

RWE

Stakeholder Engagement Framework

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Introduction

About RWE Renewables Australia

RWE Renewables Australia is a wholly-owned subsidiary of RWE Group, Germany's leading energy company. RWE has reliably supplied people and companies with electricity for more than 120 years and has grown to become a global leader of renewable energy across more than 15 countries, including the United States, United Kingdom and Australia. RWE has over 20,000 staff and four business segments – Generation, Power, Supply & Trading and Renewables – with the renewables segment being the fourth biggest renewable energy supplier and the second biggest offshore wind company globally.

RWE is a trusted partner for electricity generation, storage systems and energy trading. Together with our partners, RWE develops innovative solutions and drives technological progress for customers globally. The company actively supports the United Nations' 17 Sustainable Development Goals, with the company's focus on affordable and clean energy for all, growing industry, innovation and infrastructure and climate change action.

In Australia, the company is a relatively new player, with the Limondale solar farm the first in its development pipeline to proceed to construction. The decades of international experience (as RWE Group) and leading stakeholder engagement philosophies have made the transition to the southern continent seamless. The Australian head office is located in Victoria's capital city – Melbourne – where a team of renewable energy professionals are working on an exciting development pipeline of solar, wind and battery storage projects.

Stakeholder Engagement Framework Scope

The RWE Stakeholder Engagement Framework (SEF) specifies how RWE corporate objectives have been converted into Stakeholder Engagement Objectives (SEO) enabling the build of the project specific Community Engagement Plans (CEPs); and how the SEF in combination with the project specific CEPs are to achieve the SEO. The SEF and the CEPs are accessible at the project webpage.

Stakeholder Engagement Policy

At RWE we understand that engaging meaningfully with communities and key stakeholders around our projects is critical for building relationships and community satisfaction.

We are committed to dedicated and thorough engagement with our project communities and engaging in a meaningful and straight-forward manner that provides key stakeholders with easy and streamlined methods of communication.

We believe consultation informs and empowers communities and results in better project outcomes. We acknowledge and appreciate and encourage stakeholder feedback with respect and use this to shape our projects whenever possible and deliver positive outcomes.

We are committed to regular engagement with communities through all parts of the project lifecycle, from feasibility through to operation, and responding to all queries in a timely manner.

We will deliver funds in our project communities for the duration of the operational life of our projects and are committed to minimising impact on project communities, while maximising environmental benefits for all.

Stakeholder Engagement Objectives

At RWE, sustainability positively contributes to the long-term economic success of the company. We believe that taking social and ecological responsibility is part of the company's identity.

Not only do our actions and operations have an impact on our success as a company, they also have consequences for people and the environment. At RWE, we are working towards making the world a better place through our actions.

This social responsibility that we take seriously translates to our stakeholder engagement philosophy. Wherever we are located we see ourselves as part of the local society and want to contribute to the community.

For the Australian market, our stakeholder engagement objectives are to:

- financially support our project communities with benefit sharing programs that deliver annual funds to local community initiatives for the project's lifetime;
- empower local communities through financial and social support to make much-needed community initiatives a reality.

We are also committed to engagement processes that are timely, relevant, transparent and inclusive, with clear, easy-to-read documentation written in lay person's terms and easy methods of communication between RWE and stakeholders.

Stakeholder Engagement Strategic Initiatives

This RWE Stakeholder Engagement Framework provides background and key initiatives for RWE to implement when engaging with the community. It is designed to set a strategic direction for stakeholder engagement within the framework of our community engagement objectives:

- a commitment to engage with stakeholders in a timely, efficient, consistent and transparent manner;
- be proactive in our interactions with project stakeholders;
- engage consistently and positively;
- implement practical and positive methods of engagement;
- adopt the recognised IAP2 Spectrum of inform, consult, involve, collaborate and empower;
- follow industry best practice methods of community engagement;
- provide a framework for respectful relationships with the community and other stakeholders.

While this document is intended to cover projects across the renewable energy sector, it bases its approaches on the wind industry engagement framework as it is a robust framework that encourages regular, dedicated and varied engagement.

Stakeholder Engagement Management System

RWE has an established documentation governance system to aid with the fulfilment of objectives and targets, and assist RWE in making informed decisions based on accurate information and data analytics. Additionally, it helps ensure administrative efficiency when documentation is accessed in the right place at the right time by the right people.

RWE's document governance management system has been developed to establish high level internal rules and requirements. Figure 1 below shows the structure of RWE's document management system that applies to all stakeholder engagement processes, procedures, plans, records and other related documents.

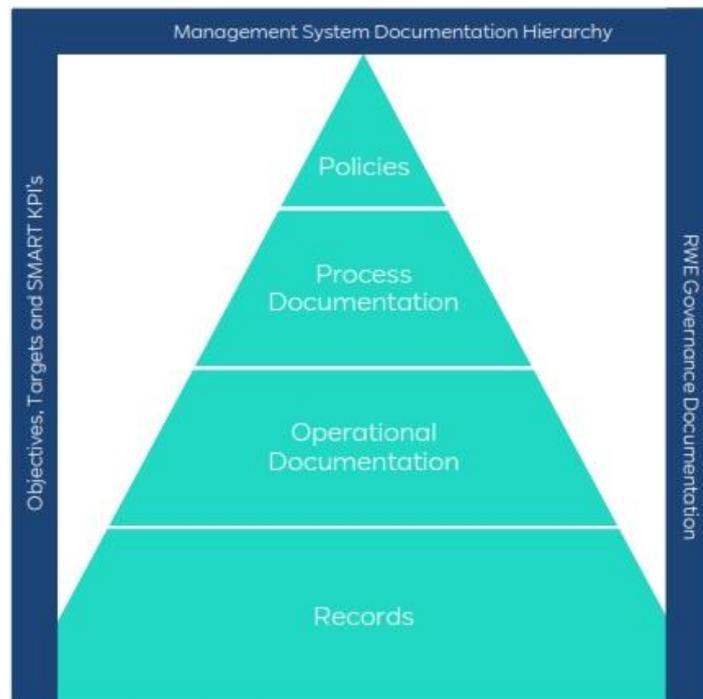


Figure 1: RWE Document Management System

RWE’s Stakeholder Engagement Management System follows industry standards. This Management System incorporates the below documents:

Stakeholder Engagement Management System (SEMS)	
Document Number	Document Name
SEFR-0001	RWE Stakeholder Engagement Framework
CETE-0002	RWE Community Engagement Funding Application Form
CETE-0003	RWE Community Engagement Committee Member Application Form
IRGU-0004	RWE Internal Roles & Responsibilities Guideline
LSPL-0005	RWE Limondale Stakeholder Engagement Plan
CHPR-0006	RWE Complaints Handling Procedure
ECRE-0007	RWE External Complaints Register
ICRE-0008	RWE Internal Complaints Register
PPPO-0009	RWE Privacy Policy

Table 1: Stakeholder Engagement Management System

RWE’s Stakeholder Engagement Management System governance and process external documentation is accessible through the RWE Renewables Australia or project webpage.

Community engagement

What is community engagement?

Community engagement is a broad term that encompasses the process whereby an organisation and community share information and problem solve together. It is much more than simply informing or speaking to a community; it is a regular, respectful and proactive sharing of information that ultimately will shape a project or outcome. The Clean Energy Council refers to community engagement as ‘the process through which a renewable energy developer interacts with a community to inform the decision-making processes of a wind or solar farm project’¹.

There are two key terms that are used within the context of community engagement – community and stakeholder. Community is generally used in geographic terms – for instance, the people who live, work and invest in and around the project area.

A stakeholder is an individual or group with a particular interest in a project; it could be a local community group, government department, individuals or group of individuals with a common theme. It could be media, for instance, and can be for or against a project.

Community engagement in the renewable energy sector

Understanding of the importance of community engagement in the renewable energy sector has increased over the last decade. There has been increasing recognition of the importance of community engagement over more recent years, and an understanding

¹ <https://assets.cleanenergycouncil.org.au/documents/advocacy-initiatives/community-engagement/wind-community-engagement-guidelines.pdf>, p8

the importance of engaging, not just informing, and giving communities opportunities to contribute to the development process. This is highlighted in the Victorian Government's Renewable Energy Target auction process, which incorporates consideration of community engagement and community investment – what a proponent will deliver for their local community.

The Clean Energy Council's Community Engagement Guidelines for the Australian Wind Industry identify six parts to the project life cycle of a wind farm:

- Site selection
- Feasibility
- Planning and approvals
- Construction
- Commissioning and operations
- Decommissioning

While this is wind sector specific, the structure remains relevant to solar projects with the overarching theme remaining the same; engagement is necessary throughout the project life cycle, not just at certain times.

The evolution of community engagement around renewable energy projects in Australia has resulted in several initiatives which are now seen as best practice and should be implemented.

Community Benefit Funds are annual funds sponsored by the project over its lifetime to support local community initiatives. The purpose of such funds can be to acknowledge the impact a project can have on surrounding residents, and/or to share the benefit of a renewable energy project existing in their community. These funds might be administered by the proponent (as is common during development and construction), but can be administered by a community group (as is common during operations).

A Community Engagement Committee can be separate to the Committee appointed to administer a Community Fund. This initiative was initially adopted by the Moyne Shire in south-west Victoria due to the significant number of renewable energy projects within its borders, and tends to be an approach adopted during the development phase of the project. The structure involves a set number of community representatives, some Councillors, and some representatives of the proponent. This group is usually established once a proposed project becomes public and is designed to facilitate information flow between the community, the Council and the proponent. These are often a useful communication tool and run throughout the project lifecycle, with varying degrees of frequency.

Any allocation of funds will be governed by a detailed written Corporate Social Responsibility Concept to ensure impartiality and to avoid conflicts of interest or undue influence on any official or commercial decisions.

Industry guidelines and frameworks

This framework has been developed in accordance with International Association for Public Participation's (IAP2) Public Participation Spectrum, to inform, consult, involve, collaborate and empower². The spectrum is widely recognised for its community engagement foundation and is designed to provide a clearly defined role for the public and framework for engagement.

This structure provides increasing opportunity for the public to be involved in the process and an opportunity for the proponent and public to partner in the delivery of the project.

This framework incorporates the values documented in the Clean Energy Council's Best Practice Charter for Renewable Energy Developments³ and the frameworks established in the Clean Energy Council's Community Engagement Guidelines for the Australian Wind Industry⁴. The guidelines were commissioned in 2011 and were developed after a series of workshops and interviews to determine best practice for the industry. The report highlights the five elements of the project lifecycle and the importance of active community engagement at each stage.

It also highlights the four principles the industry is committed to adopting in the delivery of effective community engagement:

- Openness
- Inclusiveness
- Responsiveness and
- Accountability⁵.

The report is also based on the knowledge of the author, who has undertaken extensive community engagement across the sector for the last 10 years.

² <https://www.iap2.org.au/Home>

³ <https://www.cleanenergycouncil.org.au/advocacy-initiatives/community-engagement/best-practice-charter>

⁴ <https://assets.cleanenergycouncil.org.au/documents/advocacy-initiatives/community-engagement/wind-community-engagement-guidelines.pdf>

⁵ <https://assets.cleanenergycouncil.org.au/documents/advocacy-initiatives/community-engagement/wind-community-engagement-guidelines.pdf>, p12

Stakeholders

Extensive stakeholder mapping is a key component of any project. This mapping should identify key stakeholders, neighbours, community groups, relevant authorities and others. Stakeholder mapping is an evolving process and additional stakeholders will likely be added as a project develops. An interactive database that can be updated by staff at any time should be held on RWE’s secure server. Suggested stakeholder groupings can be found in table 2 below.

Stakeholder grouping

Category	Stakeholders
<p>GROUP 1 Those immediately impacted by the project</p>	<p>This group will comprise those in close geographic proximity to the project and incorporate landholders, neighbours (within up to 15 kilometres for a wind farm project) and residents on key transport routes during construction.</p>
<p>GROUP 2 Local government and other organisations that can shape the project</p>	<p>This group will incorporate the Councillors and Council staff of the Local Government where the project is based, Traditional Owners of the Land, State Emergency Services, local Airport, local Country Fire Authority Brigades, any additional Local Governments that may have transmission line or other infrastructure within their boundaries.</p> <ul style="list-style-type: none"> It is important to note that engagement with Council requires two components – elected Councillors and Council staff. These are two separate stakeholders and both require individual engagement. It is not sufficient to simply engage with paid Council staff and assume this will be communicated to Councillors; both stakeholder groups need concentrated engagement.
<p>GROUP 3 Nearby business and community groups that may have financial opportunity from – and interest in – the project</p>	<p>This group will include project partners (such as the construction company and smaller contracting companies), primary producers, labourers, food outlets, accommodation providers, hotels, general stores, post offices, schools, sporting groups, environmental groups (such as Landcare), service groups (Lions, Rotary), development/progress associations.</p>

<p>GROUP 4 Government and other bodies</p>	<p>This will include state and federal bodies, including the Environment Planning Authority, environment and heritage offices, Aboriginal Affairs, fire and rescue authorities, state Country Fire Authority, Bureau of Meteorology, Civil Aviation Safety Authority, Air services Australia, Aeromedical Air Ambulance, State Emergency Service, Department of Defence, RAAF, Environment Protection Authority, relevant Catchment Management Authority.</p>
<p>GROUP 5 Politicians and other political entities</p>	<p>Local Councillors and Council, state and federal elected members.</p>
<p>GROUP 6 Key interest groups and organisations</p>	<p>Sport Aircraft Association of Australia, Recreational Aviation Australia, Birdlife Australia, Geological Society of Australia, National Trust of Australia, Australian Conservation Foundation, Planet Ark, WWF Australia, Greenpeace, Aircraft Owners & Pilots Association of Australia, Aerial Agricultural Association Australia, National Parks, local rivers, etc.</p>
<p>GROUP 7 Other energy organisations and individuals</p>	<p>Nearby renewable projects that are operating, under construction or in another stage of the project lifecycle will be incorporated in this group, as will the Clean Energy Council, Australian Energy Market Operator (AEMO), Clean Energy Regulator, TransGrid and any individual renewable energy advocates.</p>
<p>GROUP 8 Media</p>	<p>This will incorporate local press, radio and community 'news advocacy' groups, which usually have an online presence and share stories through social media.</p>

Table 2: Limondale Solar Farm stakeholder classification

Deliverables

Strategy and action plan

All action items listed in the below tables are designed to be open, inclusive, responsive and accountable. Frequency of engagement should be determined by the stage of the project lifecycle and individual to each specific project, as outlined in more detail at the Stakeholder Engagement Plans (SEPs) developed for each site (asset or project). The below activities and frequencies are a guideline only, they must be designed for each particular project once an understanding of the community has been reached and an in-depth stakeholders need analysis has been completed. RWE will customise the activities and make these fit for purpose for each particular project. For high level reference of the actions that can be undertaken at each phase of the project lifecycle, refer to the below information tables:

- Stage 1: Site selection
- Stage 2: Feasibility, planning and approvals
- Stage 3: Construction
- Stage 4: Commissioning and operations
- Stage 5: Decommissioning

As mentioned earlier, while this project lifecycle has been developed for the wind industry, it is relevant to the solar sector as well.

Stage 1 Site selection

This is a key time to investigate the project area and identify stakeholders. Extensive stakeholder mapping should occur, as well as research to understand the area's dynamics, key issues, demographics, industries and more. This picture will be a very important foundation for all future engagement. Engagement here will occur with the landholders only and will involve the installation of a wind monitoring mast for wind projects and potentially a solar monitoring device for solar projects. No external engagement is required at this time.

Stage 2 Feasibility, planning and approvals

This is the time when a project becomes public. This is a key point when engagement and consultation is critical and intense. When making a project public it is important the distribution of key messages to stakeholders is managed; a mail out to residents within ~10 kilometres should coincide with a presentation to Council and communication to other key stakeholders, ideally followed by any media stories. It is critical stakeholders hear about the proposal from the proponent, not the media. There should be a public and concentrated form of engagement every six weeks to two months, it is recommended not exceeding three months, during this time. All engagements, be they phone calls, emails, from doorknocks or information sessions, will endeavour to be recorded in a communications matrix or database to keep track of all engagements and ensure outcomes are delivered.

Proposed activity	Description	Stakeholder	Timing/frequency
Newsletters	Newsletters are a key and expected component of any renewable energy development. The first newsletter should introduce the project, RWE, provide company history and context. This should be distributed as part of an information pack (please see below). The newsletter should also be distributed electronically to those on the mailing list.	Mail out to local residents surrounding the project, to a distance appropriate to the development. The relevant stakeholders within Groups 1-5. Other Groups if deemed necessary, and not all stakeholders within each group if in-appropriate.	No less than every three months, preferably every six-eight weeks. A newsletter with cover letter should be the initial introduction of the project.

<p>Engagement material</p>	<p>A range of communication material should be developed and distributed throughout the feasibility stage. These could include Frequently Asked Questions, issue specific fact sheets (ie fire prevention and mitigation on the eve of summer, noise if this is identified as an issue, health if concerns are raised), promotional flyers of upcoming events (ie community information sessions).</p>	<p>Appropriate stakeholders from groups 1-5. Other Groups if deemed necessary.</p>	<p>These can be developed and distributed as required. It is recommended these are distributed separately as an additional form of community engagement. By distributing separately, it will ensure there is an engagement opportunity every six to eight weeks.</p>
<p>Public opinion surveys</p>	<p>If adopting this engagement framework is deemed appropriate for the development, these should be A4 front and back and ask project-specific questions. Designed to gauge public opinion, these should be distributed as part of an initial information pack and ask the respondents their distance from the project (by supplying choices of distance bands). A prize draw in appreciation of people taking the time to fill out the form is possible, but can be divisive. Stamped, self-addressed envelopes should be included to encourage return of the survey. The survey can also be included on the company or project website but hard copies are preferable as it is easier to validate the legitimacy of a hard copy.</p>	<p>Residents within 10 kilometres of the project boundary and other key local stakeholders (e.g. local businesses)</p>	<p>By distributing at the start of the process, when a second round of engagement occurs it is possible to ask for the return of the surveys, as they have had ample time to gain knowledge of the project and form an opinion. It is preferable to have all community opinion surveys returned within six – nine months.</p>

Information packs	Information packs can be adapted to the stage of the project. They can include newsletters, fact sheets, a combination of both, maps, anything/ everything that is relevant to the stakeholder this is being distributed to. Packs should also be left at the local shire offices.	All, as required.	Print folders at the beginning of the project life cycle that can be used to contain multiple information sheets/newsletters. Have available at open days and other key times. Also professional finish when posting out material.
Business cards	Business cards identifying an individual (not just a project) that include the 1800 number and email address (please see below).	All, as required	Print prior to project going public and retain for project life cycle.
Mail outs	Mail outs are a key engagement tool that have become widely accepted and expected when consulting on renewable energy projects. These mailouts can be distributed via the relevant Local Government's rates list. The only negative of this approach is the rates database does not include renters.	Residents within 10 kilometres of the project boundary, or as appropriate to the scale of the development.	Regularly - no less than three monthly, preferably every six weeks.
Doorknock	A doorknock out to five kilometres for wind projects is an acceptable distance. Any less is not sufficient, due to the increased height of most proposed turbines. A doorknock is designed to ensure all residents have received information on the project, facilitate discussion and gauge community opinion. Sorry we missed you cards and information packs	Residents/businesses within five kilometres of the project boundary.	Anywhere between one and three times; the second and third doorknock targeting those not personally contacted in the first doorknock. This should not be done until at least six months after the first communication, which allows

	should be left with anyone not home.		for discussion of the public opinion survey and request for return.
Council engagement	The first Council presentation should coincide with the mailout introducing the project. This timing is critical, to ensure all key stakeholders receive information at the one time and there is a seamless dissemination of information to key stakeholders. The proponent should remain available at all times for further council engagement.	Local Government	Offer of Council briefings every three months to six months. Six monthly will likely be sufficient
Emails to key government stakeholders	All mailouts and additional information should also be distributed to all members of group 4. This can be done via email, attaching files of all documentation shared with other stakeholders.	Group 4, potentially Group 2 as well.	The same time as all mail outs.
Community drop in days	Community drop in days should be held over two consecutive days, at various times (suggested 12pm-7pm one day and 9am-4pm the next). These days should include large displays addressing a variety of topics; for instance: <ul style="list-style-type: none"> • Key facts • Project Benefits • About RWE • Studies • Flora and fauna • Visual impact 	All	Initial drop in days should be within a month of the project going public. A second round of drop in days could be held when a draft layout is finalized, if one has not already been shared. If the project goes through an EES process, further drop in days should be held. Drop in days can be scheduled at

	<ul style="list-style-type: none"> • Transmission line • Construction • Health • Noise • Property Values • Visual Impact • Aerial firefighting • Fire prevention • Sharing the benefits. <p>Specialist experts (for instance acousticians) should also be in attendance. These days should be manned by at least four staff members in addition to the specialist experts and have light catering provided. All attendees should register via a sign in sheet, to allow RWE to build a stakeholder database.</p> <p>It is important to note these are community drop in days. Public meetings should not be scheduled, these are generally not beneficial.</p>		<p>other times throughout the planning and feasibility stages, depending on community need.</p>
1800 number	<p>A dedicated 1800 should be established prior to any communication to ensure all stakeholders have easy access to information and RWE. Messages left on this 1800 number should also be emailed to a dedicated email address (see below) for accurate record keeping. This number should</p>	All	<p>Created prior to the project going public and continue for the project lifetime.</p>

	be promoted on all promotional material. This number could be project specific; the company may have multiple 1800 numbers, each relating to an individual project.		
Dedicated email address	An project specific email address, project @RWE.com should be created prior to any communication to ensure all stakeholders are easily able to communicate with the project team. It is critical this is tested prior to public announcement and management of this email address is allocated to a staff member.	All	Created prior to the project going public and continue for the project lifetime.
Website	A project specific website should be created prior to any communication, named for instance project.com.au. This should be on all marketing material and the site should be populated with all new engagement material as it is distributed (NOT before or after – simultaneously). This website will be a key avenue of communication, so it is essential it is updated and managed correctly. It should also feature a mailing list sign up, for distribution of electronic marketing material.	All	Created prior to public announcement, updated and managed throughout project lifecycle.
Media releases	Distributed at milestones, i.e. project	Group 8 – limited to local	As required, at key

	announcement, transmission line announcement, etc. These are important to manage key messages that are distributed to the community.	media.	milestones/announcements
Personal meetings	Individual meetings with key stakeholders as required or requested.	Stakeholders as requested – most likely to be from group 1, 2 and 4.	As requested
Community Benefit fund	A Community Benefit Fund would ordinarily be established during this phase. Any funding arrangements will be governed by a detailed written Corporate Social Responsibility Concept to ensure impartiality and to avoid conflicts of interest or undue influence on any official or commercial decisions.	Group 1, Group 3	Available throughout this stage of the project life cycle. Funding announcements made through newsletters/mail outs.
Community Engagement Committee	The Community Engagement Committee initiative was initially adopted by the Moyne Shire in south-west Victoria due to the significant number of renewable energy projects within its borders. The structure involves a set number of community representatives, a number of Councillors (not the whole Council, often three Councillors), and two representatives of the proponent. This group is usually established once a proposed project	Proponent, Councillors, Community reps	Monthly, or as appropriate.

	becomes public and is designed to facilitate information flow between the community, the Council and the proponent.		
Shopfront	A shopfront in the project area, manned by proponent representatives with project information freely available.	Group 1	Suggest one day per week, or several mornings per week

Table 3: Feasibility, planning and approvals accountabilities, involvement and timeframe for delivery

Stage 3 Construction

Construction is an intense period of any development project, where community impact is likely to be high. Engagement is recommended to occur on a weekly basis, to ensure the community remains informed during a period of significant works and weekly changes. Hands on engagement within project communities is essential during this stage.

Proposed activity	Description	Stakeholder	Timing/frequency
Newsletters	Newsletters should notify the community leading up to construction commencing, and can be used for providing updates on construction, traffic impacts, community funding initiatives, outputs, other key components. The newsletter should also be distributed electronically to those on the mailing list.	Mailout to local residents surrounding the project. Relevant stakeholders within groups 1-5. Other Groups or Stakeholders if deemed necessary.	As appropriate with the level of activity and impact occurring on and surrounding the site.

Council engagement	Project updates should be offered to Council as frequently as required/requested. These should be an opportunity to answer any queries, update Council on progress, issues, information.	Local Government	On request
Emails to key government stakeholders	All mailouts and additional information should also be distributed to all members of group 4. This can be done via email, attaching files of all documentation shared with other stakeholders.	Group 4, potentially Group 2 as well.	The same time as all mail outs.
1800 number	Dedicated 1800 number to continue operating.	All	Created prior to the project going public and continue for the project lifetime.
Dedicated email address	Project specific email address, project @RWE.com to continue operating.	All	Created prior to the project going public and continue for the project lifetime.
Website	The project-specific website will be a key engagement tool throughout construction. It should be restructured to incorporate a construction update section (please see below).	All	Monthly updates.
Construction updates	Construction updates are another key engagement tool throughout construction. These should include details of what has	All	Monthly via website

	occurred in the previous week but importantly provide details of up and coming construction, particularly road closures and site external construction that will impact on stakeholders. Images should be included.		
Newspaper advertising	Please see above – in local newspaper only.	Local stakeholders	By exception
Media releases	Media releases should be used to promote major construction achievements, such as erection of the first tower, delivery of super loads etc.	Group 8 – limited to local media.	As required, at key construction milestones.
Personal meetings	Individual meetings with key stakeholders as required or requested	Stakeholders as requested – most likely to be from group 1, 2 and 4.	As requested
Community benefit fund	A Community Benefit Fund would ordinarily operate during this phase. Any funding arrangements will be governed by a detailed written Corporate Social Responsibility Concept to ensure impartiality and to avoid conflicts of interest or undue influence on any official or commercial decisions.	Group 1, Group 3	Available throughout this stage of the project life cycle

Community Engagement Committee	CEC's are an information conduit, incorporating a set number of community representatives, Councillors and two representatives of the proponent.	Proponent, Councillors, Community reps	Meetings upon request

Table 4: Construction accountabilities, involvement and timeframe for delivery

Stage 4 Commissioning and operations

Engagement will continue throughout the commissioning and operations stage of the project lifecycle, but timing will be substantially different. Some forms of engagement may be more frequent initially and reduce over the time of operation; however, regular engagement is still expected throughout operations.

Proposed activity	Description	Stakeholder	Timing/frequency
Newsletters	Newsletters should continue throughout the operation of the wind farm, providing updates on operations, any flora and fauna impacts, community funding, outputs, other key components. The newsletter should also be distributed electronically to those on the mailing list.	Mailout to local residents surrounding the project. Relevant stakeholders within groups 1-5. Other Groups or Stakeholders if deemed necessary.	Target twice a year (six monthly) during active periods of the project.
Council	Project updates should be offered to Council	Local Government	As required or deemed appropriate by the project

engagement	as frequently as required/requested.		staff.
Emails/Letters to key government stakeholders	Engagement of government stakeholders on key project milestones relevant to them, e.g. commencement of construction.	Group 4, potentially Group 2 as well, those on mailing list.	As deemed appropriate by the project staff.
1800 number	Dedicated 1800 number to continue operating.	All	Created prior to the project going public and continue for the project lifetime.
Dedicated email address	Project specific email address, project @RWE.com to continue operating.	All	Created prior to the project going public and continue for the project lifetime.
Website	Newsletters should be uploaded to project website, and new information uploaded regularly.	All	It is important that the website continues to be an updated source of information for the community. Monthly alterations to the website are important.
Newspaper advertising	Please see above – in local newspaper only.	Local stakeholders	As deemed appropriate by the project staff.
Media releases	Media releases should be used to promote major achievements, such as outputs,	Group 8 – limited to local media.	As required.

	responses to relevant issues/activities, promotion of community funding.		
Personal meetings	Individual meetings with key stakeholders as required or requested	Stakeholders as requested – most likely to be from group 1, 2 and 4.	As requested
Community Benefit Fund	A community committee should be established through construction to administer the annual Community Benefit Fund. The committee will be supported by the proponent and the structure of the fund should be determined with the committee, as part of the development process. Any allocation of funds will be governed by a detailed written Corporate Social Responsibility Concept to ensure impartiality and to avoid conflicts of interest or undue influence on any official or commercial decisions.	Group 1, Group 3	Available annually from operations. Meeting schedule to be determined by committee. Suggest multiple rounds of funding throughout the year (at least two, potentially quarterly).

Table 4: Commissioning and operations accountabilities, involvement and timeframe for delivery

Stage 5 Decommissioning

Community and stakeholder engagement through the decommissioning process will be critical and need to be determined and planned at a later date.

Key Messages

Key messages should be developed specifically for each project. However, key messages surrounding RWE's community engagement should reflect the previous sections; our Stakeholder Engagement Policy and Objectives.

Complaint Management

In line with our social responsibility philosophy and understanding of what we want to deliver as a good corporate citizen, our complaints management structure has a simple elevation process to ensure complaints are dealt with in a timely, efficient and effective manner. Our RWE Complaints Handling Procedure (CHPR-0006) has a four-step process:

1. Receiving
2. Responding
3. Managing
4. Closing
5. Continuous Improvement

RWE records all instances at the RWE Internal Complaints Register (ICRE-0008) with the intent to archive, allocate, monitor, action, resolve, close and analyse all relevant enquiries throughout the lifecycle of the project. This incorporates all data obtained via phone calls, emails, personal visits, open days and other interactions.

RWE is committed to allocate all relevant enquiries to the relevant internal responsible officer and respond to urgent and non-urgent matters in a timely manner. For further information on how we process complaints including our response timeframes please refer to the official document RWE Complaints Handling Procedure (CHPR-0006).

Potential community concerns and mitigation measures

There are generally common themes of concerns surrounding development projects. The development of detailed marketing material, as well as the availability of staff through the 1800 number and dedicated email address, are measures designed to alleviate community concerns. Fact sheets focusing on the issues listed below should be developed and available for download on the website, as well as compiled into information packs which can be left at the relevant Council offices. Delivering this open, honest and timely communication is critical to alleviating potential concerns in the community, and following the key themes of:

- Openness
- Inclusiveness
- Responsiveness Accountability

Wind	Solar
<ul style="list-style-type: none"> • Road deterioration • Property devaluation • Visual impact • Noise • Disruption to area’s amenity • Cumulative impact • Community division • Environmental impacts • Flora and Fauna (specific species) • Traffic increases during construction • Distrust of wind farms • Turbine quality • Fire risk • Health • Who is RWE? • Decommissioning • Bird strikes 	<ul style="list-style-type: none"> • Property values • Height of the solar panels • Ability to farm land while solar farm is operational • Glint and glare • Noise • Increased dust • Health effects • Heat island effect • Aircraft danger and pilot confusion • Increased fire danger • Traffic disruptions during construction • Land use at the conclusion of the solar farm’s lifespan • Size of solar farm

Table 5: Potential community comp for wind and solar projects

Review of Community Engagement Plan

This Community Engagement Plan is intended to be an evolving document that will require regular review to ensure it is up-to-date and delivering the needs of the community.

Reviews will be undertaken:

- During construction;
- Annually throughout the project's lifecycle;
- At key milestones if required.

Stakeholder mapping will also continue throughout the project lifecycle. These reviews will be designed to ensure the plan continues to reflect best practice guidelines and meet the needs of the community.

At these meetings RWE will review communication and engagement initiatives that have been undertaken in the previous quarter, identifying the following factors:

- What communication and engagement initiatives were undertaken in the last year?
- Were these effective?
- Why or why not? (How do we know this?)
- Were there any community issues related to the project?
- Any recurrent issues requiring higher focus?
- What were these?
- How we can mitigate or eliminate these?
- How did we deal with these?
- Were there potential issues that we prevented?
- How did we do this?
- What have we learnt from this analysis that we can apply for next year?



Tim Gregson
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(to be renamed RWE Renewables Australia Pty Ltd)
19/12/19