

Lord Howe Island Hybrid Renewable Energy Project

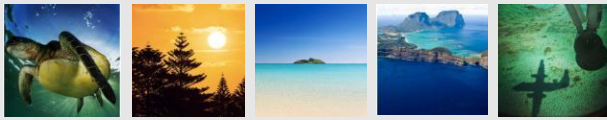
LORD HOWE ISLAND BOARD

Community Engagement Plan

July 2016



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Lord Howe Island Hybrid Renewable Energy Project

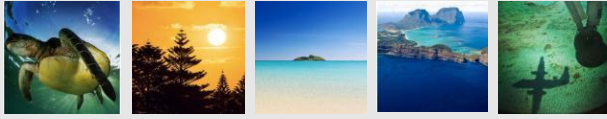
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Document history and status

Revision	Date	Description	By	Review	Approved
01	2 February 2015	Draft Community Engagement Plan to Lord Howe Island Board for review	Mel Tadhunter	Sam Mattila	Dave Pollington
02	3 February 2015	Final Community Engagement Plan	Mel Tadhunter		Dave Pollington
03	3 December 2015	Update of final Community Engagement Plan for client comment	Mel Tadhunter		Dave Pollington
04	23 December 2015	Update of final Community Engagement Plan – including client comments	Mel Tadhunter		Dave Pollington
05	1 July 2016	Update of Community Engagement Plan for client review	Mel Tadhunter		Dave Pollington
06	4 July 2016	Update of final Community Engagement Plan – including client comments	Mel Tadhunter		Dave Pollington



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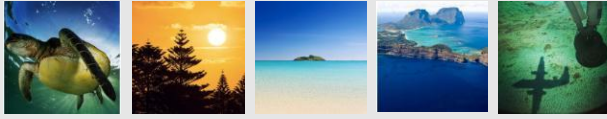
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1. Introduction

1.1 Project background

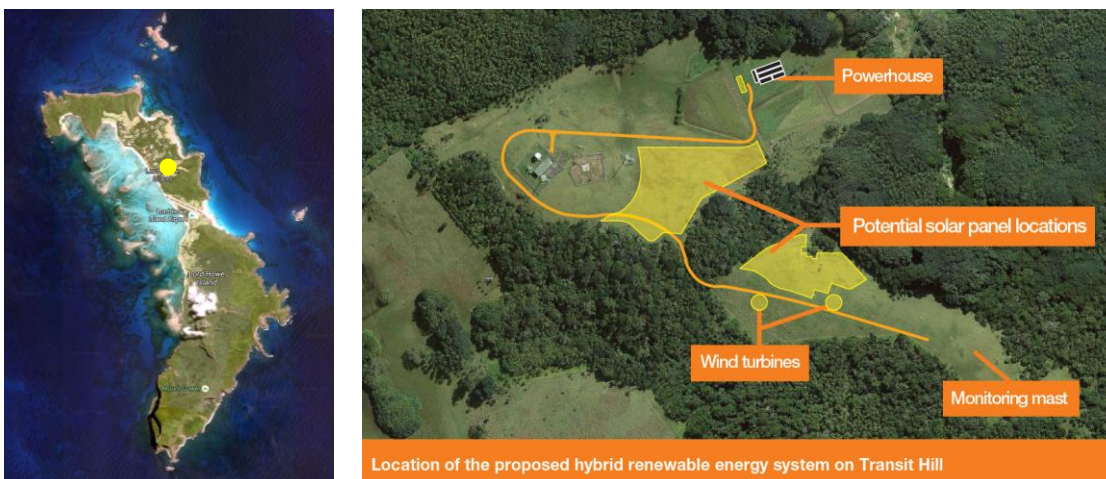
Lord Howe Island is implementing a hybrid renewable energy system to reduce the Island's reliance on imported diesel for electricity generation. The proposed hybrid system, which includes solar, wind, battery storage and a sophisticated control system, is expected to generate up to 66% of the Island's electricity needs over the year.

The Lord Howe Island Board (the Board) is responsible for the operation and maintenance of the Island's electricity generation and transmission system, and the implementation of the Sustainable Energy Road Map which was approved in 2012. They are assisted by the community-led Sustainable Energy Working Group (SEWG) that guides the Board and provides a leadership role in the community to coordinate and support the development of renewable energy on the Island.

The Board has obtained a grant from the Australian Renewable Energy Agency (ARENA) and a loan from the NSW Treasury to deliver the project. The preferred configuration of renewable energy components is two 200 kW wind turbines, 450 kW of solar panels and 400 kW of battery. An alternative option consisting of 550 kW of solar panels and 400 kW of battery is also being considered should the wind turbines not be approved. The precise sizing of the components may change as the tender process and detailed design aims to obtain the best result for the Island.

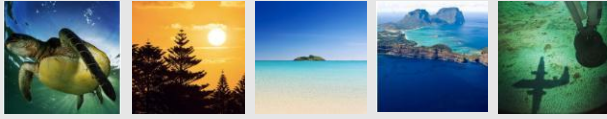
Jacobs was engaged as Owner's Engineer in late 2014 to undertake the technical feasibility study, carry out geotechnical investigations, environmental and noise assessments, and begin early community research to inform the development of this Community Engagement Plan.

As shown on the location maps below, the site for the hybrid renewable energy system is in Gower's special lease on Transit Hill, to the west of The Clear Place. The closest wind turbine would be about 300 metres away from the nearest residential property and about 500 metres from the nearest tourist lodge.



This site was chosen for a number of reasons:

- Close proximity to the powerhouse for cost effective connection to the grid and ease of control and maintenance
- Elevated and cleared position which enables access to higher wind speeds and hence more generation for the wind turbines
- North facing position with no shading issues which allows for the greatest solar energy output for the panels
- The community's preferred location as one of the least visible cleared pieces of elevated land on the Island.



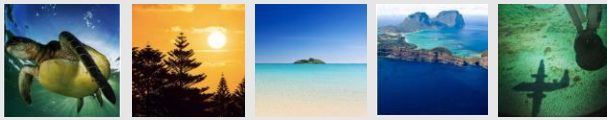
1.2 Project benefits and objectives

The overall project objectives are to:

- Achieve a more environmentally sustainable electricity generation for the Lord Howe Island community whilst maintaining the current high level quality of supply.
- Improve the Lord Howe Island community's self-sufficiency by reducing the Island's reliance on imported diesel fuel and NSW Government funding used for electricity supply.
- Protecting the Island's World Heritage and tourism values by reducing the risk of a fuel spill from the importation of diesel fuel and reducing the impacts (atmospheric pollution, traffic and noise of the diesel powerhouse).
- Seek the lowest long term cost of energy production and reduce the potential for rises (diesel price shock) in the cost of energy in the event that the diesel fuel price escalates significantly.
- To build on the current high levels of community support and provide a pathway through which other technologies such as electrical vehicles can be introduced to support the local community.
- To install a system that can still be maintained and operated by the LHIB electricity generation team with minimal external input for regular operation and maintenance.
- Provide a showcase of what is possible in a remote community when wind, solar and battery storage are integrated.

The hybrid renewable energy project will deliver a range of important economic, environmental and community benefits for the Island.

- \$ Estimated up to 66% reduction in diesel fuel consumption, saving over 330,000 litres of diesel a year, or around \$500,000 a year
- \$ The hybrid system of wind turbines, solar panels and battery will be more efficient and cost effective in reducing diesel consumption than a straight solar system
- \$ Small influx of design and construction workers to the Island over two years from 2016
- \$ Branding opportunities for the Island in terms of sustainability credentials
- \$ Reduced diesel engine maintenance requirements
- 🌍 Protection of the Island's World Heritage assets through sustainable energy production
- 🌍 Reduced risk of diesel spillage into the Lagoon and on land during unloading and deliveries to the powerhouse due to the reduced volumes of fuel
- 🌍 Reduced greenhouse gas emissions and overall environmental impact
- 👥 Reduced dependency on diesel imports meaning increased self-sufficiency for the Island
- 👥 Potential for additional energy supply for other functions on the Island (e.g. electric vehicles)
- 👥 More sophisticated control system and newer technologies enabling greater efficiencies



1.3 Project timeline

As illustrated in the renewable energy timeline below, the implementation of renewable energy on the Island has been an ongoing process since the NSW government recommended its consideration as early as 2005. The announcement of ARENA funding in July 2014 gave the future of sustainable energy on the Island a great boost and since the appointment of Jacobs into the role of Owner's Engineer in July 2014, work is well underway to get the hybrid system fully operational by late 2017.

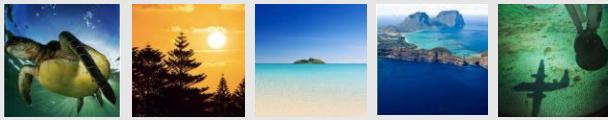
2005 - 2010	<ul style="list-style-type: none"> NSW government recommend consideration of renewable energy on the Island. Fuel efficient generators installed in 2008.
September 2010	<ul style="list-style-type: none"> Board committed to initial 20% (100 kW) renewable energy target, working towards 75% (300 kW) by 2025
September 2010	<ul style="list-style-type: none"> Sustainable Energy Working Group (SEWG) established to provide leadership role in community and support renewable energy implementation
January 2011	<ul style="list-style-type: none"> Initial community survey about renewable energy by the SEWG
November 2011	<ul style="list-style-type: none"> Board approved the Lord Howe Island Renewable Energy Road Map. Funding strategy for the Road Map approved in May 2012
2012	<ul style="list-style-type: none"> Site assessment process undertaken. Preferred site location selected based on community feedback and feasibility investigations
April 2014	<ul style="list-style-type: none"> Community survey undertaken by the SEWG
July 2014	<ul style="list-style-type: none"> \$4.5 million funding secured from the Australian Renewable Energy Agency (ARENA)
November 2014	<ul style="list-style-type: none"> Monitoring mast installed on the site to measure wind speed and direction, solar resource and frequency of bird and bat movements over 12 months
December 2014	<ul style="list-style-type: none"> Geotechnical investigations undertaken on the site and early community engagement (market stall) with Island residents and visitors

The project consists of three phases:

1. Installation of a monitoring mast and collection of 12 months of data (completed)
2. Approval, construction and commissioning of the solar panels, battery and control system
3. Approval, construction and commissioning of the wind turbines.

The solar panels, battery and control system elements of the project are going ahead, as the Development Application (DA) was approved by the Board in late 2015. The tender process for this first stage of the project is underway, with construction to commence late in 2016 and be completed by the middle of 2017. Whilst the proposed wind turbines would maximise the reduction in diesel fuel consumption for the Island and are a key component of the hybrid renewable energy system, no decisions have been made.

The hybrid renewable energy system would be fully commissioned and operational by late 2017.



1.4 Consultation history

The concept of implementing sustainable energy on the Island is not new for the community, and there has been a long history of ongoing discussion and communication about reducing the Island's reliance on fossil fuels. The following key activities define the consultation history for the project.

Sustainable Energy Working Group (SEWG)

The establishment of the SEWG in September 2010 demonstrated the Board's commitment to advancing the development of renewable energy for Lord Howe. Terms of reference were established for the SEWG which set out the group's role, actions and governance procedures. The group is comprised of six to eight members from the community (with one staff member from the Board) who are tasked with providing a leadership role in identifying and assessing issues, developing strategies and making recommendations for the community, Board and Government agencies to consider as part of the decision making process. The SEWG produced the Sustainable Energy Road Map which was approved by the Board in November 2011 and received initial funding in May 2012.

Community surveys (2011 and 2014)

An initial community survey about renewable energy was undertaken in January 2011 by the SEWG to inform the development of the Sustainable Energy Road Map. A second community survey was undertaken in April 2014, again led by the SEWG, to gauge community interest and investment potential in solar power as well as levels of support for wind turbines. The survey was completed by 160 people, equating to an impressive 54% of the Island's population. The results of the second community survey were used to design and roll-out a community research exercise during the consultation visit in December 2014.

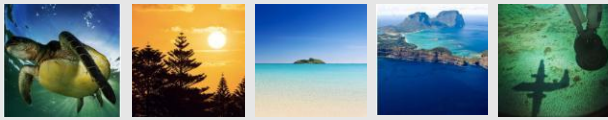
Community consultation visits

A number of consultation visits have taken place to engage with the community, including residents and visitors to the Island.

- 1. December 2014** – The purpose of the first visit was to listen to community concerns in order to produce a Community Issues Report and inform the development of this Community Engagement Plan. This research into the community's background, culture, demographics and attitudes, in order to understand the social context, is referred to as a social baseline study in the Clean Energy Council's *Community Engagement Guidelines for the Australian Wind Industry* (2013), and was a key stage in the early engagement activity for the project.

Before the visit, a colourful eye-catching infographic postcard was delivered to every household on the Island, featuring Instagram photos taken by local residents and businesses. The postcard provided feedback on the results of the community survey from April 2014 and encouraged people to visit the stall at the Community Markets in December. The postcard was well received by the Island residents as an effective way of communicating the status of the project.

A Question and Answer booklet was produced to maintain an accurate and easy to understand list of questions and concerns (and their agreed resolutions or possible mitigation measures). This was an important way of informing and reminding people about issues that have been raised and discussed so far by the community, Board and the SEWG.



A stall was held at the Community Markets at Lord Howe Island Central School, where approximately 100 people took part in our Quick Poll (sticky dot exercise) – about half were residents and half were visitors. The purpose of the stall was to:

- Listen to community concerns and issues about the Island's proposed renewable energy system
- Provide up-to-date information and accurate facts about the renewable energy project
- Feedback the results of the community survey and hear from those who are yet to join the conversation
- Ask the community how they want to be involved moving forwards
- Hear what tourists think about the project and ascertain whether a tourist provider's use of renewable energy sources would influence a visitor's purchasing decision.



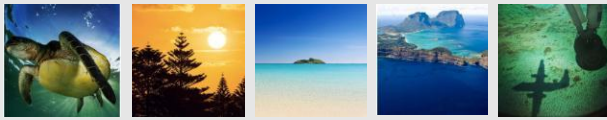
- 2. May 2015** – The second visit aimed to continue the ongoing engagement with the community. A four-page fact sheet on wind turbine sound and a postcard were delivered to every household and lodge on the Island two weeks before the consultation visit. The postcard advised that the technical noise assessment had been completed and was available to view on the Board website, and that there would be a stall at the Community Markets on Sunday 10 May for people to talk about the results and the project in general. The fact sheet provided an easy-to-understand summary of the technical noise assessment and its findings.

A stall was held at the Community Markets to:

- Build on the success of the Market Stall held in December 2014, and maintain a visible presence within the community
- Provide an update to the community and visitors about project progress and status
- Present and explain the findings of the noise assessment and key elements from the technical feasibility work
- Continue to listen to community concerns and issues, and gather any feedback provided.

One-on-one meetings were held with the most impacted residents and lodge owners. In line with the findings from the consultation visit in December 2014, the key issues discussed that were of most concern were primarily noise and visual impacts, and to a lesser extent the potential impacts on birds.





3. December 2015 – A postcard was delivered to every household and lodge on the Island a week before the consultation visit advising that planning is progressing well and provided an update on submittal of the development application for the solar element of the project, the second noise assessment to enable a comparison of winter background noise levels with summer results, and plans to launch a visitor survey. An information sheet for tour guides was produced and distributed to operators of environmental guided tours of the Island for use in their tours at their own discretion. A Community Investment Discussion Paper was developed to present the benefits that a community investment scheme would bring for the Island and explores the extent of existing support within the community.

A stall was held at the Community Markets, attended by approximately 40 people, to:

- Maintain a visible presence within the community and build on the success of the previous market stalls held in December 2014 and May 2015
- Provide an update to residents and visitors about project progress and status using the latest materials developed for the project
- Launch the visitor survey and assist visitors in filling out the surveys
- Continue to listen to community concerns and issues, and gather any feedback provided.

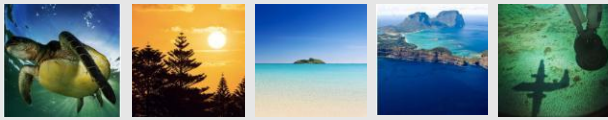
A ten question visitor survey was designed to enable the Board, Tourism Association and accommodation providers to better understand visitors' travel preferences, and to gather some important feedback from visitors about the hybrid renewable energy system. A survey station was set up in the airport to allow all departing visitors from the Island an opportunity to complete the visitor survey over the four week period. A total of 38 visitor surveys were completed during the two day consultation visit. A poster providing a summary of the project, information about what it will look like, where it will be located and what the locals think of the plans was set up on display at the museum.



4. February 2016 – A postcard was delivered to every household and lodge on the Island in the week leading up to the consultation visit, advising the community about:

- Approval of the development application for the solar, battery and control system element of the project
- Updated noise results from the winter noise assessment carried out in August 2015, to enable a comparison with results from the summer noise assessment from January 2015
- Fact sheet explaining the visual impact of the wind turbines, with photomontages from key viewpoints around the Island to show what they would look like
- Feedback on results from the visitor survey in September/October 2015.

The noise fact sheet was updated to include results from the winter noise assessment and provide a summary of the combined results across the year. A visual impact fact sheet was also produced to show what the proposed wind turbines would look like from different viewpoints around the Island, including from those locations requested by the community during the previous consultation visit.



Six one-on-one community meetings were held during the consultation visit and a stall was held at the Community Markets to:

- Maintain a visible presence within the community and build on the success of the previous market stalls held in December 2014, May 2015 and September 2015
- Provide an update to residents and visitors about project progress, in particular on noise and visual impacts from the wind turbines
- Distribute 'take home' information including the updated Q&A booklet, updated noise fact sheet and the visual impact fact sheet
- Gather comments on feedback forms as a way to continue to monitor levels of support
- Continue to listen to concerns and issues, and keep on top of any emerging or escalating issues within the community.

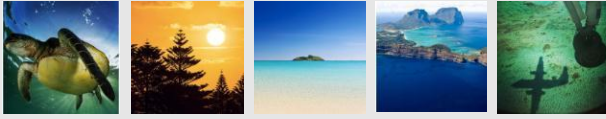
Approximately 50 people visited the stall and talked to us about the project, the majority of which were visitors to the Island. 20 people completed a feedback form – 5 residents and 15 visitors. Two drop-in sessions were held at the museum in the audio/visual room as advertised on the postcard and on signage, but no community members attended.



5. **May 2016** – A postcard was delivered to every household and lodge on the Island two weeks before the consultation visit advising that the Environmental Report for the wind turbines was nearing completion and that the Development Application (DA) would soon be placed on public exhibition. It encouraged people to 'have their say' and provide feedback on the DA, advised that several members of the project team would be on the Island from Monday 23 May to Thursday 26 May to continue community engagement for the project and invited people to RSVP to the group meeting.

The Question and Answer booklet for the project was updated prior to the consultation visit and copies were provided during the Samoan circle group meeting. In response to requests from several community members in February 2016 for a group meeting, a Samoan circle was held on at the Public Hall to discuss the project. The Samoan circle was well attended, with 36 people at the Hall. Participants were asked to complete an evaluation form at the end of the meeting to provide feedback on the Samoan circle, as it was the first of its kind to be run on the Island – feedback was positive.



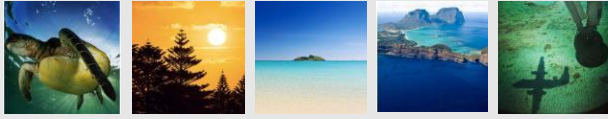


1.5 Purpose of this plan

This Community Engagement Plan has been developed to guide the communications and engagement process for the implementation of renewable energy on the Island, and outlines:

- Approach to engagement and level of consultation to be undertaken
- Understanding of the community and their issues
- Key messages and engagement tools, methods and timeframes
- Potential issues, risks and mitigation measures
- Communication responsibilities within the project team
- Evaluation process.

This Community Engagement Plan is a working document to be used by the project team to plan, implement and manage communication and consultation activities and should be reviewed and updated regularly as the project progresses to reflect any changes to the project.



2. Approach to engagement

2.1 Level of engagement

The communication and engagement approach for this project will be guided by the International Association for Public Participation (IAP2) spectrum for public participation (see **Appendix B**). Based on the level of public impact, the scope for community input and the integral role of the Sustainable Energy Working Group, the project will be at the '**Involve**' level on the spectrum.

The Board will work directly with the community throughout the planning and implementation of the renewable energy system to ensure that community issues and concerns are consistently understood, considered and directly reflected in the design development. A key part of the 'Involve' approach is also to provide feedback to the community about how their input influenced the project and decision making process.

The communication and engagement approach is also consistent with the Clean Energy Council's *Community Engagement Guidelines for the Australian Wind Industry* (2013) which maps community engagement against the wind farm lifecycle (see six stages below). The project is currently in the planning and approvals stage (for the wind turbines) and construction (for the solar panels and battery) and the engagement objectives and activities are designed to best suit these stages.



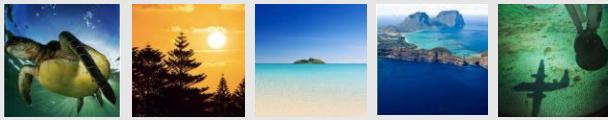
2.2 Engagement objectives

The communications and engagement objectives, designed to support the overall project objectives, are to:

1. Avoid 'reinventing the wheel' by building upon learnings from previous consultation activity
2. Empower the SEWG to continue their valuable advocacy role for the implementation of renewable energy
3. Keep the community informed of project progress and ensure that target audience understands key messages
4. Understand the key community issues and focus communications around these
5. Provide ample opportunity for the community to learn about the project and provide feedback to the Board
6. Consider all community feedback when making project design decisions
7. Respond to all feedback appropriately and in a timely and respectful manner
8. Establish and maintain a 'social licence to operate' in the local community, to build support and reduce opposition
9. Enhance the sustainability profile of the Island
10. Leave a positive legacy within the community to enhance the Board's reputation and relationship with the community.

2.3 Key messages




The key messages for the project are contained within the Question and Answer booklet which is regularly updated. A copy can be found at **Appendix D**. These key messages should be used on all project communications to ensure consistency of information and accuracy in messaging across the whole project team.



3. Stakeholder and community analysis

3.1 Community profile

The following community profile is a snapshot of the 2011 census data for Lord Howe Island.

 360 people	 91 families	 197 dwellings
175 male and 185 female Average age 48	Average children per family 1.7 152 people (50%) are married	Average people per household 2.3 113 dwellings with internet

342 people (95.3%) speak only English at home which suggests that English language materials will be adequate for this project with no translation required.

At the time of the census, 113 dwellings (57%) had internet connection – a relatively low percentage compared to the rest of Australia where 79% of households have access to the internet at home. Since the census, internet service reliability has declined significantly and is not as reliable as the mainland which suggests that websites and social media should not be relied on for information provision. Online communications will still be important however, particularly for providing information about the project to visitors and stakeholders off the Island (i.e. teenagers and young adults at school on the mainland).

3.2 Community position on renewable energy

During the consultation visit in December 2014, a quick poll was carried out at the community markets to capture a broad indication of levels of community and visitor support for renewable energy in general, and wind and solar in relation to the Island in particular.

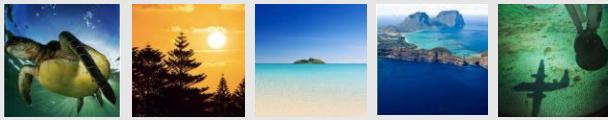
- ✓ There are high levels of community support for the installation of wind turbines and a solar farm on the Island and for renewable energy in general. Community support for wind turbines, although high overall, was slightly lower than the extensive support shown for solar panels at the site
- ✓ Residents and visitors were both highly informed and knowledgeable about renewable energy which indicates a good level of understanding about the project on the Island and highlights the mainstream nature of renewable energy topics in today's media
- ✓ Everybody who took part in the poll cared about where their energy comes from, and nobody thought we should continue to rely on imported diesel. This is an important indication of the community's strong commitment to sustainable energy generation

Where do you stand on renewable energy?

89 out of 90 people thought that renewable energy is essential for a sustainable future and/or were passionate about renewables. One visitor felt that renewable energy is not right for Lord Howe Island – interestingly, he was passionate about renewables but just not in this location due to perceived visual impacts.

How supportive are you of installing a solar farm on the Island?

100% of people asked (91 people) were in support of a solar farm on the Island. 85 people were strongly in support of solar, saying 'go for it'. Achieving this level of consensus within a community is rare and is testament to



the valuable contributions and ongoing role of the SEWG on this project, and also the strong values of the community in relation to sustainable energy.

How supportive are you of installing wind turbines on the Island?

80 out of 90 people were in support of wind turbines on the Island. 71 of these were strongly in support of the wind turbines, saying 'go for it'. Three residents and six visitors did not support the wind turbines and thought they shouldn't be built on the Island. Reasons for this view included noise, visual impacts and potential for bird strikes.

Would renewable energy make tourists more or less likely to visit again?

41 out of 62 people said they would be more likely to visit the Island again if it had a renewable energy system, as it was thought the eco-tourism benefits would make it more attractive to visit. 11 people said that the use of renewable energy on the Island wouldn't make any difference to their decision; two people said it would potentially put them off coming back; and four people said it would depend on how noisy the turbines were.

3.3 Community issues

Results from the community survey in April 2014 and learnings from the consultation visit in December 2014 indicated three main issues that are important to the community. Subsequent consultation visits in 2015 and 2016 indicate that these issues have remained consistent within the community. It is important to note that all three key issues relate to the proposed wind turbines – there have been no issues raised that relate specifically to the solar element of the project, which has received widespread community support.

Noise and infrasound

Potential noise impacts from the turbines are of significant concern to many people on the Island, in particular:

- Concerns from and on behalf of the residents living nearest to the site (about 300 metres away)
- Concern over impacts on visitors at the tourist accommodation nearest to the site (about 500 metres away)
- Concern about the robustness and reliability of the noise assessment
- Concern about potential health impacts associated with infrasound generated from wind turbines.

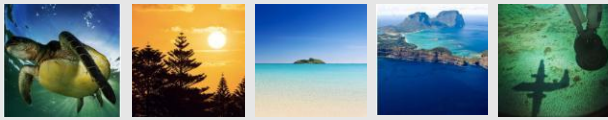
During the December 2014 consultation visit, an explanation of the noise assessment process generally alleviated people's immediate concerns and provided some confidence that noise will be considered in detail as part of the environmental assessment. Discussions about noise have been ongoing as the noise assessments have progressed.

Project communications should focus on clear explanations of the noise assessment results and how the assessments were carried out. If noise modelling shows that the turbines would have a significant noise impact upon the current background noise levels, then information about possible design and operation changes to reduce this impact will need to be communicated.

Visual impacts

Visual impact is another common concern to many people, in particular:

- Perceived negative impact on World Heritage values and the Island's landscape
- Visibility from several points on the Island, especially popular viewpoints on walking tracks
- Options to eliminate the visual impact by just using solar energy generation



- Options to consider smaller turbines to reduce the proposed height of 71 metres
- Potential to paint the turbines a different colour to blend in with surroundings
- Preference for consideration of alternative turbines to reduce visual impacts, e.g. vertical turbines (although alternative turbines have been ruled out on several occasions for a variety of technical reasons).

During the consultation visit, an explanation that the World Heritage status of the Island triggers the requirement for a more stringent and lengthy approval process through the Federal government provided some confidence that the visual impacts of the turbines would be thoroughly considered and addressed. Discussions about the proposed horizontal turbines being selected and sized as the most appropriate and effective solution for the Island also helped people understand the reasons for the type and height of the proposed turbines. The majority of the community were positive about the visibility of the turbines and said they like the way they look.

Wildlife impacts

The potential impact of wind turbines on birds and bats was raised as an issue, in particular:

- Risk of bird strikes on turbine blades and guy lines leading to significant impacts on threatened bird species
- Migrating birds deterred from coming to the Island because of the wind turbines.

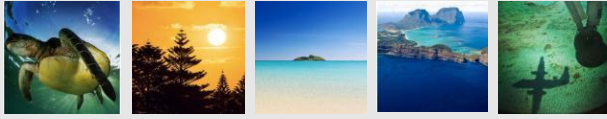
During the consultation visit, an explanation about the role of the monitoring mast (collecting data about the frequency and patterns of bird and bat movements over a 12 month period) gave some reassurance that the wind turbines would not be installed if it would result in a significant impact on birds or bats. People appreciated that regardless of design there is still a possibility that the wind turbines could impact wildlife, but that the significance of this would need to be assessed and monitored.



Other issues

Other issues raised by the community include:

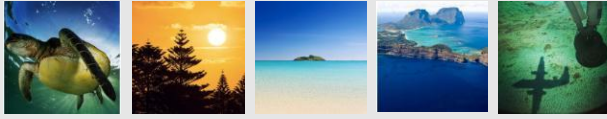
- Concern over the speed of project development and allowing adequate time for community consultation
- Need for clarity over which guidelines are being used for the project
- Concern about what other States and countries are doing in relation to the two kilometre setback from the nearest residential property (as was implemented in Victoria and then repealed)
- Adequacy and reliability of data from monitoring mast and specialist scientific studies
- Strong community support for solar element of the project largely driven by potential for community investment arrangements
- Community enthusiasm for additional household solar capacity or buy-in to centralised community solar and how that aligns with the proposed renewable energy system
- Concern and confusion over project finances and impacts of loan repayments on the community and their energy prices
- Concern about impacts to the sea freight service (cost and frequency) as a result of reduced diesel volumes being imported to the Island.
- Concern over compliance with conditions of consent by the Board during operation of the project, particularly the wind turbines.



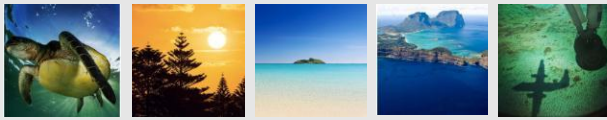
3.4 Stakeholder identification and analysis

The following stakeholder groups have been identified for the project. The full stakeholder database is included as **Appendix C**.

Stakeholder group	Stakeholders	Interest in the project
Project partners	Lord Howe Island Board	<ul style="list-style-type: none"> Delivering the project and meeting project objectives Meeting internal stakeholder needs Primary interface between Island and mainland Government agencies Achieving community support Working collaboratively with and empowering the Sustainable Energy Working Group Regulator – development and construction consent
	Australian Renewable Energy Agency (ARENA)	<ul style="list-style-type: none"> Funding Milestone reporting requirements Knowledge sharing
	Sustainable Energy Working Group (SEWG)	<ul style="list-style-type: none"> Key advocacy role and leadership in the community Key partner for implementing the project
State Government	NSW Treasury	<ul style="list-style-type: none"> Regulatory role Funding and loan repayments
	NSW Environment Protection Authority (EPA)	<ul style="list-style-type: none"> Policy guidance Reviewer role
	NSW Office of Environment and Heritage (OEH)	<ul style="list-style-type: none"> Regulatory role World Heritage status – potential impact on threatened species
	NSW Department of Industry (Resources and Energy) - Renewable Energy Advocate	<ul style="list-style-type: none"> World Heritage status – potential impact on threatened species Knowledge sharing and promotion of project
Federal Government	Department of the Environment	<ul style="list-style-type: none"> Regulatory role World Heritage status – potential impact on threatened species EPBC referral for wind turbine approval
	Civil Aviation Safety Authority (CASA)	<ul style="list-style-type: none"> Regulatory role
	Airservices Australia	<ul style="list-style-type: none"> Nearby infrastructure Regulatory role
	National Wind Farm Commissioner	<ul style="list-style-type: none"> Regulatory role Management of community complaints



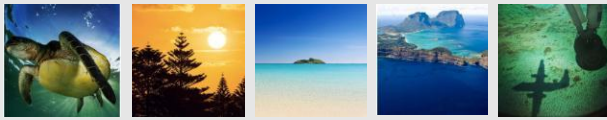
Stakeholder group	Stakeholders	Interest in the project
Elected Members	NSW Minister for the Environment and Heritage	<ul style="list-style-type: none"> • Funding arrangements • Advocate of renewable energy project • Political supporter role • Understanding community concerns
	Member for Port Macquarie	<ul style="list-style-type: none"> • Advocate of renewable energy project • Political supporter role • Understanding community concerns
Community	Resident families on the island	<ul style="list-style-type: none"> • Construction impacts • Operational impacts (i.e. potential noise, visual and wildlife impacts from turbines) • Passive supporters or detractors
	Business owners and managers (including all lodge operators)	<ul style="list-style-type: none"> • Construction impacts on business • Operational impacts on customers (i.e. potential noise, visual and wildlife impacts from turbines) • Directly impacted by energy costs and source • Indirectly impacted by perceived impacts of customers • Ecotourism opportunities and sustainability branding potential
	Senior citizens	<ul style="list-style-type: none"> • Construction impacts • Operational impacts (i.e. potential noise, visual and wildlife impacts from turbines) • Passive supporters or detractors • Significant proportion of population so statistically influential group
	School children	<ul style="list-style-type: none"> • Youngest group and potential catalyst for community education • Potential involvement via school activities
	Teenagers and young adults	<ul style="list-style-type: none"> • Interest in activity on the Island – keeping up with news from home • Recently completed or completing school - potentially living on mainland returning to island on school breaks • Possible long term plans to return to Island to live and work
Tourism	Lord Howe Island Tourism Association	<ul style="list-style-type: none"> • Benefits through Island's sustainable image and energy security • Sustainability branding potential
	Destination NSW	<ul style="list-style-type: none"> • Sustainability branding potential
	Ecotourism Australia	<ul style="list-style-type: none"> • Sustainability branding potential
	Tourists and visitors	<ul style="list-style-type: none"> • Construction impacts during visit • Operational impacts (i.e. potential noise, visual and wildlife impacts from turbines) • Passive supporters or detractors



3.5 Project team contact details

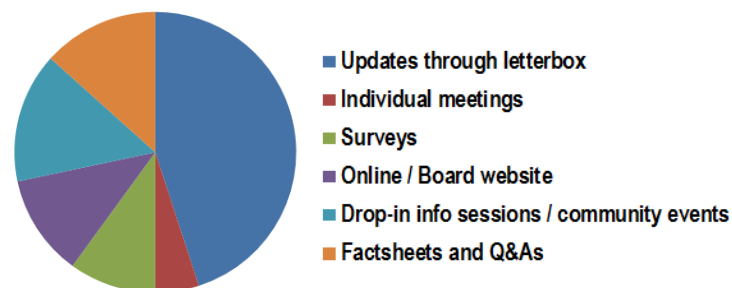
Contact details for the project team and key internal stakeholders are identified in the table below.

Name	Role	Phone	Email
Lord Howe Island Board			
Andrew Logan	Manager, Infrastructure & Engineering Services	02 6563 2066 - extension 29	andrew.logan@lhib.nsw.gov.au
Penny Holloway	CEO	02 6563 2066	penny.holloway@lhib.nsw.gov.au
Sustainable Energy Working Group (SEWG)			
Kate Dignam	SEWG Member		lagoon@clearmail.com.au
Esven Fenton	SEWG Member		esven@reachnet.com.au
Ian Hutton	SEWG Member		ianhutton@clearmail.com.au
Mark Mackillop	SEWG Member		mark@lordhowe.com
Chris Murray	SEWG Member		chrisandmargart@gmail.com
Craig Thompson	SEWG Member		bonk62@gmail.com
Jacobs (Owner's Engineer)			
Dave Pollington	Project Manager	03 6221 3719 / 0408 174 329	david.pollington@jacobs.com
Mel Tadhunter	Community Engagement	02 9032 1303	mel.tadhunter@jacobs.com
Various environmental consultants			
Nick Graham-Higgs	Environmental Manager	02 8202 8303 / 0427 260 819	nick.gh@nghenvironmental.com.au
Dr Renzo Tonin	Independent Noise Expert	02 8218 0502 / 0412 331 476	renzo.tonin@renzotonin.com.au
John Hutchison	Noise Consultant	0407 801 144	john@hutchisonweller.com



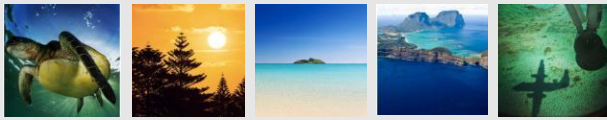
4. Communication tools and engagement activities

Effective engagement seeks input from the community on how they want to participate. During the consultation visit in 2014, residents were asked how they would prefer to be involved in the project moving forwards. The majority of residents favoured updates through their letterbox which indicates that the community feel adequately engaged in the project and that written updates at key milestones are sufficient, rather than more in-depth individual meetings, for example. Drop-in sessions, community events, factsheets, Q&As, online information and surveys were all relatively popular methods for ongoing involvement. None of the residents stated that they did not require further engagement which indicates an interest in the project and that engagement to date has been appropriate.

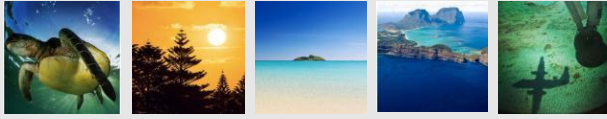


While this quick poll gives a good indication of preferences for engagement, it is acknowledged that it does not represent the entire community and other people may prefer different methods. Taking this feedback on-board, the following tools and methods are recommended for future communication and engagement on the project.

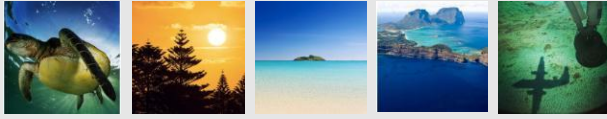
Tools and activities	Purpose	Stakeholder audience
Individual meetings	One-on-one or small group meetings for face-to-face discussions as required with directly impacted community members, and business owners and managers.	<ul style="list-style-type: none"> Directly impacted community members Business owners and managers
Group meetings	<p>Group community meetings to discuss status, milestones and key issues at various points in the project, if required in addition to one-on-one meetings.</p> <p>Group meetings should be carefully planned to avoid the pitfalls of traditional community meetings where some community members may dominate the discussions or use the opportunity to grandstand. Alternative group meeting formats, such as Samoan circles, will be used.</p>	<ul style="list-style-type: none"> Directly impacted community members Business owners and managers Wider community



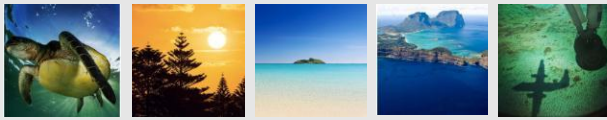
Tools and activities	Purpose	Stakeholder audience
SEWG and community reference group	<p>Empower the SEWG to continue their advocacy and leadership role in the community to support the Board in implementing the Sustainable Energy Road Map.</p> <p>Consider the expansion of the SEWG or set up a separate community reference group to continue the involvement of the community in the project. The role of the community reference group would be to assist the Board in the monitoring, evaluation and reporting of performance during construction and operation to ensure transparency to the community and accountability of the Board.</p>	<ul style="list-style-type: none"> SEWG members Community reference group members
Written project updates and printed information	<p>Written information to provide updates to the community at key stages of the project. When asked, most people stated a preference for updates through Householders through the PO boxes for future communication on the project. Information could be in the form of:</p> <ul style="list-style-type: none"> Factsheets – focused around key issues (e.g. noise, turbine type) and used to showcase emerging data in an easy to understand summary format Postcards and flyers – opportunity for eye-catching and image based information, e.g. as used previously to feedback survey results and promote engagement activities or upcoming events Q&A booklet - to maintain an accurate and easy to understand list of questions/concerns and their agreed resolutions or possible mitigation measures. A useful way of reminding people about previous discussions, it will be maintained as the project progresses to capture and present emerging information Posters – a poster campaign to display key messages and graphics in various locations around the Island to inform the wider community, in line with project milestones and other updates via printed householders and online on social media channels. <p>Opportunities to create 'keepsake' collateral (e.g. branded magnets, pens, mouse mats) to reinforce project branding and benefits, or packages of printed collateral (e.g. household information packs).</p>	<ul style="list-style-type: none"> All households and businesses on the Island (via householders through PO boxes) Wider community and visitors (via electronic versions on Board and Tourism Association websites)
Stakeholder letters and meetings	<p>Formal liaison by relevant Board representatives through established channels of formal letters and face-to-face meetings.</p>	<ul style="list-style-type: none"> Government agencies Elected Members Tourism organisations



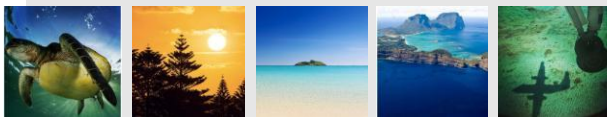
Tools and activities	Purpose	Stakeholder audience
Website	<p>Online information on the Board's website to provide updates about the project and electronic versions of all relevant documents.</p> <p>www.lhib.nsw.gov.au/infrastructure/renewable-energy</p> <p>Potential for innovative digital communications including photo essays and a video documenting the Island's shift from imported diesel to renewable energy.</p>	<ul style="list-style-type: none"> • All residents and businesses on the Island • Residents living off the Island (e.g. teenagers and young adults) • Wider community and visitors • Tourism organisations • All stakeholders
Social media	<p>Targeted social media via Facebook or twitter would provide a good communication channel to teenagers and young adults living off the Island wanting to keep track of news from home, and also visitors (past and future) to the Island.</p> <p>Existing social media channels that could be of potential use include:</p> <ul style="list-style-type: none"> • Facebook - Lord Howe Island Tourism (Official Facebook page of Lord Howe Island Tourism Association - 21,361 page likes) • Instagram @lovelordhowe - Official Instagram account of Lord Howe Island Tourism Association (1,300 followers) • Twitter @lordhoweisland - Official twitter page of Lord Howe Island Tourism Association (550 followers) • Facebook - Lord Howe Island Lovers (run by Arajilla Retreat - 1,807 page likes). 	<ul style="list-style-type: none"> • All residents and businesses on the Island • Residents living off the Island (e.g. teenagers and young adults) • Wider community and visitors • All stakeholders
Community markets (or other community events)	<p>A shown in the December 2014 consultation visit, the community markets were a good way of collecting feedback from residents and visitors via quick polls.</p> <p>A stall at future community markets (monthly) or presence at similar community events would be a useful and informal way to gather face-to-face feedback (if required as the project progresses), and requires minimal effort or forward planning from the community.</p>	<ul style="list-style-type: none"> • All residents and businesses on the Island • Visitors to the Island at the time of the market/event
Tree planting	<p>Tree planting to offset visual impacts of the project by screening the wind turbines from directly impacted community members and business operators. Potential opportunity for tree planting locations around the Island if raised or identified by directly impacted community members.</p>	<ul style="list-style-type: none"> • Directly impacted community members and business operators



Tools and activities	Purpose	Stakeholder audience
Media	<p>Proactively spreading this good news story to national and international audiences would raise the profile of Lord Howe Island to the tourism sector and scientific community.</p> <p>A media action plan should set milestones for media opportunities, formal announcements and Ministerial and Federal Government involvement. Provision of draft media releases and recommended content at key milestones would increase media coverage.</p> <p>Local media channels for provision of information locally include:</p> <ul style="list-style-type: none"> • Lord Howe Island Signal (local newspaper) • Lord Howe Island Radio Station (local radio broadcasts on Wednesday lunchtimes using the Triple J frequency). 	<ul style="list-style-type: none"> • All residents and businesses on the Island (via LHI radio and The Signal newspaper) • Wider local, regional, national and international community • ARENA • All stakeholders
Awards	<p>Opportunities to achieve recognised accreditations and win awards to build brand value and showcase the project.</p> <ul style="list-style-type: none"> • International Association of Public Participation (IAP2) Project of the Year award – for best practice community participation • Infrastructure Sustainability Council of Australia (ISCA) • Planning Institute Australia (PIA) Public Engagement & Community Planning award • NSW Office of Environment and Heritage (OEH) Green Globe awards – categories include climate change leadership or resource efficiency. 	<ul style="list-style-type: none"> • Government agencies • Elected Members • Tourism organisations
Technical tours	<p>Technical tours – both during construction and operation - provide opportunities to create valuable links with the renewable energy industry and other Islands or remote communities looking to make the same transition to renewable energy production, as well as meeting ARENA's knowledge sharing requirements.</p>	<ul style="list-style-type: none"> • Government agencies • Scientific community and renewable energy industry • Future renewable communities
School project/trip	<p>Education of school children (and their family units) about sustainable energy and the hybrid system by a school project and trip to the site.</p> <p>Provision of project related teaching resources to Lord Howe Island Central School to empower teachers to teach school children about the project and encourage community ownership.</p> <p>Potential opportunity for school children to produce project branded or renewable energy inspired collateral (e.g. tea towel with school children's artwork for families to purchase) and also contribute towards the content of a time capsule.</p>	<ul style="list-style-type: none"> • School children and their families
Tourist information	<p>Tourist information materials (e.g. flyer, postcard) presenting the renewable energy project and Lord Howe Island as a sustainable destination - to be distributed by travel agents, displayed at the Island's visitor information centre and airport, included in lodge welcome packs and provided in plane seat pockets.</p>	<ul style="list-style-type: none"> • Tourism organisations • Visitors to the Island



Tools and activities	Purpose	Stakeholder audience
Tourism branding	Creation of a brand that will allow local businesses and tourism operators to showcase their renewable energy use, electric vehicles, sustainability values and eco-tourism credentials. A simple and eye-catching logo or 'stamp' devised with integrity to ensure it was meaningful to potential visitors and those organisations that use it as a selling point.	<ul style="list-style-type: none"> • All businesses on the Island • Tourism organisations • Visitors to the Island • ARENA • UNESCO (World Heritage status)
Community Investment Scheme	<p>Information about the solar Community Investment Scheme:</p> <ul style="list-style-type: none"> • Details about it being investigated and considered • Potential opportunity for community input into how the scheme might work • If it goes ahead, communications about the launch and how people can opt in • If it doesn't go ahead, proactive issues management and transparent justification for the decision. 	<ul style="list-style-type: none"> • All residents and businesses on the Island
Opening event and time capsule	<p>An event or family fun day to mark the switching on of the renewable energy system – to attract a range of visitors and media as well as celebrating the support and involvement of the community during design and construction.</p> <p>Innovative ideas for community involvement in the event could include a time capsule to capture the move towards a sustainable future (e.g. involving stories and artwork from school children and young people).</p> <p>Burying time capsules at the base of wind turbines is a common way of engendering a sense of ownership and pride in the renewable energy system.</p>	<ul style="list-style-type: none"> • All residents and businesses on the Island • School children and teachers involved in the production of the time capsule • Visitors to the Island at the time of the event
Surveys	<p>Visitor surveys (both before construction and once the system is operational) would be a valuable way of quantifying any impacts on tourists, and whether the potential visual and noise impacts from the wind turbines were deemed significant or likely to influence the likelihood of a return visit.</p> <p>The initial visitor survey could be undertaken during peak tourist season - via copies left in lodge welcome packs (which would require prior liaison with and cooperation of lodge operators) and with departing visitors at the airport (which could be managed by the SEWG).</p> <p>A community evaluation survey at the end of the project would be a useful tool to evaluate the communication and engagement process undertaken, and provide the community with an opportunity to tell us what went well and what could have been done better.</p>	<ul style="list-style-type: none"> • Visitors to the Island (at the time of the visitor surveys) • All households and businesses on the Island (via householders through PO boxes)

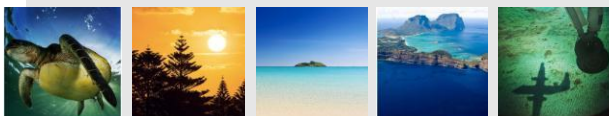


5. Communication risks

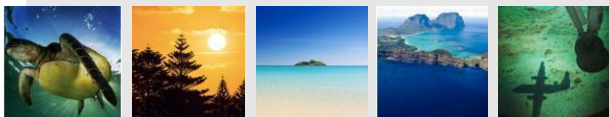
The following risk matrix was used to undertake a high level risk analysis for communication and engagement risks that have been identified for the project. The risk rating is based on the likelihood of the risk occurring and the consequence should it occur.

		Determine the consequence				
People		5 - Local treatment with short recovery - minor short term health effects.	4 - Medical treatment required or short term acute health effects.	3 - Lost Time Injury (off work recovery required) or short / medium term health issues.	2 - Extensive injuries or chronic health issues.	1 - Single fatality or permanent disability.
Environment		5 - Onsite release, containable with minimal damage. Localised impact on energy usage.	4 - Major onsite release with some damage, no offsite damage. Numerous and/or widespread but small scale impacts on energy and waste. Remediation in terms of days.	3 - Offsite release, no significant environmental damage. Remediation in terms of weeks.	2 - Major offsite release, short to medium term environmental damage. Remediation in terms of months.	1 - Major offsite release, long term environmental damage. Remediation in terms of years.
Community		5 - Workforce concern	4 - Local community concern	3 - Regional concern	2 - Widespread reputation loss to single business unit, widespread community outcry.	1 - Widespread reputation loss to more than one business unit, extreme community outcry nationally.
Determine the likelihood	A - Almost certain	Medium	High	Very High	Very High	Very High
	B - Probable	Medium	Medium	High	Very High	Very High
	C - Possible	Low	Medium	Medium	High	Very High
	D - Unlikely	Low	Low	Medium	Medium	High
	E - Very unlikely	Low	Low	Low	Medium	Medium

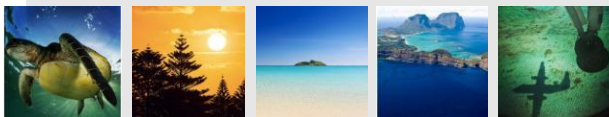
Risk category	Risk	Potential consequence	Risk rating	Proposed control measures
Community	Single issue becomes the focus of community attention and 'nay-sayers' use that issue to gain momentum for opposition	<ul style="list-style-type: none"> Community opposition causes delays or derails the wind element of the project Unable to meet ARENA's requirements and funding is compromised. 	B3 High	Focus communications around the community's key issues and ensure that clear and accurate information is provided in a timely manner. Use the SEWG to 'keep an ear to the ground' and stay aware of emerging community issues or concerns to prevent rumours and misinformation from spreading throughout the community.



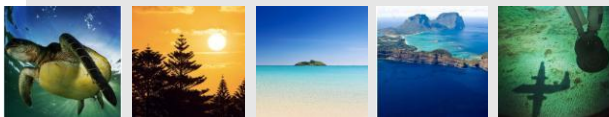
Risk category	Risk	Potential consequence	Risk rating	Proposed control measures
Community	One opposer's voice becomes dominant and gains traction within the community or is inaccurately perceived as the consensus	<ul style="list-style-type: none"> Community opposition causes delays or derails the wind element of the project Unable to meet ARENA's requirements and funding is compromised. 	B3 High	Undertake engagement activities that give a voice to the silent majority and allows the supporters (or those who consider themselves neutral) to be heard and counted.
Community	Opportunity for a solar Community Investment Scheme is not properly considered by the Board or is not feasible (technically or economically)	<ul style="list-style-type: none"> Loss of community support for the project as opportunity for personal investment and ownership was seen as a key benefit Frustration within the SEWG who supported this approach in the April 2014 survey Loss of confidence in Board. 	C2 High	Properly investigate and consider options for a solar Community Investment Scheme. If it is not feasible, present clear and accurate information to support that decision and explain the reasons why. If it is feasible, empower the community to take ownership of the system and invest in the Island's renewable future.
Policy	Regulators concerned about environmental impacts of project on threatened species or aesthetic values of the Island	<ul style="list-style-type: none"> World Heritage status threatened Project not approved. 	D1 High	Provide clear, transparent and accessible information on impacts and proposed mitigation measures. Follow statutory referral process for Commonwealth approval.
Community	People accuse the Board of pushing ahead with the project regardless of issues or community position	<ul style="list-style-type: none"> Loss of confidence and trust in the Board Ongoing risk to the Board's reputation for all future Island activities. 	B4 Medium	Be clear about the community's level of influence on the project – what is negotiable and non-negotiable – and be transparent about the engagement process.
Policy	New guidelines are released about wind turbines with recommendations for proximity to property	<ul style="list-style-type: none"> Potentially unable to meet guidelines due to unique situation on the Island and scale of the site and community Community apprehensive about progressing with a project that does not adhere to guidelines Loss of community support and loss of confidence in Board. 	C3 Medium	Get an early appreciation of what the guidelines might say and how that relates to the project. Provide the community with a clear interpretation of what the guidelines mean, and to what extent (and why) they can (or cannot) be applied to the Island.



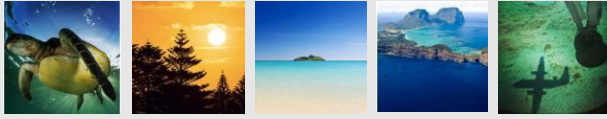
Risk category	Risk	Potential consequence	Risk rating	Proposed control measures
Community	People expect energy bills to go down as the Island's reliance on diesel is reduced	<ul style="list-style-type: none"> Community annoyance and frustration with the Board when energy prices continue to rise and the overall savings are not immediately apparent. 	C3 Medium	Provide clear and accurate information about the benefits the hybrid system will deliver. Continue to address the fact that energy prices will continue to rise as part of the Q&As.
Environment	Environmental assessment concludes that noise impacts will be significant	<ul style="list-style-type: none"> More people oppose the wind turbines which causes delays or derails the project Unable to meet ARENA's requirements and funding is compromised Potential impact on future visitor experiences. 	C3 Medium	Be honest about the noise impacts and provide tailored communications to explain the noise assessment, interpret the results and explain the measures that will be used to minimise noise impacts. Be clear about how the design and operation can be altered to reduce noise impacts.
Environment	Environmental assessment concludes that impacts on birds and bats will be significant	<ul style="list-style-type: none"> More people oppose the wind turbines which causes delays or derails the project Unable to meet ARENA's requirements and funding is compromised. 	C3 Medium	Be honest about the impacts on wildlife and provide tailored communications to interpret the results from the monitoring mast and explain the measures that will be used to minimise wildlife impacts. Be clear about how the design and operation can be altered to reduce impacts on wildlife.
Community	People think that the project is linked to private solar and that they will be able to install household solar panels	<ul style="list-style-type: none"> Misunderstanding leads to loss of community support for the project and loss of confidence in the Board. 	C4 Medium	Provide clear and accurate information about the scope of the project and the features of the hybrid system. Continue to address the limitations of private solar capacity on the Island in the Q&As.



Risk category	Risk	Potential consequence	Risk rating	Proposed control measures
Community	People decide to invest in household solar or private generators and go off grid	<ul style="list-style-type: none"> Less load and energy demand makes the electricity system more expensive for those that don't opt out and hence the tariffs increase Less revenue for Board requires increased Government support People risk less reliable and more costly energy supply by going off grid. More localised environmental impacts from generators 	D2 Medium	Transparently consider options for a solar Community Investment Scheme to maintain community support for the project. Provide clear and accurate information regarding people's power options and the risks of going off grid.
Tourism	Visitors are impacted by noise and visual impacts of wind turbines	<ul style="list-style-type: none"> Tourist numbers decrease The Island's tourism economy and reputation as a World Heritage destination suffers. 	D3 Medium	Undertake a visitor survey before the turbines are installed and once the system is operational to quantify any impacts on tourists, and ensure results are fed back to the community to close the loop. Visitor numbers will continue to be monitored by tourism organisations and business operators on the Island to ensure any trends are recorded.
Community	People feel over engaged on the Island and about the renewable energy project in particular	<ul style="list-style-type: none"> Community consultation 'fatigue' leads to disengagement from the process and frustration with the Board Potential for negativity towards the project to grow. 	D4 Low	Undertake appropriate engagement activities and provide appropriate communications in line with the community's preferences. Review this Community Engagement Plan regularly to ensure communications are timely and targeted.



Risk category	Risk	Potential consequence	Risk rating	Proposed control measures
Technology	The mix of solar and wind doesn't work as expected	<ul style="list-style-type: none"> Expected reduction in diesel is not achieved Unable to meet ARENA's requirements and funding is compromised Loss of confidence in Board and renewable energy technology. 	E3 Low	Extensive work will have been done to determine the technical feasibility of the proposed system prior to installation so this will be unlikely. Undertake post-compliance monitoring to ensure equipment is performing to manufacturers specifications. As part of an issues management strategy, provide clear, transparent and accessible information explaining how and why the system is working differently, what the impacts are for the Island and what can be done to address the impacts.
Funding	Unable to meet ARENA's milestone requirements	<ul style="list-style-type: none"> ARENA funding is compromised. 	E3 Low	Liaise closely with ARENA on project status, manage expectations and ensure 'no surprises'
Policy	Loss of political support or change in Government/Minister	<ul style="list-style-type: none"> Loss of high profile support reduces positive publicity for the project. 	E3 Low	Prepare a briefing pack if there is a change in Government, and work with ARENA and OEH to engage the new political stakeholders.
Technology	An alternative wind turbine becomes available on the market that is preferred by the community	<ul style="list-style-type: none"> Delays to the project as further planning and consideration of alternatives required – financial implications Community frustration if they think alternative wind turbines are not being considered. 	E4 Low	Properly consider any alternatives that the community suggest and provide an honest appraisal of their features and functionality. Reiterate key messages about the reasons for selecting the proposed equipment and why they are best for the Island.



6. Roles and responsibilities

6.1 Lord Howe Island Board

The Lord Howe Island Board is responsible for:

- Operating and maintaining the Island's electricity generation and transmission system
- Implementing the Sustainable Energy Road Map through the delivery of the hybrid renewable energy system
- Liaising with Board members, Government agencies and Elected Members via formal communication channels
- Providing a point of contact for community members and local businesses who want to discuss the project
- Approving all community engagement activities and communications materials
- Ongoing administration of the SEWG as per the existing terms of reference
- Managing media opportunities.

6.2 Sustainable Energy Working Group (SEWG)

The SEWG is responsible for:

- Providing a leadership role in the community to coordinate and support the implementation of renewable energy on the Island
- Reporting community views and outcomes of the group's research to the Board for inclusion in the decision making process
- Acting as an advocate for the project and where necessary lobbying the community
- Actively circulating information in the community
- 'Temperature checking' community sentiment and feeding back to the project team to proactively deal with issues
- Ongoing attendance at the SEWG meetings under the administration of the Board as per the existing terms of reference
- Working collaboratively with the community consultation consultants to prepare and undertake the actions set out in this Community Engagement Plan.

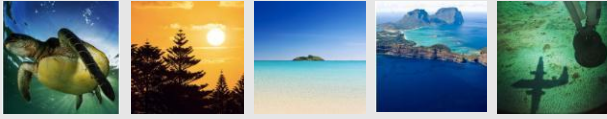
6.3 Jacobs (Owner's Engineer)

As Owner's Engineer, Jacobs is responsible for:

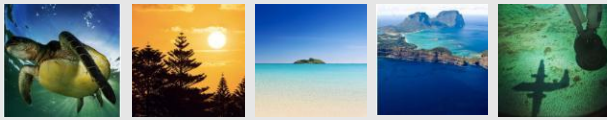
- Managing the technical and contractual arrangements for the duration of the project, in close consultation with the Board
- Undertaking the Technical Feasibility Study to determine the viability of the proposed system
- Collating and analysing data from the monitoring mast
- Assisting the Board with the preparation of milestone reports to ARENA
- Contracting and coordinating environmental assessments, geotechnical investigations and community consultation
- With the Board, tendering, recommending then managing contractors for the delivery of the hybrid renewable energy project
- Providing expert technical advice and seeking innovation for the Board
- Attending and assisting in community consultation events where technical input is required
- Providing technical reviews and sign off for communications materials.

6.4 Community Consultation Consultants

The community consultation consultants are responsible for:



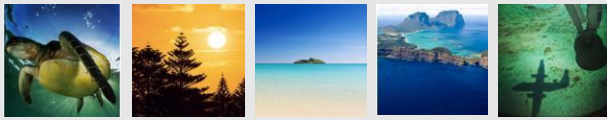
- Delivering the actions set out in this Community Engagement Plan
- Regularly reviewing and updating the Community Engagement Plan to ensure it accurately reflects community issues and the status of the project moving forwards
- Working collaboratively and meeting regularly with the SEWG to develop communications materials and empower the group to continue their advocacy role within the community
- Advising the Board on emerging community issues or concerns and ensuring community perspectives are included in the decision making process
- Proactively offering ongoing advice for best practice communications solutions to emerging issues.



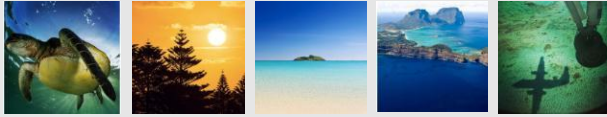
7. Evaluation

To ensure the ongoing effectiveness of this Community Engagement Plan, engagement activities will be monitored and evaluated against the communication objectives and desired project outcomes. The table below describes the range of evaluation methods to be used and the performance criteria that will be met.

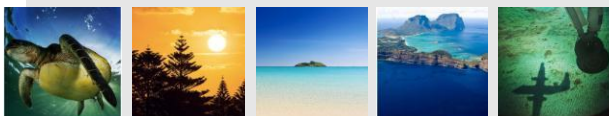
Communication objective	Tools and activities (How will we meet the objective?)	Performance criteria (How will we measure success?)
Avoid 'reinventing the wheel' by building upon learnings from previous consultation activity	<ul style="list-style-type: none"> • Community Engagement Plan • Community research 	<ul style="list-style-type: none"> ✓ All previous consultation activity reviewed ✓ Consultation visit to inform development of Community Engagement Plan ✓ Community asked how they want to be involved ✓ Communications and engagement planned around community preferences for involvement ✓ Learning captured from SEWG, Board and other consultants with recent experience on the Island ✓ Positive feedback from community about communications process.
Empower the SEWG to continue their valuable advocacy role for the implementation of renewable energy	<ul style="list-style-type: none"> • Ongoing SEWG meetings • Community Engagement Plan 	<ul style="list-style-type: none"> ✓ Records kept of SEWG meetings, including follow up actions ✓ Positive feedback from the SEWG about communications process ✓ SEWG involved in community consultation activities and preparation of materials ✓ SEWG report all community issues to the Board as they emerge.
Keep the community informed of project progress and ensure that target audience understands key messages	<ul style="list-style-type: none"> • Postcards and flyers • Q&As • Factsheets • Website • Individual meetings • Group meetings • Social media • Media 	<ul style="list-style-type: none"> ✓ All communications material reviewed and approved by Jacobs and the Board ✓ Project information is 100% error free (e.g. typos and proofing) ✓ No complaints relating to difficulty understanding information provided ✓ Positive feedback from community about information provided ✓ All requests for information responded to (e.g. where they may be delivery gaps for collateral to households) ✓ People like and comment on the project Facebook page and contribute to the online discussion.
Understand the key community issues and focus communications around these	<ul style="list-style-type: none"> • Community Issues Report • Meetings with SEWG • Factsheets • Q&As • Postcards and flyers • Social media • Tree planting 	<ul style="list-style-type: none"> ✓ All community issues identified and understood ✓ Targeted issue-specific communication materials produced ✓ Accurate and timely information is provided ✓ Community provide positive feedback in evaluation survey towards end of project.



Communication objective	Tools and activities (How will we meet the objective?)	Performance criteria (How will we measure success?)
Provide ample opportunity for the community to learn about the project and provide feedback to the Board	<ul style="list-style-type: none"> • Q&As • Factsheets • Website • Social media • Community markets/events • School project/trip • Individual meetings 	<ul style="list-style-type: none"> ✓ All communications material reviewed and approved by Jacobs and the Board ✓ Project information is 100% error free (e.g. typos and proofing) ✓ No complaints relating to difficulty understanding information provided ✓ Positive feedback from community about information provided and opportunities to be involved ✓ Project contact details provided on all materials ✓ Relevant project team available for contact by community and stakeholders.
Consider all community feedback when making project design decisions	<ul style="list-style-type: none"> • Project meetings • Individual meetings • Community Issues Report • Consultation Report 	<ul style="list-style-type: none"> ✓ Project team aware of all community feedback ✓ Community told about how their feedback will be part of the decision making process.
Respond to all feedback appropriately and in a timely and respectful manner	<ul style="list-style-type: none"> • Phone calls, emails, letters • Q&As • Social media • Community Issues Report • Community Engagement Plan 	<ul style="list-style-type: none"> ✓ All correspondence with stakeholders and community recorded in contact database ✓ All requests for information responded to ✓ Phone calls and emails acknowledged within 24 hours and a detailed response (if required) provided within 5 working days ✓ Letters acknowledged within 5 working days.
Establish and maintain a 'social licence to operate' in the local community, to build support and reduce opposition	<ul style="list-style-type: none"> • Community Investment Scheme • Social media • Ongoing SEWG meetings • Community reference group • Community markets/events • Individual meetings 	<ul style="list-style-type: none"> ✓ Records kept of SEWG meetings, including follow up actions ✓ Positive feedback from the SEWG and community about communications process ✓ Community reference group set up and hold meetings as required ✓ Interest and uptake in the Community Investment Scheme (if it goes ahead).
Enhance the sustainability profile of the Island	<ul style="list-style-type: none"> • Awards • Media • Social media • Tourist information • Tourism branding • Technical tours • Visitor survey 	<ul style="list-style-type: none"> ✓ Accurate information approved by the Board released to media via appropriate government media channels ✓ Positive feedback from visitors regarding the Island's profile ✓ Award applications submitted before deadlines ✓ Technical tours organised for renewable energy industry stakeholders ✓ Feedback from the Board and stakeholders






Communication objective	Tools and activities (How will we meet the objective?)	Performance criteria (How will we measure success?)
<p>Leave a positive legacy within the community to enhance the Board's reputation and relationship with the community.</p>	<ul style="list-style-type: none"> • Community Investment Scheme • Opening event • Awards • Community evaluation survey • Tree planting 	<ul style="list-style-type: none"> ✓ Positive feedback from community about communications process ✓ Interest and uptake in the Community Investment Scheme (if it goes ahead).

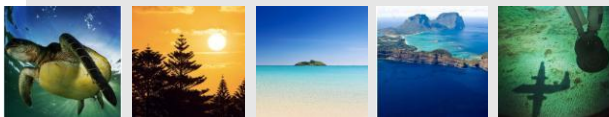






Appendix A. Consultation Action Plan

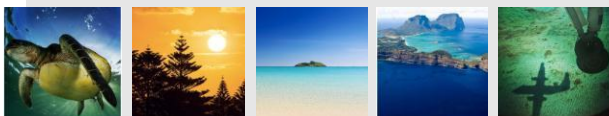
The following communication and engagement activities are planned for the project. Key project dates and external activities that will have an impact on the timing or content of engagement activities are highlighted in **orange**. Ongoing or regular activities are highlighted in **purple** and will continue throughout the project. Completed actions are marked with a tick and highlighted in **green**. This action plan should be regularly reviewed and updated as the project progresses.





NB: This action plan will be further expanded (and costed) as per the tools and activities recommended in this Community Engagement Plan as the project progresses and in collaboration with the SEWG and the Board.

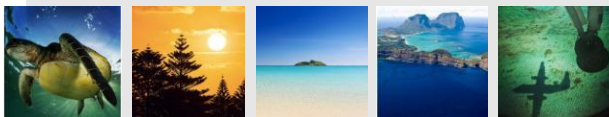
Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
2014						
20 September 2014	ARENA Milestone 1 – Project plan, concept design and business case submitted					
November 2014	Community research (social baseline study)	Review of existing information, analysis of previous survey results, capture lessons learnt from consultants with recent experience on the Island, and stakeholder analysis to determine target audience and appropriate channels for targeted communication.	<ul style="list-style-type: none"> Community research and information review Produce target communication database and stakeholder contact database Liaise with other consultants. 	Board	Jacobs comms	 Databases completed 17 November 2014
5 December 2014	Infographic postcard #1	Colourful eye-catching postcard (featuring Instagram photos taken by local residents and businesses) to provide feedback on community survey results from April 2014 and promote stall at December community markets.	<ul style="list-style-type: none"> Develop content and suggested layout Manage graphic design of infographic Manage print and distribution Upload to Board website. 	All households and businesses on the Island Website users	Jacobs comms to design and print. Board to organise distribution via Australia Post	 Delivered to all households on 5 December 2014
12 December 2014	Q&A booklet	Document with accurate and easy to understand questions and concerns (and their agreed resolutions or possible mitigation measures), to remind people about issues discussed so far. Maintain as project progresses to present emerging information.	<ul style="list-style-type: none"> Develop Q&A content and format Manage technical review and approvals Print and distribution Upload to Board website. 	Residents and visitors at the community markets	Jacobs comms	 Booklet printed on 12 December 2014






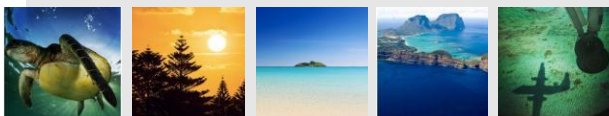
Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
14 December 2014	Community market stall and quick polls (Consultation visit 1)	<p>Monthly community markets held at Lord Howe Island Central School. High tourist attendance but Christmas markets also attract residents.</p> <p>The purpose of the stall was to:</p> <ul style="list-style-type: none"> Listen to community concerns and issues Provide up-to-date information and accurate facts about the project Feedback results of the community survey and hear from those who are yet to join the conversation Ask the community how they want to be involved moving forwards Hear what tourists think about the project. 	<ul style="list-style-type: none"> Organise travel logistics for visit Organise market stall equipment, materials, display stands, timings Produce quick poll and display materials for market stall Attend markets and run stall Discuss project with residents and visitors and encourage participation in the quick polls. 	Residents and visitors at the community markets	Jacobs comms	 <p>Stall from 10am – 12.30pm Sunday 14 December 2014</p>
15 December 2014	SEWG meeting	Meeting to introduce Jacobs comms team to the group, discuss the outcomes from the community market stall and to capture local community knowledge from the SEWG.	<ul style="list-style-type: none"> Prepare meeting guide. 	Board SEWG Jacobs comms	Board/SEWG	 <p>Meeting held 15 December 2014</p>
19 December 2014	Community Issues Report	Report detailing key community issues identified during the consultation visit, to inform development of this Community Engagement Plan.	<ul style="list-style-type: none"> Analyse quick polls results Prepare report and manage approvals. 	Board SEWG	Jacobs comms	 <p>Report submitted 19 December 2014</p>
Approx. quarterly - ongoing	Community Information Bulletins	Quarterly Community Bulletins produced by the Board after a Board meeting and distributed to every household on the Island. Provide project updates on status and key tasks underway.	<ul style="list-style-type: none"> Board include project update in Community Bulletin as per normal internal processes. 	All households and businesses on the Island Website users - wider community and all stakeholders	Board	 <p>Bulletins produced in December 2014, April, June, October and December 2015, and April 2016</p>








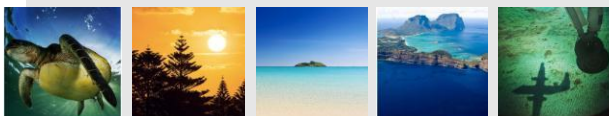
Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
Ongoing at key milestones	Website updates	Update Board website with project progress and key tasks underway at key milestones – ‘Sustainable Energy’ page and ‘News’ section.	<ul style="list-style-type: none">Board to produce content and manage upload.	Website users - wider community and all stakeholders	Board	 Ongoing updates
31 December 2014	ARENA Milestone 2 – Official start of data collection from monitoring mast (meteorological and avifauna)					
2015						
January 2015 - ongoing	Stakeholder letters and meetings	Formal liaison by relevant Board representatives through established channels of formal letters and face-to-face meetings.	<ul style="list-style-type: none">Record outcomes and resulting actions from all meetings on contacts register.	Government agencies Elected Members Tourism organisations	Board	 Ongoing – managed by Board as required
February 2015 (updates ongoing)	Community Engagement Plan (<i>this document</i>)	Community Engagement Plan (this document) is a working document to be used by the project team to plan, implement and manage communications and engagement for the project. It should be reviewed and updated regularly as the project progresses.	<ul style="list-style-type: none">Produce Community Engagement Plan based on learnings from community research, consultation visit and inputs from the SEWG.	Board SEWG Project team	Jacobs comms	 Draft submitted 2 February 2015. Updated November 2015 and June 2016
February 2015 - ongoing	Record of correspondence and consultation reporting	Database or register recording all contact and correspondence with stakeholders and community for the project.	<ul style="list-style-type: none">Set up and maintain contacts register	Board SEWG	Jacobs comms	 All contact with community recorded in consultation reports following each visit.
17 March 2015	Lord Howe Island Board Meeting (Open session at the Community Hall)					
30 March 2015	ARENA Milestones 3 & 4 –Technical Feasibility Study submitted and NSW Treasury funding approved					








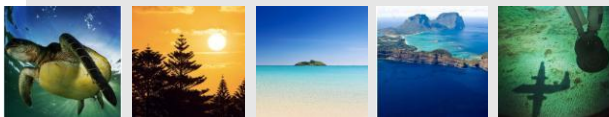
Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
April 2015 (after completion of noise assessment)	Factsheet (noise)	Issue-specific factsheet to be distributed to all households and businesses on the Island to provide information about recently completed noise study, specifically: <ul style="list-style-type: none"> How the assessments were carried out and what was measured Clear interpretation of results Explanation of noise impacts at every nearby residence and lodge Information about how noise can be mitigated through the design. 	<ul style="list-style-type: none"> Understand and summarise noise assessment results Produce a noise map to be included on factsheet to help explain impacts Develop content for factsheet and manage approvals Print and distribution Upload to Board website. 	All households and businesses on the Island Website users - wider community and all stakeholders	Jacobs comms to design and print. Board to organise distribution via Australia Post	 Factsheet delivered to all households on Tuesday 28 April 2015
Late April 2015 (before next consultation visit)	Postcard #2 (noise)	Colourful eye-catching postcard featuring established project branding/style to publicise stall at May community markets and advise of the completion of the noise assessment.	<ul style="list-style-type: none"> Develop content and suggested layout Manage graphic design Manage print and distribution Upload to Board website. 	All households and businesses on the Island Website users	Jacobs comms to design and print. Board to organise distribution via Australia Post	 Delivered to all households on Tuesday 28 April 2015
Early May 2015 (before next consultation visit)	Q&A booklet (update)	Document with accurate and easy to understand questions and concerns (and their agreed resolutions or possible mitigation measures), to remind people about issues discussed so far. Update to include emerging information about the project progress to date.	<ul style="list-style-type: none"> Update Q&A content Manage technical review and approvals Print and distribution Upload to Board website. 	All interested residents and visitors at the community markets	Jacobs comms with technical input from Jacobs PM Board to upload to website	 Updated 7 May 2015 ahead of consultation visit
19 May 2015	Lord Howe Island Board Meeting (Open session at the Community Hall)					








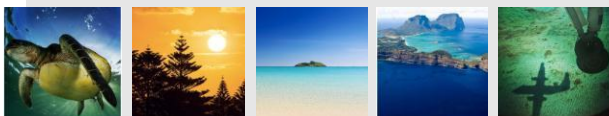
Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
10 May 2015	Community market stall (Consultation visit 2)	Monthly community markets held at Lord Howe Island Central School. The purpose of the stall was to: <ul style="list-style-type: none"> Listen to concerns and issues from residents and visitors Provide up-to-date information and accurate facts about the project Feedback results of the noise assessment. 	<ul style="list-style-type: none"> Organise travel logistics for visit Organise market stall equipment, materials, display stands, timings Produce display materials and activities for market stall Attend markets and run stall Discuss project with residents and visitors and encourage participation in activities. 	Residents and visitors at the community markets	Jacobs comms	 Stall from 10am – 12.30pm on Sunday 10 May 2015
10 May 2015	SEWG meeting	Regular meeting of the group - to discuss the outcomes from the community market stall and to plan next steps and upcoming activities.	<ul style="list-style-type: none"> Organise and attend meeting 	Board SEWG Jacobs comms	Board/SEWG	 Meeting held 10 May 2015
8 – 11 May 2015	One-on-one community meetings	One-on-one meetings for face-to-face discussions with directly impacted community members and business operators.	<ul style="list-style-type: none"> Organise and attend meetings Record outcomes and resulting actions from all meetings in consultation report. 	Directly impacted residents or business operators (or as requested)	Jacobs comms	 Five meetings held between Friday 8 and Monday 11 May 2015
May 2015	Consultation Report from consultation visit 2	Report detailing activities undertaken and outcomes of consultation undertaken during visit 2 in May 2015.	<ul style="list-style-type: none"> Compile outcomes from market stall and individual meetings Prepare report and manage approvals. 	Board SEWG	Jacobs comms	 Report submitted 12 May 2015
July 2015	Community feedback letters	Individual letters to summarise discussions from one-on-one meetings with directly impacted community members and business operators and provide further information following the meetings.	<ul style="list-style-type: none"> Draft letters with technical input and issue 	Directly impacted residents or business operators	Jacobs comms	 Five letters posted Monday 6 July 2015







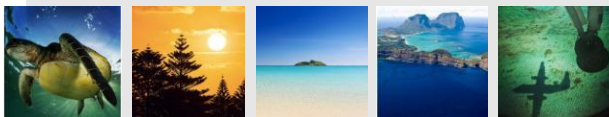
Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
July 2015	Community Investment Scheme – research and discussion paper	Undertake research and hold a planning brainstorm session with project team to investigate and review technically feasible options for community investment in solar farm. Produce a Discussion Paper for presentation to the SEWG and the Board for a decision. On way forward for community investment.	<ul style="list-style-type: none"> Understand and summarise the opportunities around the Community Investment Scheme Produce Discussion Paper 	Board SEWG	Jacobs comms and PM	 Discussion Paper submitted on Tuesday 28 July and discussed with SEWG on Sunday 13 September
August 2015	Tour guide information	A4 crib sheet with key messages about the project (and location map) for distribution to environmental tour operators for inclusion in tours at their discretion.	<ul style="list-style-type: none"> Produce document and manage approval 	Directly impacted residents or business operators	Jacobs comms Board to issue as required	 Final document produced Tuesday 11 August 2015
September 2015	Museum display poster	A1 size poster for display in the LHI museum, to showcase the project. Also to be used more widely (e.g. Australia's Small Islands Forum in February 2016 on Norfolk Island).	<ul style="list-style-type: none"> Develop content and suggested images Manage graphic design and print 	All visitors to museum	Jacobs comms	 Museum display set up Sunday 13 September 2015
September 2015 (before next consultation visit)	Q&A booklet (update)	Document with accurate and easy to understand questions and concerns (and their agreed resolutions or possible mitigation measures), to remind people about issues discussed so far. Update to include emerging information about the project progress to date.	<ul style="list-style-type: none"> Update Q&A content Manage technical review and approvals Print and distribution Upload to Board website. 	All households and businesses on the Island	Jacobs comms	 Updated Friday 11 September 2015 ahead of consultation visit
September 2015 (before next consultation visit)	Postcard #3 (progress update)	Colourful eye-catching postcard featuring established project branding/style to publicise stall at September community markets and advise of project progress.	<ul style="list-style-type: none"> Develop content and suggested layout Manage graphic design Manage print and distribution Upload to Board website. 	All households and businesses on the Island Website users	Jacobs comms to design and print. Board to organise distribution via Australia Post	 Delivered to all households on Monday 7 September 2015
15 September 2015	Lord Howe Island Board Meeting (Open session at the Community Hall)					







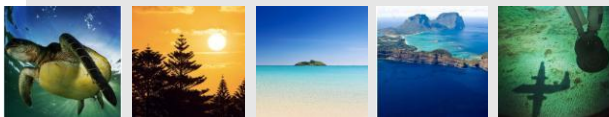
Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
13 September 2015	Community market stall (Consultation visit 3)	Monthly community markets held at Lord Howe Island Central School. The purpose of the stall was to: <ul style="list-style-type: none"> Listen to concerns and issues from residents and visitors Provide up-to-date information and accurate facts about the project. 	<ul style="list-style-type: none"> Organise travel logistics for visit Organise market stall equipment, materials, display stands, timings Produce display materials and activities for market stall Attend markets and run stall Discuss project with residents and visitors and encourage participation in activities. 	Residents and visitors at the community markets	Jacobs comms	 Stall from 10am – 12.30pm on Sunday 13 September 2015
13 September 2015	SEWG meeting	Regular meeting of the group - to discuss the outcomes from the community market stall and to plan next steps and upcoming activities.	<ul style="list-style-type: none"> Organise and attend meeting 	Board SEWG Jacobs comms	Board/SEWG	 Meeting held 13 September 2015
14 September 2015	One-on-one community meetings	One-on-one meetings for face-to-face discussions with directly impacted community members and business operators.	<ul style="list-style-type: none"> Organise and attend meetings Record outcomes and resulting actions from all meetings in consultation report. 	Directly impacted residents or business operators (or as requested)	Jacobs comms	 One meeting held on Monday 14 September 2015
30 September 2015	ARENA Milestone 5 – Preferred contractor selected and final investment decision					
September - October 2015	Visitor survey (1 of 2)	A ten question visitor survey to enable the Lord Howe Island Board, Tourism Association and accommodation providers better understanding of visitors' travel preferences, and to gather important feedback from visitors about their views on the proposed hybrid renewable energy system.	<ul style="list-style-type: none"> Produce visitor survey and manage approvals (including feedback from LHI Tourism Association and lodges) Manage print and distribution Organise SEWG to complete surveys at airport with departing visitors Collect completed surveys, collate and analyse results and produce report. 	Visitors to the Island at time of survey	Jacobs comms SEWG to assist completion of surveys	 Survey launched at community markets on Sunday 13 September 2015. Ran for 5 weeks till Friday 16 October 2015. Final report
Late September 2015	Consultation Report from consultation visit 3	Report detailing activities undertaken and outcomes of consultation undertaken during visit 3 in September 2015.	<ul style="list-style-type: none"> Compile outcomes from market stall and individual meetings Prepare report and manage approvals. 	Board SEWG	Jacobs comms	 Report submitted 24 September 2015







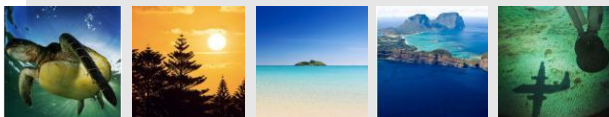
Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
Late September 2015	Community feedback letter	Individual letter to summarise discussions from one-on-one meeting with directly impacted community member/business operator and provide further information following the meeting.	<ul style="list-style-type: none">Draft letter with technical input and issue	Directly impacted residents or business operators	Jacobs comms Board to issue	 One letter provided 24 September 2015
24 November 2015	Lord Howe Island Board Meeting (Open session at the Community Hall)					
2016						
Late January 2016 (before next consultation visit)	Postcard #4 (solar approval)	Colourful eye-catching postcard featuring established project branding/style to publicise stall at February community markets and advise of project progress including solar DA approval.	<ul style="list-style-type: none">Develop content and suggested layoutManage graphic designManage print and distributionUpload to Board website.	All households and businesses on the Island Website users	Jacobs comms to design and print. Board to organise distribution via Australia Post	 Delivered to all households on 10 February 2016
January 2016 (before next consultation visit)	Factsheet (noise update, health impact, visual assessment)	Issue-specific factsheet to be distributed to all households and businesses on the Island to provide information about: <ul style="list-style-type: none">The supplementary noise assessment incl feedback from NSW EPA on their review of the noise assessmentsSummary of research around health impacts of wind turbines and clear interpretation of results and key learnings for Lord Howe IslandPresentation of results from visual impact assessment	<ul style="list-style-type: none">Understand and summarise noise and visual assessment resultsUnderstand and summarise health impact researchDevelop content for factsheet and manage approvalsPrint and distributionUpload to Board website.	All households and businesses on the Island Website users - wider community and all stakeholders	Jacobs comms to design and print. Board to organise distribution via Australia Post	 Factsheets printed on 10 February 2016
January 2016 (before next consultation visit)	Q&A booklet (update)	Document with accurate and easy to understand questions and concerns (and their agreed resolutions or possible mitigation measures), to remind people about issues discussed so far. Update to include emerging information about the project progress to date.	<ul style="list-style-type: none">Update Q&A contentManage technical review and approvalsPrint and distributionUpload to Board website.	All households and businesses on the Island	Jacobs comms	 Updated completed on 11 February 2016







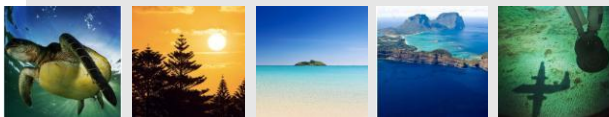
Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
January 2016 (before next consultation visit)	Museum display poster (update)	Update of museum display poster to reflect project progress, solar DA approval and latest visual impact assessment photo montages including wind turbines.	<ul style="list-style-type: none"> Develop content and suggested images Manage graphic design and print (2 x A1 laminated copies) 	All visitors to museum	Jacobs comms	 Updated poster printed on 9 February 2016
14 February 2016	Community market stall and museum drop in sessions (Consultation visit 4)	<p>Monthly community markets held at Lord Howe Island Central School. The purpose of the stall was to:</p> <ul style="list-style-type: none"> Listen to concerns and issues from residents and visitors Provide up-to-date information and accurate facts about the project Display visual impact assessment photo montages including wind turbines. <p>Drop in sessions at the museum held to offer additional opportunities for residents to talk to the project team, outside of the community markets which were seen to be predominantly frequented by visitors.</p>	<ul style="list-style-type: none"> Organise travel logistics for visit Organise market stall equipment, materials, display stands, timings Produce display materials and activities for market stall Attend markets and run stall Discuss project with residents and visitors and encourage participation in activities. 	Residents and visitors at the community markets	Jacobs comms	 Stall from 10am – 12.30pm on Sunday 14 February 2016 Drop in sessions on Saturday 13 February 2016 (1pm to 3pm) and Monday 15 February 2016 (9am to 11am)
14 February 2016	SEWG meeting	Regular meeting of the group - to discuss the outcomes from the community market stall and to plan next steps and upcoming activities, including progress on SEWG recommendation for Community Investment Scheme to the Board for March Board meeting.	<ul style="list-style-type: none"> Organise and attend meeting 	Board SEWG Jacobs comms	Board/SEWG	 Meeting held 14 February 2016
12 – 15 February 2016	One-on-one community meetings	One-on-one meetings for face-to-face discussions with directly impacted community members and business operators.	<ul style="list-style-type: none"> Organise and attend meetings Record outcomes and resulting actions from all meetings in consultation report. 	Directly impacted residents or business operators (or as requested)	Jacobs comms	 Six meetings held between Friday 12 and Monday 15 February 2016




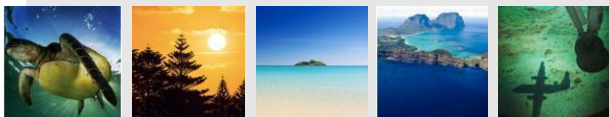
Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
Late February 2016	Consultation Report from consultation visit 4	Report detailing activities undertaken and outcomes of consultation undertaken during visit 4 in February 2016.	<ul style="list-style-type: none"> Compile outcomes from market stall and individual meetings Prepare report and manage approvals. 	Board SEWG	Jacobs comms	 Report submitted 26 February 2016
Late February 2015	Community feedback letters	Individual letters to summarise discussions from one-on-one meetings with directly impacted community members and business operators and provide further information following the meetings.	<ul style="list-style-type: none"> Draft letters with technical input and issue 	Directly impacted residents or business operators	Jacobs comms Board to issue	 Five letters issued on 19 April 2016, one on 6 May 2016
22 March 2016	Lord Howe Island Board Meeting (Open session at the Community Hall)					
Early May 2016 (before next consultation visit)	Postcard #5 (wind turbine EPBC referral display period)	Colourful eye-catching postcard featuring established project branding/style to publicise stall at April community markets and advise of project progress including process for submission of feedback to the Department of Environment during formal public comment period.	<ul style="list-style-type: none"> Develop content and suggested layout Manage graphic design Manage print and distribution Upload to Board website. 	All households and businesses on the Island Website users	Jacobs comms to design and print. Board to organise distribution via Australia Post	 Delivered to all households on 10 May 2016
Early May 2016 (before next consultation visit)	Summary booklet of Environmental Report for wind turbines	Simple, engaging and clear Plain English summary of the draft Environment Report to assist with community engagement activities at April consultation visit, in A4 booklet format. Booklet will provide details of market stall, drop in sessions and invite one-on-one meetings.	<ul style="list-style-type: none"> Develop content and suggested layout Manage graphic design and print Take copies to consultation visit, remaining copies to be delivered to all households Upload to Board website. 	All households and businesses on the Island Website users	Jacobs comms to design and print.	 Printed and posted to Island on 18 May 2016 (but not distributed due to last minute change in project timings and extra noise work)



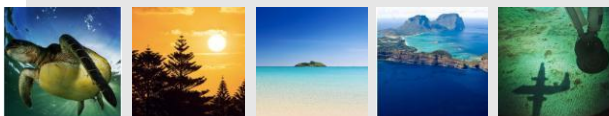
Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
May 2016 (Consultation visit Monday 23 – Thursday 26 May 2016)	Samoan circle group meeting (Consultation visit 5)	Group meeting (as requested by the community) in form of a Samoan circle to have a leaderless discussion about issues on the project relating to the wind turbines. Attended by Dr Renzo Toni (independent noise expert), Nick-Graham-Higgs (Environmental Report author) and Dave Pollington (technical project manager).	<ul style="list-style-type: none"> Organise travel logistics for visit Organise equipment, meeting materials, timings, briefing materials Attend and facilitate group meeting Discuss project with residents and visitors and encourage participation in activities. 	Residents and visitors at the community markets	Jacobs comms (project team to attend)	 Samoan circle held on Tuesday 24 May 2016, 4pm to 6pm, at the Public Hall
May 2016	Samoan circle briefing meeting	Regular meeting of the SEWG and elected Board members - to discuss the latest developments on the project and prepare	<ul style="list-style-type: none"> Organise and attend meeting 	Board (including elected Board members) SEWG Project team	Board	 Meeting held 23 May 2016, 4pm
May 2016	One-on-one community meeting	One-on-one meetings for face-to-face discussions with directly impacted community members and business operators.	<ul style="list-style-type: none"> Organise and attend meetings Record outcomes and resulting actions from all meetings in consultation report. 	Directly impacted residents or business operators (or as requested)	Jacobs comms (project team to attend)	 One meeting was held on 25 May 2016, 2pm
Early June 2016	Consultation Report from consultation visit 5	Report detailing activities undertaken and outcomes of consultation undertaken during visit 5 in April 2016, to form part of final Environment Report.	<ul style="list-style-type: none"> Compile outcomes from Samoan circle and individual meetings Prepare report and manage approvals. 	Board SEWG	Jacobs comms	 Report submitted 10 June 2016
7 June 2016	Lord Howe Island Board Meeting (Open session at the Community Hall)					



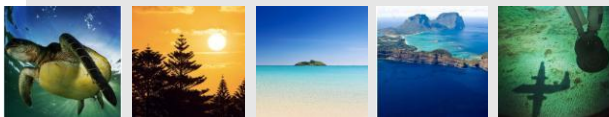
Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
20 June 2016	Project update #1	Two-page update to be distributed to all households and businesses on the Island to provide information about: <ul style="list-style-type: none"> New dates for the wind turbine Development Application (DA) public exhibition period No longer using the <i>Draft NSW Planning Guidelines - Wind Farms</i> (2011) and 2km setback no longer relevant Extra noise assessment work being done in Coral Bay to measure audible noise and infrasound from existing Vergnet turbines 	<ul style="list-style-type: none"> Develop content and manage approvals Print and distribution Upload to Board website. 	All households and businesses on the Island Website users - wider community and all stakeholders	Jacobs comms Board to organise print locally and distribution via Australia Post	 Householder distributed 20 June 2016
20 June 2016	Facebook Management Plan	Management Plan to set out approach for setting up and managing a Facebook page for the project, in line with the LHIB Social Media policy. Including schedule for planned content around project milestones.	<ul style="list-style-type: none"> Produce Facebook Management Plan Set up Facebook page Produce content as per agreed schedule Manage page moderation and responses to community comments Monitor usage and interest in the page. 	Board Project team	Jacobs comms	
20 June 2016 (ongoing to December 2016)	Facebook updates	Regular content updates as set out in Facebook Management Plan to include text, images, videos and links to more information on the website.	<ul style="list-style-type: none"> Produce Facebook content (with graphic design input where required) Manage approval Post content and manage responses to community comments. 	Wider community and all stakeholders	Jacobs comms	
Late July 2016	Postcard #6 (project finances)	Colourful eye-catching postcard featuring established project branding/style to provide more detail about project finances addressing sea freight pricing, diesel pricing trends and loan repayments)	<ul style="list-style-type: none"> Develop content and suggested layout Manage graphic design Manage print and distribution Upload to Board website. 	All households and businesses on the Island Website users	Jacobs comms to design and print. Board to organise distribution via Australia Post	



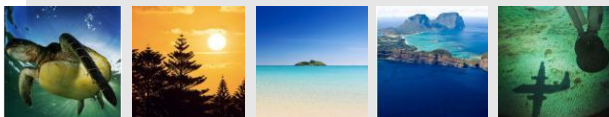
Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
July 2016 (ongoing to December 2016)	Poster campaign	Posters based on Facebook content to distribute key messages and updates to wider community and maintain momentum of key messages in the lead up to and during the exhibition period.	<ul style="list-style-type: none"> Develop content Manage graphic design Board to manage print SEWG to manage distribution Upload to Board website. 	Wider community and visitors to the Island	Jacobs comms Board SEWG (to distribute)	
Early August 2016	Project update #2	Two-page update to be distributed to all households and businesses on the Island to provide information about results of extra noise assessment work in Coral Bay to measure audible noise and infrasound from existing Vergnet turbines.	<ul style="list-style-type: none"> Develop content and manage approvals Print and distribution Upload to Board website. 	All households and businesses on the Island Website users - wider community and all stakeholders	Jacobs comms Board to organise print locally and distribution via Australia Post	
September 2016	Postcard #7 (start of wind DA exhibition)	Colourful eye-catching postcard featuring established project branding/style to advise of start of DA exhibition period for wind turbine proposal, to encourage submissions and provide key dates for next steps.	<ul style="list-style-type: none"> Develop content and suggested layout Manage graphic design Manage print and distribution Upload to Board website. 	All households and businesses on the Island Website users	Jacobs comms to design and print. Board to organise distribution via Australia Post	
September 2016	Submission guidance	Guidance in form of pro-forma submission form to act as a prompt to encourage informed feedback during the exhibition period. To be distributed to postcard #7 or the revised Environmental Report summary booklet.	<ul style="list-style-type: none"> Develop content and manage approvals Print and distribution Upload to Board website. 	All households and businesses on the Island Website users - wider community and all stakeholders	Jacobs comms to design and print. Board to organise distribution via Australia Post	



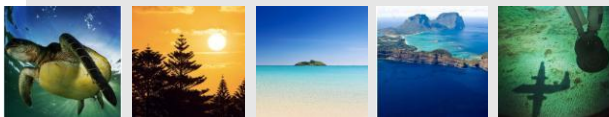
Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
September 2016 (before next consultation visit)	(REVISED) Summary booklet of Environmental Report for wind turbines	Simple, engaging and clear Plain English summary of the draft Environment Report to assist with community engagement activities at April consultation visit, in A4 booklet format. Booklet will provide details of market stall, drop in sessions and invite one-on-one meetings. Updated and expanded version of the draft produced in May 2016 but not distributed due to project timing changes.	<ul style="list-style-type: none"> Develop content and suggested layout Manage graphic design, print and distribution Upload to Board website. 	All households and businesses on the Island Website users - wider community and all stakeholders	Jacobs comms to design and print. Board to organise distribution via Australia Post	
TBC	Community market stall (Consultation visit 6)	Monthly community markets held at Lord Howe Island Central School. The purpose of the stall was to: <ul style="list-style-type: none"> Listen to concerns and issues from residents and visitors Provide up-to-date information and accurate facts about the project Display visual impact assessment photo montages including wind turbines. 	<ul style="list-style-type: none"> Organise travel logistics for visit Organise market stall equipment, materials, display stands, timings Produce display materials and activities for market stall Attend markets and run stall Discuss project with residents and visitors and encourage participation in activities. 	Residents and visitors at the community markets	Jacobs comms	
TBC	One-on-one community meetings	One-on-one meetings for face-to-face discussions with directly impacted community members and business operators.	<ul style="list-style-type: none"> Organise and attend meetings Record outcomes and resulting actions from all meetings in consultation report. 	Directly impacted residents or business operators (or as requested)	Jacobs comms (project team to attend)	
TBC	LHIB public exhibition period for wind turbine DA (five week period)					
TBC	Consultation Report from consultation visit 6	Report detailing activities undertaken and outcomes of consultation undertaken during visit 6.	<ul style="list-style-type: none"> Compile outcomes from market stall and individual meetings Prepare report and manage approvals. 	Board SEWG	Jacobs comms	
TBC	Commonwealth Department of Environment exhibition period for wind turbine proposal (two week period)					
13 September 2016	Lord Howe Island Board Meeting (Open session at the Community Hall)					



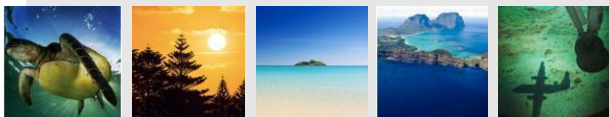
Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
TBC	Submissions report	Report detailing activities undertaken and outcomes of consultation undertaken during visit 6 in August 2016.	<ul style="list-style-type: none"> Compile outcomes from market stall and individual meetings Prepare report and manage approvals. 	All households and businesses on the Island Website users - wider community and all stakeholders	Jacobs comms	
TBC	Community reference group	Set up and manage a community reference group, including current SEWG members, to assist the Board in the monitoring, evaluation and reporting of performance during construction and operation to ensure transparency to the community and accountability of the Board.	<ul style="list-style-type: none"> Discuss approach with existing SEWG Agree role and 	Board Community reference group (including SEWG members)		
28 September 2016	ARENA Milestone 6 – Solar approved and solar PV equipment procured					
Early October 2016	Project update #3	Two-page update to be distributed to all households and businesses on the Island to advise that submissions report is available and request expressions of interest for community reference group.	<ul style="list-style-type: none"> Develop content and manage approvals Print and distribution Upload to Board website. 	All households and businesses on the Island Website users - wider community and all stakeholders	Jacobs comms Board to organise print locally and distribution via Australia Post	
October 2016	Project update #4 (solar panel and battery detailed design)	Two-page update to be distributed to all households and businesses on the Island to advise of start of DA exhibition period for wind turbine proposal, to encourage submissions and provide key dates for next steps.	<ul style="list-style-type: none"> Develop content and manage approvals Print and distribution Upload to Board website. 	All households and businesses on the Island Website users - wider community and all stakeholders	Jacobs comms Board to organise print locally and distribution via Australia Post	
22 November 2016	Lord Howe Island Board Meeting (Open session at the Community Hall)					
November 2016	Postcard #8	Colourful eye-catching postcard featuring established project branding/style to provide update on wind turbine approval and on community reference group.	<ul style="list-style-type: none"> Develop content and suggested layout Manage graphic design Manage print and distribution Upload to Board website. 	All households and businesses on the Island Website users	Jacobs comms to design and print. Board to organise distribution via Australia Post	



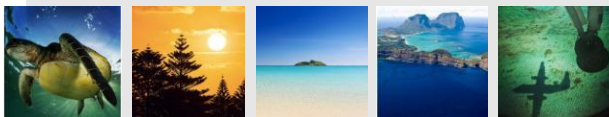
Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
December 2016	Project update #5	Two-page update to be distributed to all households and businesses on the Island to advise of LHIB approval decision for wind turbines and announce start of construction for solar panels and battery.	<ul style="list-style-type: none"> Develop content and manage approvals Print and distribution Upload to Board website. 	All households and businesses on the Island Website users - wider community and all stakeholders	Jacobs comms Board to organise print locally and distribution via Australia Post	
2017						
TBC 2017	Factsheet (Community Investment Scheme)	Provision of information about the Community Investment Scheme – either a launch of the process (if yes), or an issues management exercise to justify the decision not to proceed (if no).	<ul style="list-style-type: none"> Produce materials as appropriate Print and distribution (If yes) Organise and attend launch event for the scheme. 		Jacobs comms	
TBC 2017	Award submission (IAP2)	Submission for an award from the International Association of Public Participation (IAP2) to recognise best practice community engagement.	<ul style="list-style-type: none"> Confirm award submission deadlines and request applicant pack Prepare submission in collaboration with the Board and SEWG Submit award to IAP2. 		TBC	
TBC 2017	School project – talk and visioning artwork	School project to educate school children and their families about the renewable energy system and to engender ownership within the community. School involvement at pre-construction 'visioning' stage – could include: <ul style="list-style-type: none"> Project team give a school talk about renewable energy and the Island's future system Artwork visioning project to get children to present their views for a sustainable future for the Island in terms of energy and bigger picture Selected artwork incorporated into a 'Sustainable Lord Howe' tea towel for families to buy and reiterate project 	<ul style="list-style-type: none"> Agree approach with Principal Provide teacher resources/brief Attend school to give talk Collate and manage outputs as required (e.g. production and promotion of tea towels). 	Teachers, school children and their families	TBC	



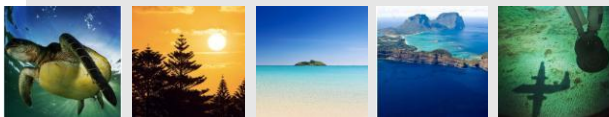
Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
		messages and branding.				
TBC 2017	Technical tours (construction)	Technical tours (during construction) for industry and other remote communities looking to invest in renewable energy production. Builds valuable relationships, media opportunities and meets ARENA's knowledge sharing requirements.	<ul style="list-style-type: none"> Organise technical tours as required. 	Renewable energy industry and scientific community Representatives from other remote communities	TBC	
TBC 2017	Tourist information	Information materials to showcase the Island's sustainability profile and renewable energy system to visitors.	<ul style="list-style-type: none"> Organise distribution locations (e.g. visitor information centre, airport, lodge welcome packs, plane seat pockets) Produce materials and manage approvals Print and distribution. 	Tourism organisations Visitors to the Island	TBC	
TBC 2017	Tourism branding	Creation of an eco-brand for tourism operators to showcase their sustainability credentials in relation to renewable energy.	<ul style="list-style-type: none"> Develop parameters of the brand Manage design of the logo/stamp/badge and guidance for use Promote to tourism stakeholders. 	All businesses on the Island Tourism organisations Visitors to the Island ARENA UNESCO	TBC	



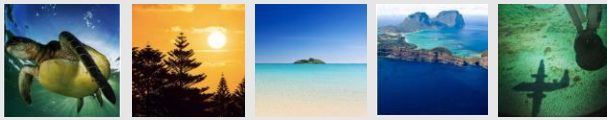
Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
TBC 2017	School project – site trip and time capsule	<p>School project to educate school children and their families about the renewable energy system and to engender ownership within the community. Following on from school involvement at the visioning stage – could include:</p> <ul style="list-style-type: none">School trip to the siteTime capsule for burying at base of turbine during opening event. Could contain short stories, artwork, media/newspapers, photographs/videos of old diesel shipments, powerhouse interior, construction stages.	<ul style="list-style-type: none">Agree approach with PrincipalProvide teacher resources/briefAttend school trip to siteCollate and manage outputs as required (e.g. time capsule contributions).	Teachers, school children and their families	TBC	
18 April 2017	ARENA Milestone 8 – Wind approved and turbines procured					
18 September 2017	ARENA Milestone 7 – Solar commissioned					
2018						
15 January 2018	ARENA Milestone 9 – Practical completion and hybrid system commissioned					
January 2018	Opening event	<p>Event or family fun day to mark the ‘switching on’ of the renewable energy system, to celebrate the support and involvement of the community during design and construction. Activities could include:</p> <ul style="list-style-type: none">Site tours e.g. a look inside the powerhouse, the turbines up closeSausage sizzle or picnic lunchBranded plastic pinwheels or balloons as giveawaysKids colouring competitionFace paintingMarket stallsProject info display stand and photo galleryTime capsule burying ceremonyRibbon cutting/switch flicking (e.g. oldest	<ul style="list-style-type: none">Organise and publicise opening eventPrepare activities and materialsAttend (and photograph) event.	All residents and visitors on the Island at time of event	TBC	




Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
		and youngest resident and Elected Member/s). Also potential for 'keepsake' collateral (e.g. branded magnet, pens, mouse mats).				
From February 2018 onwards	Technical tours (operation)	Technical tours (during operation) for industry and other remote communities looking to invest in renewable energy production. Builds valuable relationships, media opportunities and meets ARENA's knowledge sharing requirements.	<ul style="list-style-type: none"> Organise technical tours as required. 	Renewable energy industry and scientific community Representatives from other remote communities	TBC	
February 2018	Visitor survey (2 of 2)	Survey to gauge visitor perspectives on the renewable energy system and whether they felt impacted by the wind turbines in particular during their visit. Second of two surveys to take place shortly after the system is commissioned, during peak summer season.	<ul style="list-style-type: none"> Produce visitor survey Manage print and distribution to all lodges on the Island for them to complete with visitors (e.g. via welcome packs in rooms) Organise SEWG to complete surveys at airport with departing visitors Collect completed surveys and collate results. 	Visitors to the Island at time of survey	TBC (Lodge owners and operators, and SEWG to assist completion of surveys)	
February 2018	Community evaluation survey	Community survey at the end of the project, shortly after the system is commissioned, to evaluate the communication process undertaken and provide the community with an opportunity to tell us what they thought about how they were involved.	<ul style="list-style-type: none"> Produce community evaluation survey Print and distribution Organise SEWG to complete surveys with community as appropriate Collect completed surveys and collate results. 	All households and businesses on the Island Board SEWG	TBC	
23 March 2018	ARENA Milestone 10 – Financial report submitted					



Date / timing	Action	Description and purpose	Key tasks	Audience	Responsibility	Date completed
December 2018	"One year on" postcard or flyer	<p>A printed piece of collateral to showcase the project "one year on" – after 12 months of the system operating – to highlight all the successes and benefits (e.g. amount of diesel reduced, cost savings, awards if applicable, community sentiment, visitor survey results if positive).</p> <p>Also potential for 'keepsake' collateral (e.g. branded magnet, pens, mouse mats).</p>	<ul style="list-style-type: none"> 	All households and businesses on the Island	TBC	
25 February 2019	ARENA Milestone 11 – Final report based on 12 months operation					



Appendix B. IAP2 public participation spectrum and core values

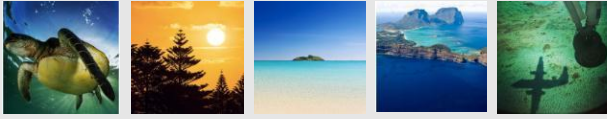
Increasing Level of Public Impact 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns 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 provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct 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.
EXAMPLE TOOLS	<ul style="list-style-type: none"> • Fact sheets • Websites • Open houses 	<ul style="list-style-type: none"> • Public comment • Focus groups • Surveys • Public meetings 	<ul style="list-style-type: none"> • Workshops • Deliberate polling 	<ul style="list-style-type: none"> • Citizen Advisory committees • Consensus-building • Participatory decision-making 	<ul style="list-style-type: none"> • Citizen juries • Ballots • Delegated decisions

core values

IAP2 developed the Core Values for the practice of public participation for use in developing and implementing public participation processes to help inform better decisions that reflect the interests and concerns of potentially affected people and entities. The Core Values were developed with broad international input to identify those aspects of public participation that cross national, cultural and religious boundaries.

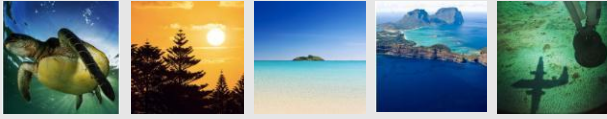
- 1 Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
- 2 Public participation includes the promise that the public's contribution will influence the decision.
- 3 Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
- 4 Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
- 5 Public participation seeks input from participants in designing how they participate.
- 6 Public participation provides participants with the information they need to participate in a meaningful way.
- 7 Public participation communicates to participants how their input affected the decision.

The Core Values define the expectations and aspirations of the public participation process. Processes based on the Core Values have been shown to be the most successful and respected.



Appendix C. Stakeholder Database

The stakeholder database for the project is maintained as a separate excel spreadsheet.



Appendix D. Questions and Answers (Q&As)