Community Engagement Plan

Clarke Creek Solar Farm Project

29 March 2018

Revision 6

Pacific Hydro
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1. Executive Summary

Founded in Australia in 1992, Pacific Hydro is a global renewable energy owner, operator and developer. It operates a high quality, diversified portfolio with an installed capacity of ~850 MW across Chile, Australia, and Brazil; it is also developing a substantial number of projects totalling over 2 GW of potential capacity; and has a growing electricity retail business in Australia, Tango Energy.

Pacific Hydro has an established record of identification, development, and operation of renewable energy assets, and significant in-house expertise across our international operations. Importantly, Pacific Hydro has never sold any of the assets it has built.

Active in Australia since the early 1990s, it now operates over 450MW of installed wind and hydro capacity.

Operating in Chile since 2002, it has delivered three large-scale run-of-river hydro projects via partnerships.

Since entering the Brazilian market in 2006, it has two operational wind assets and a solid pipeline of projects currently under development.

Pacific Hydro was acquired by the State Power Investment Corporation (SPIC) through its subsidiary, State Power Investment Overseas of China (SPIC Overseas) in January 2016, after obtaining approval from the Australian Government's Foreign Investment Review Board (FIRB) and participating in a highly competitive international sale process.

SPIC is one of the top five power generation groups in China, with US$131 Billion total assets and a total installed capacity that exceeds 120 GW. SPIC operates in the generation, coal, aluminium, logistics, finance, environmental protection, and high technology industries. SPIC has a presence in 36 countries and regions abroad, including Australia, Chile, Malta, Japan, Brazil, Turkey and Vietnam.

Pacific Hydro's operating assets in Australia currently abate over 1.2 million tonnes of greenhouse gas pollution every year.

Pacific Hydro has built a strong reputation for engaging with the communities within which it operates and has a track record of collaborating with local communities to deliver lasting, sustainable benefits.

Pacific Hydro is currently developing a solar farm site at Clarke Creek, Queensland. If the Material Change of Use application is successful, the project will comprise the construction and operation of a large scale solar photovoltaic facility with battery storage capabilities over a development area of 940ha and with a generation capacity up to 315MWac. The final size and layout of the facility will be determined during detailed design stages.

The overall Project will include the development of a 275kV electricity transmission line (ETL) within the road reserve of the adjacent Marlborough Sarina Road. This new ETL will be connected to the existing Powerlink Broadsound Substation, located approximately 6km to the south-east of the proposed project site, along the Marlborough Sarina Road.

2. Purpose of the Community Engagement Plan

The purpose of this community engagement plan is to demonstrate to Isaac Regional Council, Pacific Hydro's commitment to high quality, ongoing and authentic community engagement in relation to its proposed Clarke Creek Solar Farm.

The Plan is a living document which will be updated regularly to ensure its currency and accuracy. It has been specifically tailored to Pacific Hydro's development site at Clarke Creek and details how Pacific Hydro expects to engage with the local community in the lead up to, during construction, and into the operation of the solar farm.

3. Scope of this engagement plan

The scope of this engagement plan includes engagement with the Clarke Creek community and project neighbours as it relates to the development, construction and operation of the proposed solar farm. It does not include stakeholder engagement required in the administration of the permitting process.

4. Definitions

4.1 Project neighbour

For the purpose of this community engagement plan, a project neighbour is any person who owns a property which adjoins the landholder properties, or is directly across the road from the landholder properties. Six such neighbours have been identified.

4.2 Community

Through early engagement processes, Pacific Hydro established that the Clarke Creek community can be defined as those living in proximity to Clarke Creek and beyond, to the outer boundary of Middlemount.

5. Project context

Pacific Hydro's Clarke Creek site is situated within the Isaac Regional Council Local Government Area, approximately 790 km (491 mi) NW of Brisbane; 175 km (109 mi) NW of Rockhampton; 71 km (44 mi) W of Marlborough in Queensland.

The site runs adjacent to the busy Marlborough-Sarina Road and extends over a 940 ha site which currently belongs to two landholders. Pacific Hydro's intention is to purchase the land required for the project with a range of options currently in place.

The site itself is relatively flat and isolated, with no significant remnant vegetation and few project neighbours.

5.1 Community profile

Clarke Creek is a small, isolated community with approximately 307 permanent residents. In 2017 Tropical Cyclone Debbie tore through the community causing substantial damage to infrastructure and property.

While numbers are currently dwindling at Clarke Creek Primary School (11 students are currently enrolled) there is a potential to increase numbers if workers and families can be attracted to the area by the opportunities which may become apparent if projects in the area proceed to construction and operation. Typically, high school and tertiary students board in Rockhampton or Townsville and beyond.

Clarke Creek community has a well organised Community Reference Group which was established through a prior development by Anglo Coal. It is important to note that the reference group does not represent the views of the entire community but is nonetheless an important stakeholder of the project.

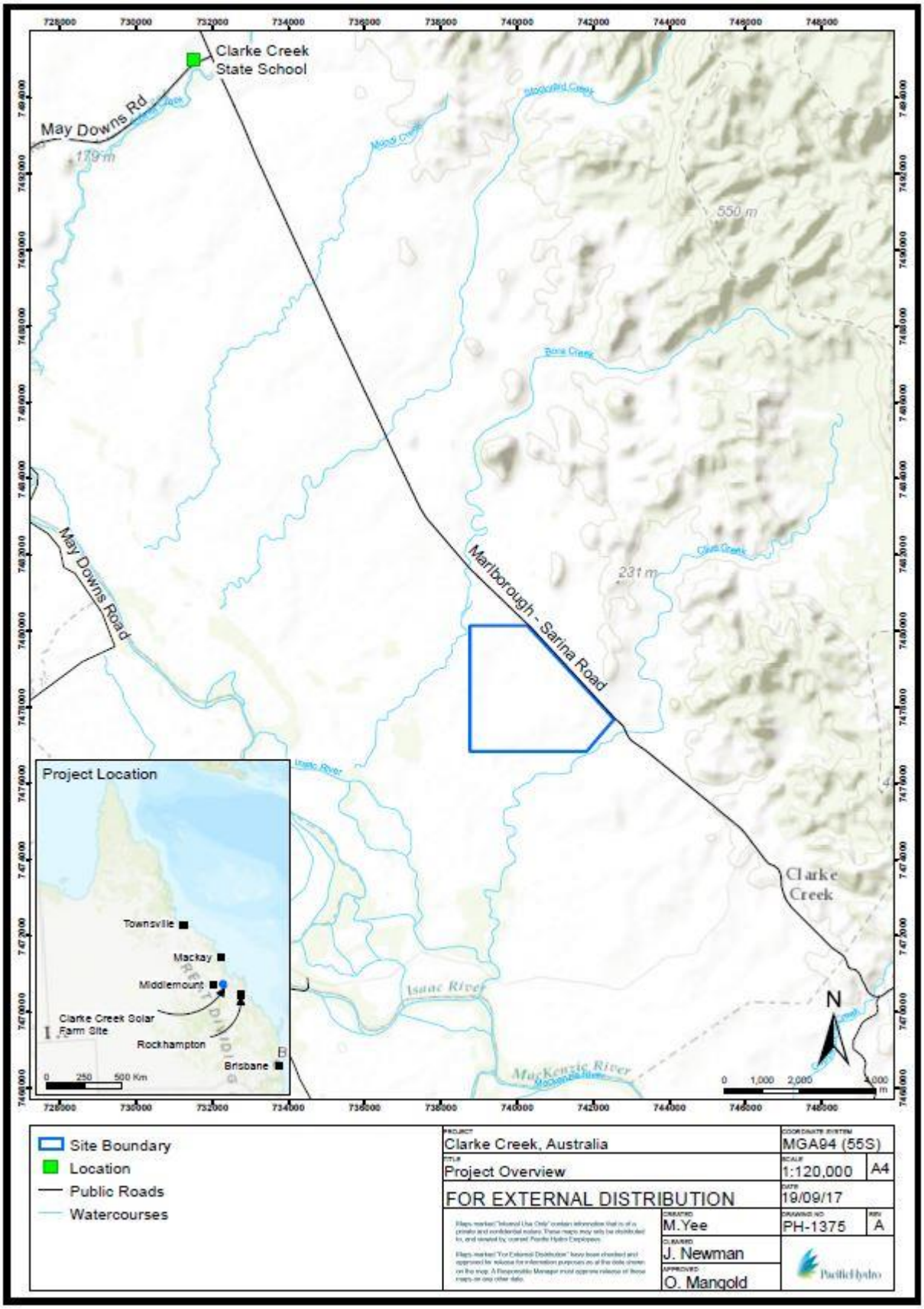
The Camp Draught, a rodeo-style event fundraiser is a key focus for the organisation and an event valued by the local community.

The school is considered the community hub and its grounds and buildings are used in a variety of community ways. The school kindly hosted our information and consultation meetings.

A number of other large projects from different proponents are also planned in the local community including other renewable energy projects with the community being consulted to greater or lesser degrees.

Should Pacific Hydro's project and other projects proceed, Pacific Hydro will endeavour to engage with other proponents to minimise constructions impacts where possible and practicable.

5.2 Overview Map of Clarke Creek Solar Farm



6. Pacific Hydro's Community Engagement framework

Pacific Hydro's approach to engagement is influenced significantly by the International Association of Public Participation (IAP2)[1] methodology and principles.. They are an internal guide for staff – both front line staff and those involved in the planning and construction process – to steer the direction in which the engagement plan will be implemented.

Key documents that outline Pacific Hydro's commitment include:

- Pacific Hydro's Community Charter
- Community Investment Program Guidelines
- Pacific Hydro's Culture Statements (below)

6.1 Pacific Hydro's engagement principles

The engagement principles upon which this plan is based are:

- A commitment to clear, open and honest communication with all stakeholders;
- A tailored approach for each community we work in to ensure that it is responsive, relevant, innovative and contemporary;
- Pacific Hydro will consistently seek to understand community values as well as risk from a community perspective through its engagement techniques and methodology,
- Pacific Hydro will use learnings from all our projects to inform our future engagement activities as part of our commitment to continuous improvement, and
- We will consider communications required internally so that Pacific Hydro staff and others clearly understand our engagement approach and consider community when planning project activities.

6.2 Management of community engagement

Pacific Hydro acknowledges that community expectation has changed significantly, particularly in relation to large infrastructure projects. This may lead to challenges in engaging effectively with neighbours and other stakeholders, who may retain some scepticism about the likely progress of the project.

Whilst there is no explicit requirement to engage with the local community triggered by the permit process in this region of Queensland, Pacific Hydro is committed to a consistent and authentic approach to engaging and working with its local communities across all its project sites from development, construction, operations, through to end of life management of an asset.

Pacific Hydro has a dedicated, team which will draw on its experience and learnings from other projects to engage with stakeholders in ways that are meaningful to them; this will be established in part through direct 1:1 consultation, which we have found to be a highly effective method of building productive and relationships with community members based on trust. Pacific Hydro will offer clear, transparent communications about who the decision makers are on specific topics and use contemporary engagement methods to identify areas where decision-making may be placed in the hands of the community.

Pacific Hydro is committed to working with communities above and beyond compliance obligations. We manage community expectations by listening carefully and identifying potential issues before they arise. We work with the Development and Delivery teams to provide input and advice to mitigate, where possible.

6.3 Queensland Solar Farm Guidelines

To respond to the growth of large-scale solar farms across Queensland, the Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP), and the Department of Natural Resources, Mines and Energy (DNRME) has developed guidance material to help everyone in Queensland better understand these types of projects.

Two draft guidelines are now available from: the DSDMIP guideline is intended to assist local governments in plan making and development assessment for solar farms; and the DNRME guideline is focused on assisting communities, land owners and solar farm proponents.

Pacific Hydro supports the development of these guidelines and will participate in the consultation process.

Pacific Hydro's approach to development of its solar farm sites is broadly in line with government expectations. We are proud of our engagement programs, which are fully supported by Pacific Hydro's Board and Executive Management.

6.4 Community Engagement Prior to Submission of Material Change of Use (MCU) Application

Prior to the submission of the MCU application, Pacific Hydro conducted a stakeholder analysis (see section 14) to build a clear picture of who the project neighbours are, which community groups are active in the vicinity and to understand who may have an interest in the Clarke Creek Solar Farm project. Neighbours and community members were identified through doorknocking in the local vicinity and drawing on local knowledge of Clarke Creek residents to build a deep understanding of the community.

A community workshop-style information session was held and facilitated by Pacific Hydro in July 2017. At the time, the community was reeling from the devastating impacts of Tropical Cyclone Debbie and Blazeaid – the not-for-profit volunteer organisation that works with families and individuals in rural Australia after natural disasters - was also present in the Clarke Creek community at the time.

The purpose of the workshop was to introduce Pacific Hydro but, more importantly, to learn about the Clarke Creek community, its citizens, values and priorities – particularly as they relate to the proposed Clarke Creek Solar Farm.

Follow up visits to the community included a further session held at Clarke Creek State Primary School in February 2018 to close the consultation loop.

Consultation at Clarke Creek, July 2017

One to one engagement has also featured highly in the process and helped Pacific Hydro to understand risk from a community perspective.

Pacific Hydro always encourages communities and other stakeholders to get information from official sources and not reply on others for information about our projects.

In the very early stages of development, a dedicated web page was set up on Pacific Hydro's Australian Website to provide high-level information about the Clarke Creek Solar Farm project and to encourage visitors to the site to enquire further through formal channels.

More recently, the Clarke Creek Community Reference Group convened a facilitated meeting and invited proponents of large scale energy projects in the vicinity to attend, along with representatives from The Queensland Department of Transport and Main Roads. Pacific Hydro actively participated and welcomed the opportunity to meet more members of the community and respond to questions.

6.5 Management of Complaints, Enquiries and Feedback

Pacific Hydro prides itself on its responsive mechanisms for handling of complaints, enquiries and feedback. Pacific Hydro references AS ISO 1002-2006 Guidelines for Complaints Handling in Organisations to ensure that its channels cater to a variety of needs, may be accessed free of charge and that enquiries, complaints and feedback are responded to and, where possible, closed out in a timely manner.

The following established feedback channels are available to all stakeholders:

- Free to call hotline (1800 730 734)

- Email (enquiries@pacifichydro.com.au
- Via the Pacific Hydro website (www.pacifichydro.com.au)
- Face to face
- By letter (Pacific Hydro L13 700 Collins Street, Melbourne VIC 3000)
- A copy of Pacific Hydro's Complaints, Enquiries and Feedback Procedure is available on the website.

Through its engagement practices, Pacific Hydro seeks to proactively identify potential areas of concern in order to help mitigate them before they arise.

Pacific Hydro maintains a secure database to record – where appropriate - details of complaints, enquiries and feedback in a way that responds to current privacy legislation and the person/organisations choosing to bring matters to our attention.

Pacific Hydro is committed to responding to enquiries, complaints and feedback in a timely manner. We make every effort to offer a responsive service that is consistent and provides the person/organisations registering their concerns with clear time frames about specific courses of action.

Pacific Hydro's established systems for recording complaints, enquiries and feedback allow it to report, analyse and recognise trends.

6.6 Managing risk from a community perspective

Pacific Hydro's has identified a number of areas of potential community concern and has involved the Clarke Creek community in developing proposed mitigation measures. It should be noted, however, that this is not an exhaustive list of issues, nor are proposed mitigation measures considered to be final. Pacific Hydro will work with its stakeholders, particularly it contractors, and to ensure that mutually satisfactory pathways to resolutions are identified early in order to prevent escalations.

These areas of concern have been rated according to a risk assessment tool that describes:

- Issue; the source or potential source of risk to the Project
- Primary risk; the measure of public outrage, harm and/or possibility of negative outcome for the project
- Mitigation measures; the proposed measures to be taken to manage or reduce the risk
- Secondary risk; the level of potential risk created after the response to the primary risk has been implemented.

The risks have also been assessed according to a risk rating system that examines:

- Probability; how likely this risk is to occur
- Consequence; the potential outcomes should the risk occur

These ratings are then applied to a matrix that assigns a level of magnitude to the risk, being Critical, High, Moderate or Low. The intent of the mitigation measures is to bring identified risks down to a manageable level in order for the Pacific Hydro team to be able to work effectively with the community to address concerns and anticipate issues.

Risks and issues have been considered over three distinct project phases. These are:

- Planning / pre-construction
- Construction
- Operations

6.7 Risk rating matrix

Probability
A. ALMOST CERTAIN to happen
B. LIKELY to happen
C. MODERATE, possible, it might happen
D. UNLIKELY, not likely to happen
E. RARE, practically impossible

Maximum Reasonable Consequence
1. Non acceptance of project/protest/unfavourable media attention
2. High number of community concerns and discontent from community/stakeholders
3. Ongoing concerns, community discontent
4. Minor submissions from the community
5. Complete ownership and acceptance of project

	A	**B**	**C**	**D**	**E**
1	1	2	4	7	11
2	3	5	8	12	16
3	6	9	13	17	20
4	10	14	18	21	23
5	15	19	22	24	25

Number	RISK RATING	
1-3	Critical risk	C
4-10	High risk	H
11-15	Moderate risk	M
16-25	Low risk	L

6.8 Planning / pre-construction

Issue	Risk			Mitigation Measures	Residual Risk		
	Prob	Conseq	Risk C,H,M,L		Prob	Conseq	Risk C,H,M,L
Project does not proceed or is substantially delayed	C	3	**M**	Provide open, transparent and regular updates to help the community understand the complexities involved in the development of projects of this nature and the reasons for delay or withdrawal.	C	4	**L**
Failure to consult with all relevant stakeholders prior to construction	D	2	**H**	Early identification and assessment of stakeholders to understand their level of interest and desire to participate. Ensure that comprehensive stakeholder lists are kept up to date.	D	3	**L**
Failure to collaborate adequately with directly affected stakeholders	C	1	**H**	Ensure that plans for community engagement are current, achievable and consider all stakeholders.	D	2	**M**
Information about the project is not communicated adequately, eg timing, scope, benefits.	D	3	**M**	Ensure information is provided proactively and is widely accessible. Ensure contact channels for Pacific Hydro are clearly advertised and shared. Provide community members with fridge magnets with contact details.	D	4	**L**
Ensuring concerns that are raised by the community are factored into the project planning process.	C	3	**M**	Work closely with the Pacific Hydro project team to ensure that community engagement is embedded in its culture and that feedback from the community is shared at project meetings.	E	4	**L**
The Clarke Creek community wants to allocate funds which may be made available in ways which are contrary to Pacific Hydro's objectives and guidelines.	C	2	**M**	Involve the community in determining areas of potential investment which are aligned with the intentions of the fund and benefit the maximum number of people possible.	D	4	**L**

Neighbours and community members that we haven't engaged with yet feeling un-consulted	B	2	**M**	Ensure contact information is made widely available with community stakeholders to broaden the reach of the project.	D	4	**L**
Lack of follow up/information vacuums	C	3	**M**	Ensure a closed loop through a prompt email response and thank you with next steps and as required updates	D	4	**L**
Other projects in the region promising high or unrealistic levels of community investment				Promote the nature and longevity of the Pacific Hydro Community Investment Fund using the Local Good book link to our website and other story-telling tools			

6.9 Construction

Issue	Primary Risk			Mitigation Measures	Secondary Risk		
	Prob	Conseq	Risk C,H,M,L		Prob	Conseq	Risk C,H,M,L
Failure to provide advance notice of major construction activities that may affect neighbours, wider community or other stakeholders – for example, truck movements on local roads	C	2	**H**	Work closely with the construction team to understand program and identify key dates and milestones ahead of activities being carried out. Ensure that potential impacts to the community are clearly communicated at pre-starts and that all personnel are aware of protocols around dealing with members of the public. Work closely with the construction team to define "commencement of construction" so that early works are also communicated.	D	2	**M**
Concerns over construction water usage	B	1	**C**	Ensure strict compliance with any water usage conditions. Develop site-specific construction management plans that include clearly identified methods for reducing water onsite. Ensure clear and ongoing reminders to construction personnel regarding the requirements to minimise	D	2	**M**

				water use; for example through toolbox talks, site shed posters.			
Issues with biosecurity and weed management	C	1	**H**	Environmental Management Plan to contain specific processes eg for biosecurity measures. Ensure compliance with Department of Agriculture and Water Resources guidelines. Maintain close contact with project neighbours and wider community to ensure any emerging issues are identified and appropriately managed. Develop weed maintenance regime to control site area during construction period.	D	2	**M**
Pest and animal control, eg movement of wild pigs	C	1	**H**	Develop appropriate control measures for management of animal pests. Collaborate with project neighbours to agree response measures and coordinate responsibilities.	D	2	M
Managing dust from construction activities	C	3	M	Work closely with the construction team to ensure that dust is monitored and managed, including having a process is in place for escalated management on high wind and total fire ban days. Work closely with the construction team to determine areas for stockpiling and laydown. Provide up to date, transparent and accurate facts sheets that are made available in multiple formats and that clearly communicate how dust is managed onsite. Ensure that community concerns raised eg through 1800 number are responded to promptly and effectively.	D	3	**L**
Prolonged and unmanaged impacts from construction noise	D	3	**L**	Where possible, schedule works to ensure that the noisiest work is carried out at times that have the	D	4	L

				least impact. Provide up to date, transparent and accurate information in advance of works regarding any likely noise impacts from construction. Build and maintain relationships with key residents/stakeholder groups to ensure concerns can be addressed promptly and effectively. Comply with any mitigation measures identified in the Environmental Management Plan.			
Managing traffic impacts on local roads, including pedestrian traffic, if applicable	B	2	**H**	Build relationships with local community members/stakeholder groups to understand local road uses, peak travel times and routes in order to provide input to Traffic Management Plans that will minimise any potential impacts. Provide up to date, transparent and accurate information in advance of any activities likely to impact on local roads. Establish robust process for addressing community concerns or complaints and communicating any necessary measures to trucking companies and suppliers.	C	3	**M**
Managing potential impacts on fauna and flora	C	2	**H**	Work closely with the Environment team to understand Project requirements and provide input to site inductions to ensure that personnel and contractors are aware of them.	D	3	**L**
Access to site for construction traffic	B	3	**H**	Build relationships with local community members/stakeholder groups to understand local road uses, peak travel times and routes in order to provide input to Traffic Management Plans that will minimise any potential impacts. Provide input to an induction program to raise awareness among the	C	3	**M**

				workforce to ensure that approved routes are communicated and used safely.			
Managing Cultural Heritage	C	3	**M**	Provide input to an induction program to raise awareness among the workforce to understand the conditions and importance of compliance. Ensure compliance with the *Aboriginal Cultural Heritage Act 2003* Duty of Care Guidelines.	D	4	**L**
Failure to comply with planning conditions	C	2	**H**	Work closely with regulatory authorities to ensure that breaches are minimised. Provide input to an induction program to raise awareness among the workforce to understand the conditions and importance of compliance.	D	2	**M**
Risk of bushfire	C	1	**H**	Develop and maintain relationships with Rural Fire Service to better understand risk from their perspective and provide input to relevant management plans.	D	2	**M**
Third party damage claims, eg from construction vehicles on public roads	B	3	**H**	Ensure that a robust third party claims policy and procedure is in place prior to commencement of constructions and that clear guidelines are in place for the management of enquiries, complaints and feedback.	C	3	**M**
Negative reaction to removal of vegetation	D	2	**M**	Provide input to the construction team and induction processes to ensure that personnel are aware of requirements, both internal and external.	D	3	**L**
Jobs and community benefits are not realised / recognised	C	3	**M**	Continue collaboration with project neighbours to identify opportunities for local involvement in construction. Develop ‘Local Business Profiles’ initiative. Work closely with job creation networks and local employment agencies to ensure that where possible, local	D	4	**L**

				subcontractors and personnel are hired.			

6.10 Operations

Issue	Primary Risk			Mitigation Measures	Secondary Risk		
	Prob	Con seq	Risk C,H, M,L		Prob	Con seq	Risk C,H, M,L
Changes to terrain and increased risk of flooding or inundation for adjacent properties	D	1	H	Hydraulic Impact Assessment indicates no adverse impacts to adjacent properties. Ensure clear and transparent communications and two-way information sharing with project neighbours.	D	3	**L**
Road conditions and site access	C	3	**M**	Ensure that staff and visitors are made aware of approved access routes.	D	4	**L**
Biosecurity and pest control - ongoing	A	2	**C**	Ensure effective and compliant processes are in place to manage any ongoing biosecurity, weed and pest control issues. Explore opportunities for sharing resources to generate administrative and cost savings for project neighbours (see Section 3.5).	D	4	**L**
Economic and social impacts not adequately promoted or recognised	C	3	**M**	Identification and implementation of partnership opportunities as a legacy of the Project. Seek opportunities to promote and highlight the contribution of investment attributable to the Project.	D	4	**L**
Night lighting	D	3	**L**	Night lighting unlikely to be required. If night lighting is required, appropriate shielding and positioning will be undertaken together with any appropriate visual screening treatments.	D	4	**L**
Impact on flora and fauna	D	2	**M**	Further Ecological Impact Assessments to be carried out to understand likelihood of issue emerging. Management Plans to identify key measures for	D	3	**L**

				avoiding impacts on flora and fauna.			
Visual amenity concerns	D	2	**M**	Visual amenity for project neighbours highly unlikely to be altered. If any issues are encountered, appropriate visual treatments will be agreed in collaboration with neighbours.	D	3	**L**
Health concerns from solar farm operations	A	1	**C**	Defer to peak health body for latest advice and develop relationships with near neighbours to understand their individual concerns. Or creative solutions.	C	2	**H**

6.11 Summary of other concerns/mitigations specific to the Clarke Creek community

Although Pacific Hydro's engagement has been appreciated and generally very positive, to ensure that all concerns and issues from a community perspective were being addressed, Pacific Hydro used modern engagement techniques to specifically draw out further areas of concerns and requests for more information and these are summarised in the table below:

Topic	Proposed response/approach/mitigation
Mobile connectivity	Pacific Hydro would work directly with Telstra (the internet service provider) to ensure that there is ample connectivity during construction should PH go ahead with the solar farm project.
Road dilapidation	A traffic assessment has been completed as part of our feasibility studies and this will inform any traffic management plans which may be required. Typically, traffic management plans are implemented by the contractor selected to deliver the project and Pacific Hydro will work closely with them to ensure that plans are adhered to and take consideration of other road users, key stakeholders and the community.
Freight and traffic increases	Freight and traffic increases are both taken into account in the development and implementation of formal traffic management plans.
Port constraints	A port of entry has not yet been selected but feedback provided by the community regarding the Port of Mackay is being considered as part of the project planning process.
Ensuring opportunities for the community to respond or provide input to the process of approvals for solar projects in the region	Pacific Hydro advocates strongly for good community engagement practices across the industry and encourages continuous improvement both internally and externally. We are committed to working collaboratively with all our stakeholders, including community, local, state and federal government departments.
Visual impacts and character of the rural	A glare assessment has been undertaken which concludes that

landscape	there will be no impact to surrounding rural dwellings. Notwithstanding this, Pacific Hydro is committed to being a good neighbour and will work with neighbours to mitigate any other visual impacts should they be identified.
Length of staged process possible	Pacific Hydro will seek permission from Isaac Regional Council to build a solar farm with an installed capacity of 350MW and it is anticipated that the project would be delivered in stages, the first being 100MW. Pacific Hydro has a vested interest in developing future stages as quickly as possible in order to maximise the return on its considerable investment in critical infrastructure such as the substation. Currently, it takes approximately one year to deliver a 100MW project. Notwithstanding this, investment decisions are multi-faceted and while Pacific Hydro would like to deliver subsequent stages as quickly as possible to limit any employment "gaps," this cannot be guaranteed at this time.
Influx of school aged children with construction crews and capacity of the school to take them / family accommodation on site?	If the Clarke Creek Solar Farm is approved, Pacific Hydro will work with its selected contractor and collaborate with the school to ensure that the school would be able to accommodate children who may be eligible to attend.
FIFO/Economic opportunities for Clarke Creek	It is likely that the skills and numbers of workers required to deliver Clarke Creek Solar Farm may not be available locally or from close proximity to the site. Pacific Hydro will work with its selected contractor to examine the potential for local employment and to identify areas where learning and upskilling can occur to maximise the possibility. Other possible indirect opportunities to create economic benefit from the project may include property rental, catering, coffee carts and other enterprises.
Transmission lines, where poles will go and safety relating to these poles	The positioning of transmission lines and associated infrastructure will be determined in close consultation with the Department of Transport and Main Roads (TMR) as the custodian of the state-controlled road network and other stakeholders identified in the process. Any infrastructure built will be done so to comply with relevant standards and conditions determined in any permit which might be issued. These permit conditions would include TMR requirements. There may be an opportunity for the community to provide feedback once an alignment has been determined and any matters raised in that process will be carefully considered.
Ecological issues in gullies and waterways	Pacific Hydro will work closely with the Department of Fisheries (DAF) to identify any potential impact to waterways and gullies. Pacific Hydro and its contractors will comply with all legislation in this regard and seek approval from DAF prior to works commencing.
Alleged or perceived health impacts of solar panels	Solar power is a safe, effective and sustainable form of energy generation. Pacific Hydro is a responsible organisation and we take our obligations to the community extremely seriously. With all our activities we are guided by statutory requirements and by advice from leading authorities such as peak bodies. The solar

	panels that will be installed at the Haughton Solar Farm are essentially the same as solar panels that are used for domestic energy production in millions of homes across Australia, and are not considered to present any health risks to neighbours or to the community at large.
Ownership of Pacific Hydro Australia	Pacific Hydro was acquired by the State Power Investment Corporation (SPIC) through State Power Investment Overseas of China (SPIC Overseas) in January 2016, after obtaining approval from the Australian Government's Foreign Investment Review Board (FIRB) and participating in a highly competitive international sale process. SPIC is one of the top five power generation groups in China, with US$113 Billion total assets and a total installed capacity that exceeds 100 GW.
High influx of workers to an isolated area with no entertainment options	Research with contractors suggests that where constructions camps are built, entertainment in the form of TV rooms, games rooms and social rooms are also provided. Anecdotally, Pacific Hydro understands that having worked long hours, often in intense heat; workers use free time to rest and relax.

7. Negotiables and non-negotiables for the Clarke Creek community

Pacific Hydro acknowledges that community expectation has changed significantly, particularly in relation to large infrastructure projects.

Pacific Hydro has a dedicated, team which will draw on their experience and learnings from other projects to engage with stakeholders in ways that are meaningful to them; this will be established through direct 1:1 consultation. Pacific Hydro will offer clear, transparent communications about who the decision makers are on specific topics and use contemporary engagement methods to identify areas where decision-making can be placed in the hands of the community.

Pacific Hydro is committed to working with our communities above and beyond compliance obligations and this is demonstrated at Clarke Creek, noting that there is no requirement to carry out any community engagement activity for the purpose of making an application for a Material Change of Use to Isaac Regional Council.

We will manage community expectations by listening carefully and identifying potential issues before they arise and work with Pacific Hydro's Development and Delivery teams and contractors to provide input and advice to mitigate, where possible.

The table below is not exhaustive and will be further developed in consultation with key stakeholders, including the Clarke Creek community.

Negotiables:	Non-negotiables:
Aspects of the project which have the potential to enhance safety are negotiable. Ways in which the Clarke Creek community could materially benefit from the project, such as the potential for a viewing platform at the site to encourage educational opportunities and safety.	Modification to the layout, number of solar panels and micro-siting. Any requirements set out as a permit condition.
Flexibility in ongoing engagement methods. Community investment. Upgrades to community infrastructure such as solar energy for community buildings. Communication channels.	

8. Community investment program

As a leading renewable energy developer, Pacific Hydro is committed to supporting the communities that host our clean energy projects with positive and lasting social, environmental and economic benefits.

The Community Investment Program is Pacific Hydro's community investment and support strategy.

At its core, the Program aims to empower local communities to identify their priorities, and decide on the initiatives and projects that Pacific Hydro should support in their area. A range of methods are used to meet this aim, tailored to the specific needs of each locality.

The Program has successfully provided more than $2.7M in funding to the communities that host our projects.

The Community Investment Program aims to:

- Give back to the communities that host our clean energy projects
- Support and build stronger, cohesive, and more resilient communities
- Collaborate with and empower communities to identify their priorities
- Encourage and support innovative solutions and approaches to local issues
- Encourage organisations to work together and form partnerships to deliver community-based services
- Promote positive, long-term local outcomes and capabilities
- Promote local awareness of, and commitment to, the sustainable community ideal.

The funding method used in each community is tailored to local needs and preferences. The method and guidelines are regularly reviewed with input from communities and other key stakeholders, to ensure that the program remains relevant and contemporary, in accordance with Pacific Hydro's commitment to continuous improvement.

9. Stakeholder analysis

9.1 Commonwealth Government

Stakeholder	Contact	Interests / concerns
Department of the Environment	The Hon. Greg Hunt MP	Environment Protection and Biodiversity Conservation Act 1999 Civil Aviation Safety Regulations 1998 Native Title Act 1993 Aboriginal and Torres Strait Islander Heritage Protection Act 1984
Federal Member for Capricornia	Michelle Landry MP	

9.2 State Government

Stakeholder	Contact	Interests / concerns
State Premier	[Anastacia Palaszczuk, thepremier@premiers.qld.gov.au , 07 3719 7000]	Large scale solar PV project Jobs for North Qld (and Northern Australia)
Local State Member for Mirani	[Mr James (Jim) Pearce, Mirani@parliament.qld.gov.au , 07 4806 0700] (Chair Infrastructure, Planning and Natural Resources Committee)	Diversification of local industry and economy
Department of Infrastructure, Local Government and Planning	TBC	Ministerial Call In Local Government Planning Schemes

		State Assessment Referral Agency (SARA) Integrated Development Assessment System (IDAS) – development assessment(DA) process Administers: Sustainable Planning Act 2009 (SPA) Sustainable Planning Regulation 2009 (SPR)
Department of Environment and Heritage Protection	Environmental Management Level 10, Verde Tower, 445 Flinders Street, Townsville Qld 4810 Wildlife Operations 21 Langton Street, Garbutt Qld 4810	Referral Agency for: Works impacting on wetlands – high ecological significance (EPAct) Protected plant (native vegetation) removal (NCAct) MCU application should not require referrals Administers: Environmental Protection Act 1994 (PDF)* Environmental Offsets Act 2014 (PDF)* Queensland Heritage Act 1992 (PDF)* Water Act 2000 (PDF)* (Chapter 3) Minister for Environment and Heritage Protection and Minister for National Parks and the Great Barrier Reef Nature Conservation Act 1992 (PDF)* (except to the extent that it is relevant to demonstrated and exhibited native animals and to the extent that it is relevant to the management of the protected area estate and forest reserves, not including nature refuges) Minister for Environment and Heritage Protection and Minister for National Parks and the Great Barrier Reef (jointly administered with the Minister for Agriculture and Fisheries and Minister for Sport and Racing)
Department of Natural Resources and Mines	Level 9, Verde Tower	Referral Agency for:

	445 Flinders Street, Townsville Qld 4810	Vegetation removal (VMAct) Works impacting on water courses (Water Act) Administers: Vegetation Management Act Water Act
Deputy Premier, Minister for Infrastructure, Local Government and Planning, and Minister for Trade and Investment	Jackie Trad, deputy.premier@ministerial.qld.gov.au , 07 3719 7100]	Economic Development Queensland State Infrastructure Plan
Department of Transport and Main Roads		Referral Agency due to frontage on Marlborough Sarina Road (State Controlled road) Administers: Transport Infrastructure Act 1994
Powerlink	Group Manager Network Customers 07 3860 2111	Grid connection to Broadsound Power Station
Department of Aboriginal and Torres Strait Islander Partnerships	Traditional Owner group/s: Barada Kabalbara Yetimarala People Via: Queensland South Native Title Services Ltd 07 3224 1200 0419 650 386 reception@qsnts.com.au derek.willie@hotmail.com	Duty of Care Guidelines (under Aboriginal Cultural Heritage Act 2003, s 28) – identifies reasonable and practicable measures for ensuring activities are managed to avoid or minimise harm to Aboriginal cultural heritage. Administers: Aboriginal Cultural Heritage Act 2003 (PDF, 750 KB) The main objective of this Act is to provide effective recognition, protection and conservation of Aboriginal cultural heritage. Torres Strait Islander Cultural Heritage Act 2003 (PDF, 738 KB) The main objective of this Act is to provide effective recognition, protection and conservation of Torres Strait Islander cultural heritage.
Department of Agriculture and Fisheries		Biosecurity (weeds)

		Not expected to trigger involvement
Qld Parks & Wildlife Service (QPWS)	[Name, email address, telephone number]	Should not require referrals Protected Plants permit
Department of State Development	Ian McKirdy ian.mcirdy@dsd.qld.gov.au 07 4037 3224, 0428 191 628 Rod Wilkinson rod.wilkinson@dsd.qld.gov.au 07 47583431, 0427 622 021 Jacki Leahy jacquelineleahy@dsd.qld.gov.au 07 4758 3440	Economic development Project facilitation – Regional, North Assist with roadblocks

9.3 Local Government / Government agencies

Stakeholder	Contact	Interests / concerns
Isaac Regional Council	Joseph Kirkwood, joseph.kirkwood@isaac.qlg.gov.au , 074846 3370 Nicole Hartney nicole.hartney@isaac.qld.gov.au , 07 4846 3515 Economic Development Officer Media and Communications Officer	Assessment Manager for MCU Development Application, Planning Permit Welfare of local residents as a result of project works and operations Impact to local road networks and other Council assets Impact to local businesses including feed lots and agricultural activity Traffic management plans and site access / egress routes Adherence to planning conditions

		Compliance with approved Environment Management Plans Noise (Construction and operations)
Queensland Police	PoliceLink: 131 444 Nearest station Middlemount/Moranbah Middlemount Qld 4746	Alleged criminal activity Public safety Public nuisance
Queensland Fire and Rescue	07 4726 9151 Fire Station - Middlemount Qld 4746	Impact on emergency service routes Delays due to construction traffic Access for fire fighting vehicles, including access to water supplies
State Emergency Service	SES.Support@qfes.qld.gov.au	Access for emergency vehicles
Rural Fire Service	RFSQ.@qfes.qld.gov.au Moranbah is nearest office	Access for fire fighting vehicles, including access to static water supply tanks.

9.4 Project neighbours

Stakeholder	Contact	Interests / concerns
Neighbours within 2-3km		Potential impact to mobile phone reception Road dilapidation Freight and traffic increases Port constraints Ensuring opportunities for the community to respond or provide input to the process of approvals for solar projects in the region Visual impacts and character of the rural landscape Length of staged process possible

		Influx of school aged children with construction crews and capacity of the school to take them / family accommodation on site? FIFO/Economic opportunities for Clarke Creek Transmission lines, where poles will go and safety relating to these poles Ecological issues in gullies and waterways Alleged or perceived health impacts of solar panels Ownership of Pacific Hydro Australia Potential impacts to school bus and other school transport routes/modes of transport Personal security/security of private property

9.5 Community and local interest groups

Stakeholder	Contact	Interests / concerns
Camp Draught Committee	Details removed for privacy reasons	Camp Draught is a major community event – usually twice per year, recent event was cancelled due to TC Debbie Also a major fundraiser for the community
Clarke Creek Community Reference Group	Details removed for privacy reasons	Coordinates funding from proponents (e.g. recent money from AngloCoal was to be used to subsidise internet access, but Telstra ended up doing that, so money used to provide services for local households, with some funds remaining) Could play a role in coordinating funding.
District Community Hall/ Centre	Details removed for privacy reasons	Council runs it now

Isolated Children's Parent's Association	Details removed for privacy reasons	May have interest in viewing platform – educational experiences
Clarke Creek State School	May Downs Road Clarke Creek Qld 4705 Telephone:(07) 4938 9127 principal@clarcreess.eq.edu.au	Interested in new students to the school that may arrive as a result of the influx of workers into the area.
Tourism Advisory Committee to Council	Details removed for privacy reasons	Check with council if there is a tourism group that we could liaise with – discuss the potential for a viewing platform/area Future development
Fitzroy Basin Association	Details removed for privacy reasons	Funding group based out of Middlemount. May have an interest due to size of development area

10. Engagement objectives for Clarke Creek Solar Farm

The engagement objectives upon which this plan is based are:

To establish, build and maintain a social licence by;

- Keeping stakeholders updated about the progress of the solar farm development
- Regular feedback loop and check ins to ensure that impacts felt by the community are identified and mitigated earlier
- Utilising fit for purpose engagement tools and approaches across various levels of the spectrum
- Communicating opportunities for the community to received benefits such as funding or local employment

11. Summary of engagement approach across the IAP2 spectrum

	Keep stakeholders informed	Regular engagement to manage impacts	Communicating opportunities for the community to benefit
Phase One: **Site selection**	Community networking to understand key stakeholders in the community Initial meetings to understand community and identify leaders	Community research to understand the nature of the community	
Phase Two: Project feasibility	Utilising existing community networks and communication tools to communicate with the local community Initial meeting to understand community and identify leaders	Consulting with the community around potential impacts to build into the project plan	Introduction of idea of community funding to understand key community needs and aspirations
Phase Three: Detailed assessment planning and approvals	As needed updates to keep the community informed of the projects progress and time frames		
Construction:	Project time frames will be made available to the community Contact person and external affairs roles will be made clear to the community Community update emails will be sent via contact database as well as the	Provide regular proactive information regarding activities, timeframes, possible impacts, mitigations and project contact details Monitoring and evaluating impacts during construction Promotion of the complaints management and handling process	Demonstrating commitment to community funding by spending time during this phase setting up the structures required to allocate funds as well as the priorities by which they will be guided for that allocation Promotion of the local industry participation plan

Operations :			Establishment of a community benefit program in the local community Education programs Viewing platform Onsite tours
End of life management	Engagement with the local community on the process of end of life management		

11.1 Engagement and communications approach summary across the project life cycle

Development and pre- approval: Engagement and communications objectives	Construction: Engagement and comms objectives	Operations: Engagement and comms objectives
• To inform and educate the Clarke Creek community members, landowners and neighbours of the propose Clarke Creek Solar Farm • To understand community concerns early to be able to build in any mitigations into the development approval application • To build relationships of trust between the Clarke Creek community and Pacific Hydro • To build knowledge about Pacific Hydro and its approach to community engagement across its assets • Understand community priorities for investment	• Manage construction impacts on the community by providing a no-surprise and responsive approach to the construction process • Proactively manage any potential community issues by participating in the project group and providing the ability to raise issues in a timely way around the project site • Begin conversations and set up the structures for community funding and how they may want to spend the resources	• Celebrate the completion of the project • Launch the community investment program Continue to manage any ongoing community impacts and complaints • Support the investment of community funds • Community engagement and education about the solar farm
Summary of methods used	**Summary of methods used**	**Summary of methods used**
• Provision of community information • Anticipation of construction impacts • Incorporation of community concerns into approval applications • Scope and size of early works and their potential impacts on the community • Carbon abatement impact • Site mobilization • Road dilapidation and condition surveys • Community sentiment survey • Registration of expressions of interest in project updates and • Visual screening program	• Notice of commencement of major construction • Information about management of construction impacts • Management of the environment • Complaints process • Delivery of components • On-site construction works • Regular updates will be provided through all relevant channels and targeted to each audience segment. • Innovations and best practice will be highlighted to support Pacific Hydro's reputation as a responsible, competent, trusted project developer.	• Information will be provided about the project: The first energy exported to the grid, and what to expect when the project is completed • Information about completion and site demobilisation, with reference to cleanup and remediation, road surveys and repairs (if required), • Ongoing information will be provided about the operation of the solar farm • Annual community investment activities (as determined by the Pacific Hydro External Affairs and Engagement Team in conjunction with community groups as appropriate) • Any major maintenance work likely to impact on the community, news and events about the project, and local business opportunities during the 25-year operating life of the facility.

12. Communications Strategy

Keeping project stakeholders updated requires a coordinated effort. A mix of channels will be used, tailored to the identified needs of our stakeholders and audiences, with a focus on clarity, convenience, consistency, and courtesy.

Each communications update should be considered as an individual “campaign”, to ensure that the content is the same across all outputs and channels. Where possible, automation should also be used to ensure the work required in updating multiple systems or services is kept low.

These channels will be predominantly used for **Inform Only** type communications. Any responses or feedback received to any communication will be directed to the Pacific Hydro email and telephone channels and managed as per existing complaint handling protocols.

12.1 Audiences

It is important to ensure that communications activities are as targeted as possible. To ensure that each piece of communication reaches the desired audience, three key segments have been identified:

Global/Wide Interest – international, national, and industry audiences, industry and advocacy groups, environmental organisations.

State/Local – state and local government, agencies, major suppliers, contractors, environmental organisations, residents of the state of Victoria.

Project Neighbours and Community – project neighbours, members of the local community (within 25km), local government, local businesses and suppliers, local area stakeholders (utilities and essential services with a local presence).

12.2 Communication Types

There are several different types of communication that are required in community engagement work:

- Project Notices
- General Periodical Bulletin
- Major Announcements
- Friendly/Social Content
- Templates for different types of updates will be created to simplify the process.

Content will be written and approved in a plaintext or word document, with the different outputs endorsed on the approval. Once this copy (the words) and any images are approved it can be pasted into the templates and then dispatched via all of the relevant channels.

Content that uses still or moving imagery will have an additional step in the approvals process, with all images and videos vetted by the Safety Department and a PH project staff member.

Rather than saving out a copy of all content, the approval form should be uploaded to Nexo endorsed with the dates and times the content is posted (or scheduled for posting).

12.3 Channels

The following communication channels have been identified for use in this project.

Face-to-face and telephone interactions

Doorknocks, community information sessions held at the local school, outgoing telephone calls from time to time.

Local Radio

To explore further in collaboration with the local community around appropriate stations and times.

Website

All project information, info sheets, bulletins, and notices will be posted to the Pacific Hydro website – and the Clarke Creek Solar Farm page

Email

Email subscriber lists and the creation of updates will be managed through the software-as-a-service tool Mailchimp. Two-factor authentication has been activated to prevent unauthorised login to this service, and to maintain the integrity of the personal information stored. Further, the only details that will be retained by the system are first name, last name, and email address.

A record of the subscribers to email updates will be stored in Nexo vic regular download of the project email list CSV file from Mailchimp. Subscribers can also update their preferences or unsubscribe without PH staff needing to manually process these requests.

Community updates

Emailed electronically through the Community Reference Group stakeholder list. Can be provided as a poster at community noticeboard at the local school.

Text message updates

Use of text messages to notify around construction of the solar farm may be useful in this community that exists over large distances.

Facebook

A dedicated Facebook page for the project that can be linked to the community wide Community Reference Group page will support our need to advertise on top level updates such as milestones, possible disturbances or construction notifications, sponsorship stories and other items of interest including community updates. The facebook posts will point to our website which will house the electronic information.

Facebook advertisements (targeted to the local area and relevant stakeholder groups) will be used to boost posts and share important notices, surveys, safety messages, events, and other information.

LinkedIn

Top-level updates of global/wider interest (such as interesting photos, major milestones, sod turns, other events) will be posted to the main Pacific Hydro LinkedIn account. Posts and updates for a local audience will not be shared through this account.

12.4 Media strategy and opportunities

Pacific Hydro will use a variety of media tools to proactively encourage two-way dialogue between stakeholders and the Project. Traditional media will play an important part as a conduit for disseminating information to the local and surrounding communities; but Pacific Hydro will also optimise and tailor its reach through creative use of social media.

The Clarke Creek Solar Farm represents a significant opportunity for Pacific Hydro to deliver an effective media strategy that will help achieve a number of key objectives. These include:

- To build strong and enduring relationships with the project neighbours and the wider community
- To raise Pacific Hydro's profile in Queensland as a leading provider of renewable energy
- To demonstrate on a national and global scale the industry-leading qualities of Pacific Hydro and its growing experience and capability in the solar energy market.
- Major milestones and celebrations

Opportunity	Timing (Unit = weeks, T = Project launch)	Collateral required	Local/national
MCU approval	T-26	Media release	Local/national
Notice to proceed	T 0	Media release	Local/national
First panels delivered	T	Media release	Local/national
Completion of construction	T+80	Media release	Local/national
Set up of the community advisory group	T+80	Media release	Local/national
First funding made available to the community	T + 100	Media release Photography	Local/national
Viewing platform completion	T + 100	Media release Photography	Local/national

13. Schedule of engagement and communications activities

This section outlines the engagement and communications activities across the development, construction and operational phases of the project.

In order to gain Development Approval, a number of compliance activities have already been undertaken.

This section is a work in progress and will form the living and breathing element of the plan.

For a more substantial breakdown of the 'Audience' category please refer to the Stakeholder analysis.

13.1 Ongoing activities

Activity	Task	Target stakeholders	Responsibility	Dates/Recurrence
Engagement plan development	Regular engagement plan reviews to ensure coordination	Pacific Hydro/Senvion	Pacific Hydro/Subcontractors	Reviewed every quarter
Weekly engagement meetings	Create recurrent weekly minuted meetings to discuss: - Scheduled construction activities - Impacts - Issues - Reflections - Look ahead	Pacific Hydro/ Senvion	Pacific Hydro/subcontractors	Weekly
Monthly/as required project updates:	Construction updates are sent to the broader or targeted local community	As defined by Pacific Hydro's 'detailed key audience' information	Pacific Hydro/Contractors	Monthly or as required
Media releases	Regular milestone media releases are created to highlight key outcomes	Key industry stakeholders	Pacific Hydro	Aligned with milestones in schedule

13.2 Development phase:

Summary of engagement and communications objectives – development and pre-approval phase

- To inform and educate the Clarke Creek community members, landowners and neighbours of the propose Clarke Creek Solar Farm
- To understand community concerns early to be able to build in any mitigations into the development approval application
- To build relationships of trust between the Clarke Creek community and Pacific Hydro
- To build knowledge about Pacific Hydro and its approach to community engagement across its assets

  Understand community priorities for investment

Activity	Task	Target stakeholders	Responsibility	Dates
Neighbour and landholder meetings	Travel to Clarke Creek and meet with all project neighbours, project landholders and community groups	Project neighbours, key community groups, landholders	External affairs team	24 June 2017
Community information session	Provide an opportunity for broader community to learn more about the proposed project and Pacific Hydro and be a chance to ask questions and raise concerns before submitting development approval application mid-August.	Project neighbours, key community groups, landholders and broader community	External affairs team	25 July 2017
Stakeholder engagement workshops and briefings	To raise any concerns learnt from the community information session with internal project staff	Internal project stakeholders	External affairs team	15 August 2017
Community information session follow up	To provide a summary of issues heard at the community information session and how PH proposes to mitigation these concerns	Neighbours and broader community	External affairs team	11 September 2017
Neighbours and landholders visits	To inform of intended timeline for lodgment of the permit application	Neighbours and broader community	External affairs team	February 27 2018
MCU permit notification	Community neighbours and landholder visits to report back on the MCU permit results and a chance to voice any new or pressing concerns.	Neighbours and broader community	External affairs team	Up to 2 weeks after permit granted (TBC)

13.3 Construction phase

Summary of engagement and communications objectives – construction phase

- Manage construction impacts on the community by providing a no-surprise approach to the construction process
- Proactively manage any potential community issues by participating in the project group and providing the ability to raise issues in a timely way around the project site
- Begin conversations with the community about the community funding and how they may want to spend the resources

Activity	Task	Target stakeholders	Responsibility	Dates
Project construction notifications	Letters, web updates, social media updates, newspaper adverts	Local community	Contractor PH to send/deliver	TBC
Project update	Contractor introduction - Letterbox drop : - Fridge magnets supply - Schedule of works – upcoming in the next month – what to expect - Complaints process		Contractor PH to send/deliver	TBC
Commencement of construction	Media release Q&As Fast facts / stats Eg job numbers, tonnes of concrete etc.	All	PH/Contractor	TBC
Develop community engagement survey	Develop a survey based on the KPI's at the back of the engagement plan	Community members	PH/Contractor	TBC
Delivery of solar panel	Newsletter, site visits, web and social media updates	All	PH/Contractor	TBC
First solar panel install	Newsletter, site visits, web and social media updates	All	PH/Contractor	TBC
Industry educational program/activities	Briefings, presentations, sites visits, student mentoring and activities	Industry and local schools and stakeholders	PH	TBC

Site energisation	Newsletter, site visits, web and social media updates	All	PH/Contractor	TBC
First electricity generation	Media release, web and social media updates	All	PH/Contractor	TBC
All panels generating	Site visits, media release, site visit, web and social media updates	All	PH/Contractor	TBC
Completion of construction	Completion event, newsletter and thank you communications, site visits and web updates	Key stakeholders	Pacific Hydro	TBC

Monitoring, evaluation, and review

13.4 Monitoring and Evaluation

Monitoring the effectiveness of engagement practices is an embedded concept at Pacific Hydro which focusses on measuring the quality and effectiveness of any programs implemented as part of a project.

Through surveys, analysis of enquiries, complaints and feedback and appropriate audit regimes, Pacific Hydro will be able to understand the relationship between output and outcomes in order to demonstrate to stakeholders how their input has contributed.

Pacific Hydro will provide updates on its outputs and outcomes of its community engagement activities to ensure that the engagement cycle is completed in a timely manner.

13.5 Review of Community Engagement Plan

Pacific Hydro's will systematically assess and review its Community Engagement plans to ensure that overall strategy remains current, relevant, responsive and sustainable.

14. Frequently asked questions (FAQs)

These FAQs are correct as at April 2018. FAQs for the Clarke Creek Solar Farm will be reviewed and updated regularly to ensure their currency. They have been created collaboratively through Pacific Hydro's engagement activities:

Q: Who owns Pacific Hydro?

A: Pacific Hydro was founded in Australia in 1992 and is a global owner, operator and developer of wind and hydro assets. Pacific Hydro has a high quality and diversified portfolio of 20 operating assets with an installed capacity of 829.6MW across Chile, Australia and Brazil. Pacific Hydro was acquired by State Power Investment Corporation (SPIC) through State Power Investment Overseas of China (SPIC Overseas) in January 2016. SPIC is one of the top five power generation groups in China, with US$113 Billion total assets and a total installed capacity that exceeds 100GW.

The recent investment in Pacific Hydro has resulted in priority growth in solar development. The Clarke Creek development area has been chosen as one of the first solar developments for Pacific Hydro.

Q: What is the planning and approval process for the Clarke Creek Solar Farm?

A: Pacific Hydro will submit a planning application for a Material Change of Use to Isaac Regional Council in early 2018.

Q: What is the length of the staged process of development?

A: Pacific Hydro will seek permission from Isaac Regional Council to build a solar farm with a capacity of 350MW and it is anticipated that the project would be delivered in stages of up to 100MW. Pacific Hydro has a vested interest in developing future stages as quickly as possible in order to maximise the return on its considerable investment in critical infrastructure such as the substation. Currently, it takes approximately one year to deliver a 100MW project. Notwithstanding this, investment decisions are multi-faceted and while Pacific Hydro would like to deliver subsequent stages as quickly as possible to limit any employment "gaps," this cannot be guaranteed at this time.

Q: How much power will the solar farm produce?

A: The Clarke Creek Solar Farm is expected to have capacity to generate up to 350MW per year, enough to power approximately 175,000 homes.

Q: What are the benefits to the local community?

A: Pacific Hydro has a strong track record of delivering lasting benefits to the communities in which our projects are located. The project will deliver a boost to the local economy with around 240 workers required onsite during construction, and with up to 6 permanent jobs to be created during operations. These jobs will represent a diversification of skills and economic output for the region, helping supplement the agricultural industry in the area.

The development of the Clarke Creek Solar Farm will seek to reduce greenhouse gas emissions by proposing a renewable energy source for the local and surrounding community, whilst assisting in reaching greenhouse gas reduction targets in Queensland.

Pacific Hydro will also commit to improving local infrastructure assets such as roads and waterway crossings. These upgrades are likely to be required in order to manage the construction of the project, but will provide a legacy to the local community once the project has been completed.

Q: Where is the site for this solar farm?

A: The proposed site for the Clarke Creek Solar Farm is on the Marlborough Sarina Road, around 17km south of Clarke Creek in Queensland. It is located within the Local Government Area of Isaac Regional Council and situated on land currently used for cattle grazing and primary production.

Q: Why has this site been chosen?

A: The site is located in an area that has been identified as highly suitable for efficiently capturing solar energy. Importantly, the site is able to connect effectively into the National Electricity Market (NEM). The region is subject to 2,095 KWh/m² per annum, making it one of the strongest regions in the country for solar irradiance that has strong connections to the NEM.

Q: How long will the solar farm be there?

A: It is anticipated that the solar farm will have an operating life of around 25 years.

Q: How many jobs will be created by this solar farm?

A: During construction Pacific Hydro expects that around 240 construction workers and site support staff will be needed to build the project, depending on the outcomes of the tender process. Pacific Hydro is dedicated to supporting local economies in the areas where we develop our sites and, wherever possible, local suppliers and contractors will be engaged for the delivery of the project.

After construction up to 6 permanent jobs will be created to ensure the effective operations of the solar farm.

Q: What are the health impacts of solar farms?

A: Solar power is a safe, effective and sustainable form of energy generation. Pacific Hydro is a responsible organisation and we take our obligations to the community extremely seriously. With all our activities we are guided by statutory requirements and by advice from leading authorities such as peak bodies.

The solar panels that will be installed at the Clarke Creek Solar Farm are essentially the same as solar panels that are used for domestic energy production in millions of homes across Australia, and are not considered to present any health risks to neighbours or to the community at large.

Q: How big are the solar panels?

A: The solar panels will be between 2.5-3m high and approx. 2m wide.

Q: How many panels will there be?

There will be approximately 875,000 panels used in the Clarke Creek Solar Farm.

Q: What is the land currently being used for?

A: The proposed Clarke Creek Solar Farm site is located on private land which is currently used for cattle grazing and primary production.

Q: Will trees need to be cut down?

A: There are minimal trees and vegetation that will need to be cleared to construct and operate the Clarke Creek Solar Farm. The vegetation on site is mapped as non-remnant vegetation.

Q: How will visual impacts such as glare be managed?

A Glare Impact Assessment has been undertaken for the proposed solar farm, and has concluded there is no glare potential to residential dwellings.

Glare impacts can be managed by visual screening, such as vegetation (existing or new plantings) or even the installation of window coverings at residential dwellings.

A glare hazard potential was identified for a small section of the Marlborough Sarina Road and mitigation measures have been recommended. This information will be included in the Development Application to Isaac Regional Council, to ensure all planning requirements are met.

Q: Will the solar farm have adverse impacts on neighbouring properties or throughout the region? For example from flooding or soil erosion?

A number of specialist studies have been commissioned to assess potential impacts resulting from the proposed solar farm development. Erosion potential and localised flooding and drainage will be assessed in the Hydraulic Impact Assessment Report. In general, the development of a solar farm does not significantly alter the existing land contours. It is important for the site stability to ensure overland flows are controlled and managed to ensure safety to the assets and lower ongoing maintenance costs during operation.

An Environmental Management Plan will be prepared that ensures measures are appropriately implemented and monitored throughout construction and operation so that there are no unacceptable impacts on the local area.

Q: How will Pacific Hydro manage impacts from construction?

A: At Pacific Hydro we are committed to identifying potential construction impacts and managing them responsibly.

We aim to reduce the impact of our works on the community and the environment with:

Standard construction hours and scheduling of work

Well-maintained equipment and plant

Monitoring and management of all construction activities, ensuring all standards and guidelines are met

Regular project updates for our neighbours and the community, including information on any changes to local traffic conditions

Listening to feedback and suggestions on how local impacts might be reduced

Q: Will this mean cheaper electricity for the local community?

A: The energy market, including energy pricing, is managed by the Australian Energy Market Operator (AEMO). This means that, even if a large amount of electricity is being produced by a local energy source such as a solar farm, it doesn't necessarily mean that local communities will get access to cheaper electricity.

Q: Aren't solar panels expensive and inefficient compared to other types of energy sources?

A: The advantage of building a large solar farm is that it creates economies of scale, making it much more efficient to generate electricity on a large-scale basis.

Q: Will planes be affected by reflection and glare from the solar panels?

A: There will be no impact to planes as a result of the solar farm. Pacific Hydro will work closely with aviation authorities as required to manage any concerns.

Q: Are solar farms a danger to birds?

A: Pacific Hydro has undertaken an Ecological Assessment that included field surveys, assessing the terrestrial biodiversity values including threatened species, vegetation communities, conservation significant species, and significant environmental constraints.

There were no issues identified, with no threatened species or communities detected.

We will prepare an Environmental Management Plan that will contain details of monitoring requirements for the construction and operations of the Clarke Creek Solar Farm, including any possible impacts on flora and fauna.

Q: Will the solar panels be cyclone-proofed?

A: The infrastructure that is built for the Clarke Creek Solar Farm will be fully compliant with all required standards, including those that apply to withstanding extreme weather conditions such as

cyclones. Nevertheless it should be noted that the consequences of major weather events are often unpredictable in nature.

Q: Are there any other environmental impacts that need to be managed?

A: The project's Environmental Management Plan (EMP) will provide a comprehensive framework for managing all environmental issues associated with the project. In addition to identifying and mitigating any water runoff or flooding issues, the EMP will manage:

Noise and dust from construction impacts

Operational impacts such as noise or night lighting

Vegetation removal

Weed/pest management

Any contamination issues, e.g. diesel spills from machinery

At this stage Pacific Hydro does not anticipate significant impacts from any environmental issues associated with the Clarke Creek Solar Farm.

Q: Will the site disrupt local weather patterns?

A: No evidence has been presented to support the suggestion that development of local infrastructure assets such as solar farms can have any impact on local weather patterns.

Q: How will you consult with the community?

A: We will be developing a specific Community Engagement Plan to help us consult transparently and fairly with the community as part of the Clarke Creek Solar Farm development. Pacific Hydro's community engagement approach is based on:

A commitment to clear, open and honest communication with all stakeholders;

A tailored approach for each community we work in to ensure that it is responsive, relevant, innovative and contemporary;

We will consistently seek to understand community values as well as risk from a community perspective through its engagement techniques and methodology;

We will use learnings from all our projects to inform our future engagement activities as part of our commitment to continuous improvement; and

We will consider communications required internally so that Pacific Hydro staff and others clearly understand our engagement approach and consider community when planning project activities.

In addition, we have a number of key documents including Pacific Hydro's Community Engagement Framework, Community Investment Guidelines and Community Charter. These documents have been developed to ensure that community engagement principles and methodologies can be applied consistently and in accordance with Pacific Hydro's company values and behaviours, which are the bedrock of our business.

Q: What other infrastructure is needed for the solar farm?

A: The site will require some additional infrastructure to support the operations and maintenance of the solar farm. This is expected to include infrastructure such as

Site office/ warehouse building;

Car parks and temporary laydown area;

An area for future battery storage opportunities;

Power conversion units on skids (including inverters, transformers and ring main units); and

Generator substation.

This infrastructure will be contained within the site and is not anticipated to generate any impacts. All details of any additional infrastructure will be shared with our neighbours as the development process progresses.

Q: Where will transmission lines and poles go?

A: The positioning of transmission lines and associated infrastructure will be determined in close consultation with the Department of Transport and Main Roads (TMR) as the custodian of the state-controlled road network and other stakeholders identified in the process. Any infrastructure built will be done so to comply with relevant standards and conditions determined in the permit which might be issued. These permit conditions would include TMR requirements.

There may be an opportunity for the community to provide feedback once an alignment has been determined and any matters raised in that process will be carefully considered.

Q: How will we manage fire risks?

A: The site has been previously cleared and is used for grazing purposes. The area has sufficient spacing to ensure the risk of bushfire to or from the development is very low and the risk of grass fires is also low.

The project specific EMP will include bushfire management measures to address potential fire risks during construction, operation and decommissioning. When operational, the Project will be monitored. On-site staff will implement local Emergency Management protocols in the event of a fire in the area.

Q: What will the impact to local roads be?

A: A Traffic Impact Assessment is being undertaken to determine construction and operational traffic impacts associated with the project. It is anticipated that the increase in traffic volume during the construction of the Project can be accommodated within the existing road network without adversely impacting existing infrastructure. Pacific Hydro will comply with the conditions of the Planning Permit, which may include dilapidation surveys to ensure any impact is repaired. A Traffic Management Plan will be developed in consultation with and in accordance with Council and Department of Transport and Main Roads requirements.

Q: Where will local workers be accommodated?

A: At this stage Pacific Hydro anticipates establishing a temporary construction work camp within the project site boundary. Crib huts will be used to accommodate workers from outside the Clarke Creek area as the site is not located near to existing accommodation options or service towns. There is no intention to permanently house workers in accommodation buildings at the solar farm site.

Q: What will happen to the land afterwards?

A: Towards the end of the life of any permits granted, Pacific Hydro will seek input from all relevant stakeholders regarding management of the next phase for the established site. As technologies continue to evolve, it is anticipated that Pacific Hydro will also evolve but its preference is to take an intergenerational view that the site, if it remains suitable, would be re-powered.

Q: How will the Clarke Creek Solar Farm connect into the National Energy Market (NEM)?

A: A new electricity transmission line (ETL) will be constructed in the Marlborough Sarina Road reserve, from the solar farm site to the Powerlink Broadsound Power Station. The connection point will be located immediately adjacent to the solar farm site into the ETL, at which point the electricity generated will be controlled by the NEM operator.

Q: Will construction have an impact on local roads?

A: A Traffic Impact Assessment is being undertaken to determine construction and operational traffic impacts associated with the project. It is anticipated that the increase in traffic volume during the construction of the Project can be accommodated within the existing road network without adversely impacting existing infrastructure. Pacific Hydro will comply with the conditions of

the Planning Permit, which may include dilapidation surveys to ensure any impact is repaired. A Traffic Management Plan will be developed in consultation with and in accordance with Council and Department of Transport and Main Roads requirements.

Q: How long will construction take?

A: Construction time frames will be determined by the development approval applications success and other factors. Construction of each 100MW stage is likely to take 6 – 12 months, followed by commissioning. It is possible that construction of several stages could happen at the same time.

Q: How big will the solar farm be?

A: The land that has been identified for the site is approximately 940ha in total. Pacific Hydro anticipates the project will be constructed in stages, with the first stage to build 100MW over an area of approximately 270 ha.

Q: Will construction or operation of the solar farm need to use additional water?

A: Water will be required for personnel amenities during construction and operation, and may be required for dust control and equipment cleaning during construction. It is possible that demineralised water may be required to clean the PV modules on occasion during the operation of the solar farm. However, this is not anticipated to be a regular activity.

Q: Will this mean disruptions to local power supply?

A: There may be some extremely limited interruption (through scheduled outage) to local power supplies at the time the solar farm is connected into the transmission line, however there will be no long-term impacts on local power supply as a result of the solar farm supplying power to the grid.

Q: What are the project stages?

Site identification and concept, feasibility studies, resource assessment and site acquisition, obtaining planning permissions, financing and contracts, detailed design, construction, operations and ongoing asset ownership, decommissioning.

Q: Will the solar farm effect or interfere with mobile telecommunications during construction?

Pacific Hydro would work directly with Telstra (the internet service provider) to ensure that there is ample connectivity during construction should Pacific Hydro go ahead with the solar farm project.

Q: What port will be used to transport the solar panels?

A port of entry has not yet been selected but feedback provided by the community regarding the constraints at Port of Mackay is being considered as part of the project planning process.

Q: What opportunities will the community have to provide input and respond to the Material Change of Use application?

A: Pacific Hydro advocates strongly for good community engagement practices across the industry and encourages continuous improvement both internally and externally. We are committed to working collaboratively with all our stakeholders, including community, local, state and federal government departments.

Q: Will the children of construction crews require schooling at the local Clarke Creek School?

A: If the Clarke Creek Solar Farm is approved, Pacific Hydro will work with its selected contractor and collaborate with the school to ensure that the school would be able to accommodate children who may be eligible to attend.

Q: Will the commitment to the community be upheld if the project is sold?

A: Pacific Hydro prides itself on being a developer, owner and operator of the assets it holds. It does not intend to develop the Clarke Creek Solar Farm to sell. In the case of sale, the future commitment to the community would be considered and integrated into the sale process.

Q: How will you work with Lacour to ensure that the roads aren't congested for locals if both projects are constructing at the same time

A: Lacour have a proposed Wind and Solar Farm site in the same region. In the case of both projects receiving planning permission and subsequently looking to construct at similar times, we would coordinate with them to ensure that impacts to local resident road use would be minimized.

Q: will there be economic opportunities for local people?

A: It is likely that the skills and numbers of workers required to deliver Clarke Creek Solar Farm may not be available locally or from close proximity to the site. Pacific Hydro will work with its selected contractor to examine the potential for local employment and to identify areas where learning and upskilling can occur to maximise the possibility. Other possible indirect opportunities to create economic benefit from the project may include property rental, catering, coffee carts and other enterprises subject to council approval.

Q: Do solar panels have any negative health effects?

A: Solar power is a safe, effective and sustainable form of energy generation. Pacific Hydro is a responsible organisation and we take our obligations to the community extremely seriously. With all our activities we are guided by statutory requirements and by advice from leading authorities such as peak bodies. The solar panels that will be installed at the Clarke Creek Solar Farm are essentially the same as solar panels that are used for domestic energy production in millions of homes across Australia, and are not considered to present any health risks to neighbours or to the community at large.

Q: Will truck trips to transport equipment interrupt the Sarina Range at night when graziers are also trying to transport their cattle.

Pacific Hydro will work closely with its contractors and ensure that impacts to local businesses and the local community are minimised through a series of contractual obligations.

Any permit requirements will be communicated and managed to ensure strict adherence in a further effort to ensure the health and well-being of stock being transported.

15. More information

For more information, all stakeholders are encouraged to contact Pacific Hydro:

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