Civil Aviation and Safety Authority
CCC	Community Consultative Committee
CRMD	Customer Relations Management Database
DPI&E	Department of Planning, Industry and Environment
ERM	Environmental Resources Management Australia
EPA	NSW Environmental Protection Authority
FAQ's	Frequently Asked Questions
IAP2	International Association for Public Participation
NSW	New South Wales
RAP	Registered Aboriginal Party
RDA	Regional Development Australia
SEC Strategy	Stakeholder Engagement and Consultation Strategy
TfNSW	Transport for New South Wales
TO	Traditional Owners
WWF	Winterbourne Wind Farm
WWPL	WinterbourneWind Pty Ltd

## 1. INTRODUCTION

WinterbourneWind Pty Ltd (WWPL) propose to construct and operate the Winterbourne Wind Farm Project (WWF, or the project), a renewable energy development located to the north and east of Walcha in the Northern Tablelands of New South Wales (NSW).

The proposed project would deliver renewable, low-cost energy to the national grid, and will contribute to the NSW Government's net-zero emissions target by 2050.

While wind farms provide clean renewable energy, valuable community investment, economic diversity and local jobs they often receive a mixed response from the community. An effective and well-executed stakeholder engagement and consultation strategy is essential to maintaining the generally positive community sentiment towards the project and garnering local support, acceptance and approval.

### 1.1 Objectives

The WWF Stakeholder Engagement & Consultation Strategy (SEC Strategy) documents the communications and consultation framework and activities that will be undertaken by WWPL during the project lifecycle spanning across development, construction and operational (and subsequent decommissioning) phases.

This strategy is intended to establish proactive communication and engagement with stakeholders in the community and help to ensure that their concerns or issues are clearly understood and resolved.

Due to the current global health emergency created by COVID-19, implementation of planned engagement and consultation activities will align with government directives, guidelines and recommendations on conducting safe and responsible business.

The objectives of this strategy are to:

- Identify stakeholders with an interest in the project;
- Develop a clear action plan for future engagement approaches across all stakeholder groups;
- Outline communication tools and channels;
- Provide clear, consistent and compelling messages about the benefits of the development;
- Identify opportunities for stakeholders and the community to raise concerns and provide feedback;
- Identify opportunities to build positive sentiment across local media, residents and stakeholders; and
- Identify opportunities to reduce the risk of community resistance on project timelines and budgets.

The current version of this SEC Strategy was prepared based on the information available at the time, and as part of the Scoping Report to be submitted to the NSW Department of Planning, Industry and Environment (DPIE) in support of an application for Secretary's Environmental Assessment Requirements (SEARs) for the project.

### 1.2 Project Overview

WinterbourneWind Pty Ltd (WWPL) is the proponent for the Winterbourne Wind Farm project.

In June 2019, Wind Power Invest (WPI), a wholly-owned subsidiary of global wind energy giant Vestas, acquired a 95% stake in WWPL from MirusWind Pty Ltd (MirusWind). MirusWind began developing concepts for the project in 2004.

Vestas designs, manufactures, installs, and services wind turbines across the globe. Over 113 GW of Vestas turbines have been installed in 80 countries since 1979, making Vestas one of the wind industry's largest and most successful companies. Vestas has been active in Australia since 2001 and

employs over 500 staff in Australia and New Zealand involved in the sales, construction and maintenance of wind farms.

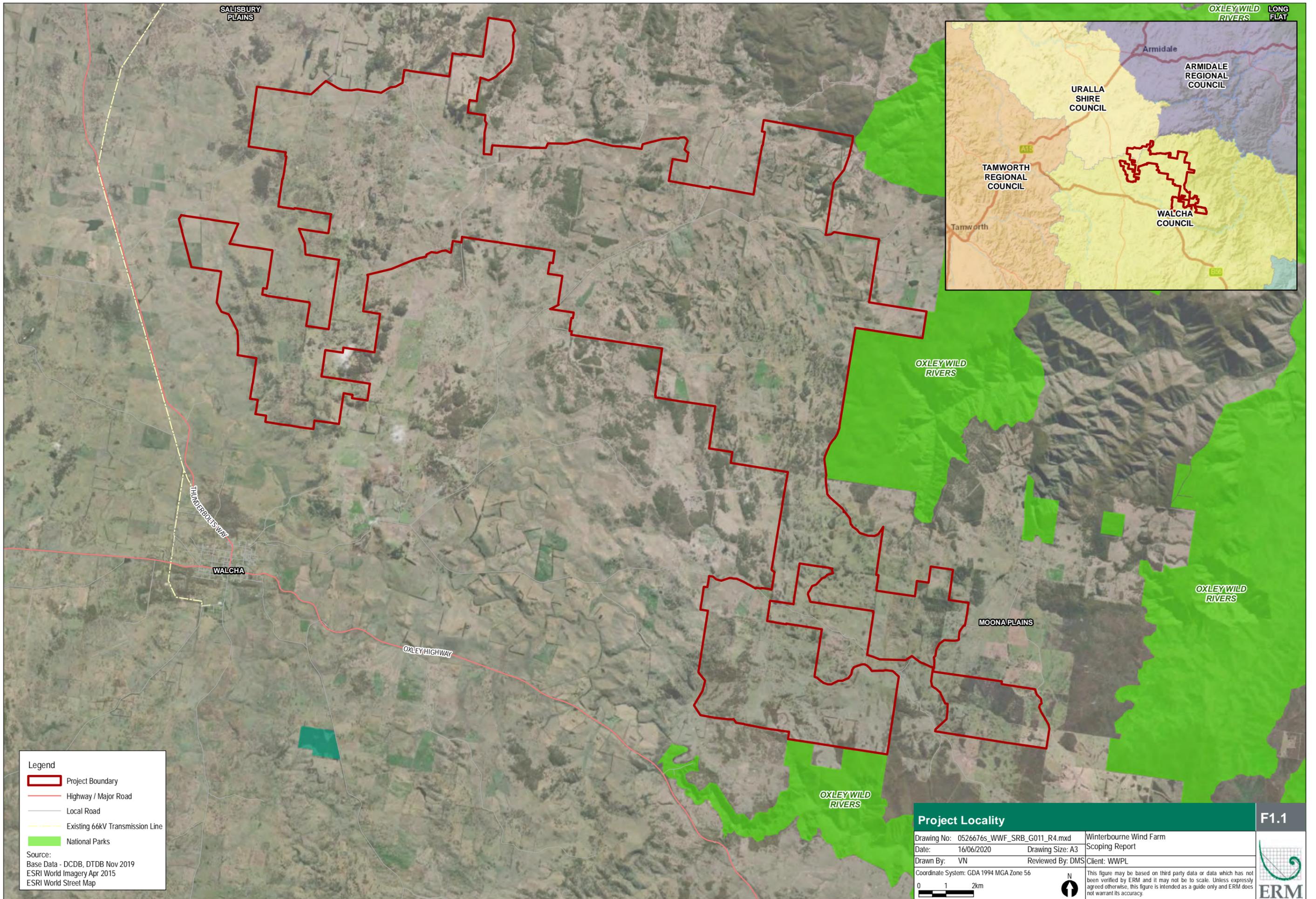
The project is situated approximately 425 kilometres (by road) from Sydney and 180 kilometres north-west of Port Macquarie. It is located ~75 kilometres north-east of Tamworth and ~35 kilometres south-south-west of Armidale within both the Walcha and Uralla Local Government Areas (LGAs).

The project boundary extends around an area of approximately 24,400 hectares, and is at an elevation of approximately 1,100 to 1,300 metres (above sea level), comprised of hills and ridgelines rising out of the Walcha Plateau. The project locality is identified in **Figure 1.1**.

The project is proposed to consist of up to 126 wind turbine generator (turbine) locations with a combined maximum installed capacity of 700 megawatts (MW). A maximum tip height of 250 metres is proposed.

The project would also include an internal electrical reticulation network (both overhead and underground), three on-site substations, new and upgraded access roads, temporary construction facilities (including concrete batching plants), and operation and maintenance buildings. Large-scale battery storage is also proposed for the project to support stabilising the supply of electricity to the National Electricity Market (NEM).

The project is also proposed to include approximately 30 km of new 330kV overhead transmission line running through the wind farm and continuing north-west from the project site. This new transmission line would connect to the existing grid network operated by TransGrid at a new switchyard which would be constructed approximately 7 km south of Uralla, NSW. This switchyard location has also been proposed by WalchaEnergy as part of its Salisbury Solar Farm project, and has previously been referred to as the "Uralla Hub".



**Legend**

- Project Boundary
- Highway / Major Road
- Local Road
- Existing 66kV Transmission Line
- National Parks

Source:  
 Base Data - DCDB, DTDB Nov 2019  
 ESRI World Imagery Apr 2015  
 ESRI World Street Map

Project Locality		F1.1
Drawing No: 0526676s_WWF_SRB_G011_R4.mxd	Winterbourne Wind Farm	
Date: 16/06/2020	Drawing Size: A3	Scoping Report
Drawn By: VN	Reviewed By: DMS	Client: WWPL
Coordinate System: GDA 1994 MGA Zone 56		
		This figure may be based on third party data or data which has not been verified by ERM and it may not be to scale. Unless expressly agreed otherwise, this figure is intended as a guide only and ERM does not warrant its accuracy.

## 2. STAKEHOLDER IDENTIFICATION AND MAPPING

This SEC Strategy has been designed to enable community members (especially those who may experience impacts) to be part of the project planning and development process with the opportunity to ask questions and engage in a meaningful way. The following primary, secondary and tertiary stakeholder groups have been identified as part of this SEC Strategy, as identified in **Table 2.1** to **Table 2.3**.

**Table 2.1 Primary Stakeholder Groups**

Stakeholders	Specific Parties	Potential Interests / Concerns
Host landowners	Landowners with the potential to host infrastructure, have already engaged in discussion regarding infrastructure hosting options, or have agreed to host infrastructure.	Individual consultation, access to private land, noise impacts, visual amenity, health and safety, construction disruption, remuneration.
Immediate neighbours	Neighbouring dwellings within 5 km of a potential turbine location.	Individual consultation, access to private land, noise impacts, visual amenity, property values, health and safety, construction disruption.
Indigenous communities	Traditional Owners (TO's), Registered Aboriginal Parties (RAPs) and aboriginal groups, Summervale Village community (Walcha), Amaroo Local Aboriginal Land Council, Armidale Local Aboriginal Land Council, NSW Aboriginal Land Council, Aboriginal Affairs NSW, AbSec.	Community consultation, impact on Aboriginal social, historical, scientific and aesthetic objects or values, economic benefits / impacts, impacts of construction traffic, health and safety.
Surrounding communities	Community members who live outside of the 5 km radius of a potential turbine site.	Community consultation, community wellbeing, economic benefits / impacts, impacts of construction traffic, health and safety.

**Table 2.2 Secondary Stakeholder Groups**

Stakeholders	Specific Parties	Potential Interests / Concerns
Local community organisations and businesses	New England North West NSW Business Chamber, local business (especially tourism or agriculture), Country Women's Associations, Lions & Rotary Clubs, local action groups <sup>1</sup> , tourism organisations.	Community consultation, community wellbeing, business opportunities, social and economic impacts, environmental impacts, local Indigenous and European heritage objects and values.
Local council, state and federal elected members	Walcha Council: Cr Eric Noakes, Mayor, Anne Moddero, General Manager and elected councillors, The Hon Kevin Anderson MP, State	Community consultation, community wellbeing, impact on local residents and businesses,

<sup>1</sup> Local action groups may include Uralla, Walcha Community Action Group for Responsible Solar and Wind Development Uralla. The risks associated with local action groups are discussed in Table 4.1).

Stakeholders	Specific Parties	Potential Interests / Concerns
	Member for Tamworth, The Hon Barnaby Joyce MP, Federal Member for New England.	economic benefits, impacts on local roads and infrastructure.
State and federal representatives and agencies	Transport for NSW (TfNSW), Department of Planning Industry and Environment (DPI&E), NSW Local Land Services, NSW Environmental Protection Authority (EPA), Civil Aviation and Safety Authority (CASA), Regional Development Australia (RDA), Office of the National Wind Farm Commissioner, emergency service departments.	Community consultation, project approval, regulatory compliance, environmental impact.
Local media	Walcha News, Walcha Community Radio, Local ABC, The Northern Daily Leader, The Armidale Express, NSW Aboriginal Land Council news, Amaroo Land Council Facebook.	Community wellbeing, local employment, project updates and community involvement and events.

**Table 2.3 Tertiary Stakeholder Groups**

Stakeholders	Specific Parties	Potential Interests / Concerns
Local schools, religious organisations, clubs	Primary and high schools, such as Walcha Central School and St Patrick's School Walcha. Local churches, such as Saint Andrews Anglican Church, Walcha Presbyterian Church and Walcha Catholic Church. Sporting organisations, such as Walcha Rugby Union Football Club and Walcha Bowling and Recreation Club.	Community wellbeing, impact on local residents and businesses, economic benefits, impacts on local roads and infrastructure
National / state media	National and state newspapers, radio and television.	Community discontent / protests, safety concerns, environment or heritage impacts, project milestones.

### 3. KEY MESSAGES

The following messages aim to ensure a consistent and coordinated approach by the project team when liaising with various stakeholder groups and will be used as the basis for public communication. An initial response or 'holding message' is recommended to acknowledge the submissions made and the community interest.

The key messages listed below are most relevant for secondary and tertiary stakeholder groups. Primary stakeholder groups generally are more likely to be in direct contact with WWPL.

#### 3.1 Holding Message

- The project is being developed by WinterbourneWind Pty Ltd (WWPL), which is majority owned by the Danish wind energy giant Vestas. Vestas designs, manufactures, installs, and services wind turbines across the globe, with over 113 GW of wind turbines installed in 80 countries worldwide.
- WWPL is currently preparing a submission for the NSW Department of Planning, Industry and Environment (DPIE) to support development consent for the project.
- As part of this process WWPL are talking to landholders and the community.
- The project site is immediately north and east of the Walcha township. The project may be visible from certain locations in Walcha, and a visual impact assessment will be prepared as part of the project Environmental Impact Statement.
- The project is situated approximately 425 kilometres (by road) from Sydney and 180 kilometres northwest of Port Macquarie. It is located ~75 kilometres north-east of Tamworth and ~35 kilometres south-south-west of Armidale within both Walcha Shire Council and Uralla Shire Council areas.
- The project consultation is in its early stages and community members will be given the opportunity to have genuine input. We are looking at a range of items, including potential environmental impacts, cultural heritage, and the impacts of project construction and operations.
- We will keep the lines of communication open throughout the project.
- If you would like more information, please send us an email and we can respond. Alternatively, call our hotline at **1800 252 040**.

We also have a website with the most up to date information on the project:

<https://winterbournewindfarm.com.au/>.

Due to the current global health emergency created by COVID-19, implementation of planned engagement and consultation activities will align with government directives, guidelines and recommendations on conducting safe and responsible business.

#### 3.2 Project History

- MirusWind Pty Ltd (MirusWind) began developing concepts for a wind farm in the Walcha area in 2004.
- Vestas purchased the Winterbourne Wind Farm development from MirusWind in June 2019.
- Vestas designs, manufactures, installs, and services wind turbines across the globe, with over 86,000 wind turbines installed in 80 countries on six continents around the world.
  - Vestas has been active in Australia since 2001 and employs over 500 staff in Australia and New Zealand involved in the sales, construction and maintenance of wind farms.
  - Vestas respects local communities and will work tirelessly to ensure communities have a voice and share in the benefits of our projects.

### 3.3 Current Status

- WWPL will develop the project and Vestas will design, construct and operate the wind farm.
- The project will consist of up to 126 turbines with a combined maximum installed capacity of 700 megawatts (MW). A maximum tip height of 250 metres is proposed.
- Amongst other essential infrastructure it will include ~30 kilometres of 330 kilovolt (kV) overhead transmission lines connecting it to the National Electricity Market (NEM) via a new switchyard that will be built near Uralla, north-west of the project.
- The project would also include an internal electrical reticulation network (both overhead and underground), three on-site substations, new and upgraded access roads, temporary construction facilities (including concrete batching plants), and operation and maintenance buildings.
- Large-scale battery storage is also proposed for the project to support stabilising the supply of electricity to the NEM.

### 3.4 Future

During the construction and operational phases Winterbourne Wind Farm will provide local jobs and opportunities for local businesses and suppliers. Key messages will be refined and updated as the proposal moves through the various assessment phases.

## 4. ISSUES, RISKS, AND APPROPRIATE MITIGATION STRATEGIES

All risks listed in the preliminary risk assessment of the Winterbourne Wind Farm Scoping Report related to communications and engagement were considered in the preparation of this SEC Strategy. The risks identified in **Table 4.1** are considered relevant for stakeholder engagement and consultation.

**Table 4.1 Risk Management Strategies**

Risk	Mitigation	Tools / Channels
<b>Visual and audible amenity:</b> Community members object to the audible and visual impacts of wind turbines.	Early engagement with residents and community members to provide open and honest information on the noise and visual impacts of wind turbines.	<b>Recommended:</b> Project website, fact sheets, targeted email, newsletters, information sessions, Community Consultative Committee, complaints and feedback channels.  <b>Optional:</b> Social media, site tours and briefings.
<b>Impacts of construction on the community:</b> Construction noise, dust and traffic impacts, poor worker behaviour or influx of workers in the area.	Provide proactive updates to the community on upcoming construction work, its potential impacts and duration. Provide avenues for complaints and feedback. Seek to continually improve processes and show community where we have responded to their concerns.	<b>Recommended:</b> Project website, newsletters, targeted email, construction notices, complaints and feedback channels.  <b>Optional:</b> Face to face visits, phone calls, social media, information sessions, site tours and briefings.
<b>Organised community activist campaign:</b> An organised community campaign and / or one backed by national activist groups gain traction in the community.	Provide extensive information on the benefits of the project, develop collateral to counter false or misleading information.	<b>Recommended:</b> Project website, newsletters, media releases, information sessions, fact sheets, Community Consultative Committee (CCC).  <b>Optional:</b> Social media.

Risk	Mitigation	Tools / Channels
<p><b>Access to information:</b> Community members do not have access to adequate and accurate information on the project to keep themselves informed on progress and potential impacts to health, safety, and the local environment.</p>	<p>Provide extensive, clear and easy-to-understand information across a range of readily accessible mediums.</p>	<p><b>Recommended:</b> Project website, social media, fact sheets, media releases, newsletters, targeted mail and emails, information sessions, sponsorships, and Community Consultative Committee.</p> <p><b>Optional:</b> Social media, site tours and briefings, special interest group meetings and workshops, presentation material.</p>
<p><b>Approval process and timing:</b> Delays with published timelines for the project.</p>	<p>Ensure that project teams provide an accurate forecast of the timing for project development and construction and update affected parties if any variations occur.</p>	<p><b>Recommended:</b> Project website, fact sheets, media releases, newsletters, targeted mail and emails, Community Consultative Committee, complaints and feedback channels.</p> <p><b>Optional:</b> Social media</p>

## 5. GENERAL COMMUNICATION

### 5.1 Media Strategy and Protocols

Both national and local media will potentially have interest in the project at different stages throughout the project lifecycle. Media and public relations will be proactively managed by the WWPL team, and benefits will be highlighted through key messaging outlined in this SEC Strategy. All media activities will be coordinated by WWPL staff, supported by stakeholder engagement consultants as required.

### 5.2 Complaint Management and Recording

Complaints, feedback and enquires can be made through the 1800 number (1800 252 040), by email or through the website.

All public enquiries, feedback and complaints regarding the project will be recorded and case managed in a central Customer Relations Management Database (CRMD). The CRMD will capture contact details and record information about the enquiry or complaint. Cases will be assigned in the CRMD to the staff responsible for responding and all responses, actions arising and closure of enquires and complaints will be recorded.

The CRMD will also be used to collect a contact database of community members and businesses that can be used for email and mail updates and directed communications to local business or interest groups in the region. Response time for responding to enquiries and complaints are provided in **Table 5.1**.

**Table 5.1 Complaint Response Timeframes**

Type of complaint	Response timeframe
Complaints concerning safety or worker behaviour	Within 24 hours
Other complaints	Within 2 business days
Enquiries and feedback	Within 2 business days

## 6. COMMUNICATION AND ENGAGEMENT ACTION PLAN

WWPL will continue to consult and engage with the local community and other stakeholders throughout the course of the project, as outlined in **Table 6.1**.

International Association for Public Participation (IAP2) uses a spectrum of communications and engagement, ranging from low to high stakeholder impact on decision making (inform, consult, involve, collaborate, empower). This SEC Strategy mostly sits in the 'inform' and 'consult' categories.

**Appendix A** of this SEC Strategy explains IAP2s Public Participation Spectrum in more detail.

A list of proposed collateral recommended for the planned activities above can be found in **Appendix B** of this SEC Strategy, whilst a community events calendar is available in **Appendix C**.

**Table 6.1 Communication and Engagement Action Plan**

Project Phase	Objectives	Planned activities
<b>Site selection</b> <i>Completed Mid-2019</i>	<ul style="list-style-type: none"> <li>■ Identify sites where infrastructure may be located</li> <li>■ Identify and categorise stakeholders</li> <li>■ Make initial contact to introduce the project</li> </ul> <p><i>Level of influence: inform</i></p>	<ul style="list-style-type: none"> <li>■ Send introductory letters</li> <li>■ Gather phone numbers, addresses and emails</li> <li>■ Phone calls</li> <li>■ Doorknock for face-to-face meetings</li> </ul> <p><i>Targets primary stakeholders</i></p>
<b>Project feasibility</b> <i>Completed early 2020</i>	<ul style="list-style-type: none"> <li>■ Finalise site selection</li> <li>■ Formalise engagement processes</li> <li>■ Define relevant engagement processes</li> <li>■ Inform community about the project</li> </ul> <p><i>Level of influence: inform</i></p>	<ul style="list-style-type: none"> <li>■ Establish project website, 1800 number, email and office</li> <li>■ Send out letter of introduction</li> <li>■ Send out initial newsletter</li> <li>■ Community information sessions</li> </ul> <p><i>Targets primary and secondary stakeholders</i></p>
<b>Planning and approvals</b> <i>In progress - 2020</i>	<ul style="list-style-type: none"> <li>■ Provide ongoing communications and engagement</li> <li>■ Proactively seek feedback from the community to inform the project design</li> </ul> <p><i>Level of influence: inform, consult and engage</i></p>	<ul style="list-style-type: none"> <li>■ Face-to-face visits</li> <li>■ Phone calls</li> <li>■ Newsletters</li> <li>■ Updates on the project website</li> <li>■ Information booths at local events, such as the Walcha show</li> </ul> <p><i>Targets all stakeholder groups</i></p>
<b>Construction</b> <i>Planned for 2023</i>	<ul style="list-style-type: none"> <li>■ Proactively keep community informed about project construction activities</li> <li>■ Actively address concerns by responding to complaints and enquires in a timely manner</li> <li>■ Using community feedback, seek to minimise or avoid impacts</li> <li>■ Maximise the opportunities for community members and businesses within the project</li> </ul> <p><i>Level of influence: inform and consult</i></p> <p><i>Excluding mandatory legal requirements for RAV and heavy vehicle movements that will be established later</i></p>	<ul style="list-style-type: none"> <li>■ Face to face visits</li> <li>■ Phone calls</li> <li>■ Complaints management processes</li> <li>■ Newsletters</li> <li>■ Updates on the project website</li> <li>■ Information booths and stalls at local events such as the Walcha show</li> <li>■ Develop community partnerships</li> </ul> <p><i>Targets primary and secondary stakeholders</i></p>

Project Phase	Objectives	Planned activities
<b>Commissioning and operations</b> <i>Planned for 2025</i>	<ul style="list-style-type: none"><li>■ Intensive engagement as the wind farm commences operation</li><li>■ Build ongoing trust and confidence with the community</li></ul> <p><i>Level of influence: inform, consult and involve</i></p>	<ul style="list-style-type: none"><li>■ Face to face visits</li><li>■ Site tours and briefings</li><li>■ Complaints management processes</li><li>■ Media release</li><li>■ Updates on the project website</li></ul> <p><i>Targets all stakeholders</i></p>

## **APPENDIX A IAP2's Public Participation Spectrum**

The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

**Table A.1 IAP2's Public Participation Spectrum**

Increasing impact on the decision →					
	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
Public Participation Goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
Promise to the Public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

## **APPENDIX B COLLATERAL**

**Table B.1** provides a list of recommended collateral that can be used to facilitate stakeholder and community engagement, to meet the needs of a diverse audience throughout the life of the project.

**Table B.1 Recommended Collateral**

<b>Collateral type</b>	<b>Recommended collateral</b>
<b>Letters</b>	<ul style="list-style-type: none"> <li>■ Letter of introduction</li> <li>■ Letters to impacted residents (immediate neighbours and surrounding community)</li> <li>■ Invitations to town halls and other meetings</li> </ul>
<b>Newsletters</b>	<ul style="list-style-type: none"> <li>■ Introductory newsletter</li> <li>■ Regular newsletter updates about project development and construction</li> </ul>
<b>Media releases</b>	<ul style="list-style-type: none"> <li>■ Major project milestones</li> <li>■ Responses to any issues</li> </ul>
<b>Emails</b> (Email database to be gathered during community engagement)	<ul style="list-style-type: none"> <li>■ Regular targeted emails outlining upcoming construction impacts</li> <li>■ E-copies of newsletter and invites</li> </ul>
<b>Fact Sheets</b>	<ul style="list-style-type: none"> <li>■ Generic wind energy fact sheet</li> <li>■ Wind farms and renewable energy</li> <li>■ Wind farms and the electricity grid</li> <li>■ Wind farm visual and noise impacts</li> <li>■ Wind farm health and safety</li> <li>■ Wind farm construction</li> <li>■ FAQs</li> </ul>
<b>Website</b>	<ul style="list-style-type: none"> <li>■ Project documentation, as relevant to the development application</li> <li>■ Project overview</li> <li>■ Interactive map</li> <li>■ News stories and videos of project in the community</li> <li>■ Construction updates</li> <li>■ Fact sheets</li> <li>■ Community Consultative Committee information and minutes</li> <li>■ Work with us</li> <li>■ Contact details</li> <li>■ Feedback and complaint form</li> </ul>
<b>Social media - Facebook</b>	<ul style="list-style-type: none"> <li>■ Updates</li> <li>■ Good news stories</li> <li>■ Community photos</li> </ul>

## **APPENDIX C COMMUNITY EVENTS CALENDAR**



The following community events provide an opportunity for WWPL staff to engage with the community with information stalls staffed by engagement team members and project subject matter experts.

**Table C.1 Upcoming Community Events**

Event	Occurrence
Walcha Farmer's Market	3rd Saturday of the month (excluding winter)
Horns & Hooves Rodeo	Monthly
Walcha Show	March 2020
Walcha Mountain Festival	October 2020

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