



WELLSMART
GROUP

Community and Stakeholder Engagement Plan

Lindeman Island Co-Ordinator General Approval

Date: January, 2024

*'Committed to Green Construction and Operations to ensure respect for the
environment'*

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1.0 Review and Update Procedures

This Lindeman Island Community Stakeholder Engagement Plan (the Plan) will be reviewed and, if necessary, amended and updated:

- › On an annual basis during construction for the first two (2) years by the Lindeman Island Community Stakeholder Engagement Manager (LICSEM);

Following any major incident (review may be restricted to applicable sections);

- › Upon receipt of new regulatory approval conditions, licences and permits;
- › When directed by any appropriate regulator; and
- › In the lead up to the construction, commissioning and operational phases of the project.

1.1 Application

The Plan addresses the community stakeholder engagement requirements of the Lindeman Great Barrier Reef Resort Project Environmental Impact Statement and the conditions imposed by the Co-Ordinator General. In addition, this Plan has been reviewed and updated to incorporate the Coordinator-General’s requirements relevant to community stakeholder engagement.

1.2 Distribution

All individuals in the following distribution list must be notified when the document is amended and new versions reissued through the appropriate document management system. Others may be notified at the discretion of the CSEM. All requests for changes to the distribution list must be addressed to the CSEM.

ENTITY	POSITION	NAME	LOCATION
Lindeman Island	Community Stakeholder Engagement Manager	To be advised	To be advised
	Construction Manager	To be advised	To be advised
Co-Ordinator General’s Office	To be advised	To be advised	To be advised
Council	Mackay Regional Council	To be advised	To be advised
	Whitsunday Regional Council	To be advised	To be advised

2. Purpose of this Plan

2.1 Introduction

This Plan details stakeholder and community engagement to be undertaken as part of the pre-construction phase of the Project. Further plans will be developed for the Construction and Operation phases of the Project.

The plan demonstrates Lindeman Island ongoing commitment to a program of genuine engagement with the community and stakeholders which values their contribution and involvement with the Project.

Its purpose is to clearly articulate the approach Lindeman Island has taken since Project inception, outline the principles and objectives of this Plan and to detail continuation of a dedicated community engagement and stakeholder management approach.

Since becoming the new proponent of the Project in 2023, Well Smart has reviewed the consultation undertaken with the key stakeholders (including Government agencies, peak industry groups, community organisations and business groups) which took place since the commencement of the project and the changes which were made to refine the project elements to avoid and minimise impacts on matters of national environmental significance.

Community engagement activities commenced early in the Project planning cycle. Consultation was subsequently undertaken in accordance with the Government Guidelines, with submissions invited on the content of the Initial Assessment Report.

Following the completion of the Initial Assessment Report submission period, submissions from Government agencies and stakeholders were received and informed of the preparation of a draft Revised Assessment Report for the Project.

This Plan has been prepared in accordance with the Coordinator-General's conditions of approval.

2.2 Coordinator-General Requirements

This Plan has been developed in order to meet the commitments outlined in the Co-Ordinator General Approval. Commitments and conditions will be met through development of specific management plans for the various Project phases. The implementation, monitoring and auditing of these plans, including this Plan, will ensure compliance with these commitments.

In accordance with the EIS conditions, this report will:

- provide a summary profile of the local community, focusing on potentially affected stakeholder groups;
- an analysis of key stakeholder issues;
- engagement schedules and action plans;
- communication activities and tools;
- roles and responsibilities for engagement;
- an appropriately-scaled complaints management process;
- objectives and key performance indicators;
- monitoring and reporting requirements;
- process for incorporating stakeholder feedback into the further development of project-specific impact mitigation strategies;
- processes for providing timely notification to local job seekers and industry service providers regarding potential project opportunities.

Lindeman Island will also make this engagement plan publicly available on its website within one month of its approval by the Co-Ordinator General.

Lindeman Island will review, if necessary, update annually on its website within one month of its approval by the Co-Ordinator General.

The Engagement Plan will be implemented throughout construction and during the first two years of operation of the project.

3.0 Overview

3.1 Project Description

The project is proposed on Lindeman Island, located 35 km south-east of Shute Harbour on the mainland and approximately 13 km south-east of Hamilton Island. The island is located within the Great Barrier Reef World Heritage Area (GBRWA) and abuts the Great Barrier Reef Coast Marine Park (GBRCMP). The island is within the Mackay Regional Council (MRC) local government area.

Lindeman Island has seven beaches, with the beach located to the south of the existing resort referred to as Home Beach. Home Beach is generally only useable at high tide and is often affected by strong south-east winds. The other beaches on the island are located within the National Park and include Coconut Beach, Boat Port, Gap Beach, Turtle Bay, Plantation Bay and an un-named beach to the east of Plantation Bay. The highest point on the island is Mount Oldfield at 212 metres and is located to the east of the airstrip. Gap Creek Dam, located to the north-west of the existing resort is the only permanent water source on in the island with all other creeks and streams being ephemeral.

The existing resort buildings are concentrated on the south-western portion of the island adjacent to Home Beach. The accommodation was constructed in 14 wings with a large central facility building that housed the main restaurant, bars and entertainment facilities. The reception was lodged further up the hill with Nicholson's Restaurant, conference rooms and staff accommodation located on the plateau above the resort. All the island support services including power generation plant, sewage treatment work, water filtration and general maintenance, fuel stores and back of house facilities are also on the plateau. A grassed unlicensed airstrip is also located on the plateau and is used by charter aircraft from the mainland to Hamilton Island.

The restoration of the existing resort facilities and island support services is the priority and this work is commencing in November, 2023.

The proposed masterplan concept prepared as part of the Co-Ordinator General's approval provided for:

- Beach Resort - redevelopment of the existing resort to achieve a new 5 star Beach Resort with 136 suites, conference centre, beach club and a central facilities building with restaurants, bars and lounges;
- Spa Resort - a new 6 star Spa Resort with 59 villas, central facilities, entry lounge, spa, sea view restaurant, pool and a signature rock bar providing spectacular alfresco dining close to the sea;
- Eco Resort - a new 5 star Eco Resort near the existing lake consisting of 41 villas, a central facility, boathouse and a waterside restaurant;
- Tourist Villa Precincts - two precincts accommodating 89 tourist villas located to the north-east and north-west of the existing resort;
- Village - a central village precinct comprising restaurants, bar, night club, conference facility buildings, arrival centre, shops, sport and recreation centre and a staff village;
- Services infrastructure precinct – an expansion of the current services area providing for power generation (solar with diesel back-up), sewage treatment and water treatment;
- Airstrip - the existing airstrip is proposed to be upgraded to provide for near all-weather status and for the landing of light aircraft and helicopters;
- Marine access - the proponent seeks approval for upgrades to the existing jetty and additional moorings in sheltered locations around the island to enable the resort's marine craft to obtain safe shelter under a range of wind and wave conditions;
- Golf course – upgrades to the existing recreational golf course are proposed;
- Ecotourism facilities - a National Park and Great Barrier Reef Education Centre and 30 "glamping" facilities are proposed in consultation with the State Government; and
- Environmental enhancements - native vegetation replanting, improvements to stormwater management and a shift towards renewable energy sources are proposed.

The scope of the project also includes the rearrangement of lease boundaries, changes to the terms of some existing leases, new leases and amendments to the existing National Park boundaries to allow for the creation of a more uniform boundary between the resort and National Park and provide for improved environmental management.

3.1.1 Construction Program

The projects have been broken into construction stages as follows:

- Stage 0 – this is the clean up stage, effectively removing weeds, dead or dying vegetation, reinstating gardens and landscaped areas, removal of internals of all buildings for refurbishments, recycling /removing excess waste material and implementing key management plans to ensure ongoing compliance with Federal, State and Local Government Regulations;
- Stage 1 –Install the new jetty, refurbishment and upgrade the existing hotel and install the first stage of the solar farm. The solar farm is essential in providing green energy to the island to support the reopening of the island. This work will commence from March, 2024 to December 2025. The budget for the replacement jetty and solar farm is 6-8 Million. The refurbishment of the existing hotel and accommodation has a budget of 15 Million. This stage will create 200 short term and permanent jobs and 30,000 in tourism visitors to the region.
- Stage 2 – Upgrade the airport runway and the second solar farm. This infrastructure is essential to support the future expansion of the land in accordance with the Co-Ordinator General Approval. This work will commence January, 2026 to December, 2027. The budget for this aspect is 10 Million.
- Stage 3 – Construction of the Villas and Resort in accordance with the Co-Ordinator General Approval. This work will commence January, 2028 to December, 2031.
- Stage 4 – Construction and upgrade of the golf course. This will commence January, 2032 to December, 2032. The budget for this aspect is 6 Million. This stage will create 40-50 short term jobs and 30-40 permanent jobs and 20,000 in tourism visitors to the region.

3.2 Project Benefits

Lindeman Island has not been open to the general public and guests since 2012. The redevelopment of the existing resort facilities as well as future upgrades and expansion will:

- provide for a world class tourist resort in an environmentally sustainable manner;
- contribute the further development of the Whitsundays as a vibrant domestic and international tourist destination;
- ensure the ecologically sustainable development of Linderman Island;
- respect and protect the outstanding values of the GBRWHA;
- Provide for protection of the environment, especially those aspects of the environment that are Matters of National and State Environmental Significance;
- Provide safe, reliable and convenient access to the island by sea and by air;
- Ensure the design is responsive to climate change, including sea level rise and storm surge impacts;
- Promote a built form that integrates with and is subordinate to the natural environment in terms of scale, bulk, materials and colour;
- Respect and enhance the island's existing landscape character and utilise endemic plant species where possible in revegetation and landscaping; and
- Provide sensitivity designed and located physical infrastructure commensurate with the intended scale and density of development.

4.0 Stakeholder Engagement

4.1 Profile of Stakeholder Groups

The Social Impact Assessment undertaken as part of the Environmental Impact Statement for the project noted that the location of the island and the previous resort option meant the defining a community of interest is different from other typical projects. Accordingly the focus of the Social Impact Assessment was on the construction impacts (workers and mainland community) and operational impacts of the resort in the feeder area of Airlie Beach and its surrounds.

Consultation with key stakeholders (including Government agencies, peak industry groups, community organisations and business groups) has taken place since the commencement of the project to refine project elements to avoid and minimise impacts on matters of national environmental significance.

4.2 Stakeholders and Impacted Communities of Interest

The primary project area of Lindeman Island has no permanent residents apart from a caretaker onsite.

The greater project area takes in the Whitsunday Islands, the Whitsunday Regional area (as Shute Harbour will be the point of departure for the transport of labour and materials to the island, and therefore the base for most of the island activities), and the Mackay Regional Council area (as the island falls under the Mackay Regional Council area, and it is likely to be a major source of labour and materials).

Construction and operation of the project would potentially impact and/or interest (not limited to):

- Queensland and Federal government departments as relevant to both regulation, licensing and approvals, and those responsible for human services such as housing, health and employment;
- Local Government relevant departments;
- Chambers of Commerce (Whitsunday and Mackay);
- Whitsunday Island tourist enterprises (other resorts and tourist destinations);
- Local transport providers (water, air and sea) and related industries (e.g. Airports);
- Local suppliers of materials and services;
- Health providers including GP's and hospitals;
- Emergency Services (Fire and Ambulance);
- Police;
- Local Council (Whitsunday Regional Council and Mackay Regional Council);
- Tourism marketing bodies such as Tourism Whitsunday and Tourism Queensland;
- State and Federal MP's;
- Local environmental groups;
- Infrastructure providers - telecommunications

4.3 Previous Public Consultation

A range of consultation occurred with the key stakeholders identified as part of the Social Impact Assessment which included:

- Stakeholder Engagement Meetings
 - o Monthly meetings with The Office of the Co-Ordinator General;
 - o Meeting with the Minister for Environment and the Minister for Tourism;
 - o Local Marine Advisory Group;

- Marine Technical Advisory Group Meetings;
 - Terrestrial Technical Advisory Group Meetings;
 - Transport and Technical Advisory Group Meetings;
- Meetings were also held with:
- Queensland Tourism;
 - Cruise Whitsundays;
 - Hayman Island, Daydream Island, Hamilton Island, Whisper Bay and Laguna Quays Resorts;
 - GSL Aviation;
 - Heli Biz and Heli Taxi;
 - Air Whitsundays;
 - Whitsunday Regional Council;
 - State Local Member;
 - Mars Charters;
 - Fodico Marine Group;
 - Whitsundays Marketing and Development;
- Newsletter was sent to 140 stakeholders to provide input. Ten submissions were received which were predominately Government agencies (9) and also a tourism operator. The key matters were:
- Disaster management;
 - Emergency Response;
 - Opportunities for local businesses and workforce;
 - Health and wellbeing;
 - Gap Creek Dam and sewage treatment; and
 - Protection of the Great Barrier Reef Marine Park.

All of the above matters were addressed as part of the submission to the Co-Ordinator General

- Website – a webpage was established (now removed) which allowed for informal feedback and consultation.
- Public notification and community meetings

The above initial consultation resulted in changes to the project by:

- Removal of the safe harbour as part of the overall resort redevelopment; and
- Refinements to the location of the tourist villas, eco resort and glamping facilities to minimise the impacts on vegetation in particular the coastal vine tickets and grassland communities.

5.0 Stakeholder Analysis

A range of key stakeholders were identified as having an interest and influence over the Project during the planning, approval, design, construction and operation of the Project. Wellsmart acknowledges that involving the local community in the Project and keeping the local community informed about activities are important parts of any pre-construction program. Even those who are not directly affected by pre-construction may have an interest.

5.1 Who is a Stakeholder

For the purpose of this Project, a stakeholder is defined as anyone who (currently, or in the future):

- › Has an influence on the Project (including its process and outcomes)
- › Has an interest in the Project
- › Is directly impacted by the Project.

5.2 Key Stakeholders

5.2.1 Categorisation of Stakeholders

Not all stakeholder groups are homogenous and within each stakeholder group there will be varying levels of impact and interest. Preconstruction activities will also impact different stakeholders uniquely.

Wellsmart's stakeholder analysis has taken into account the level that individual stakeholders may be impacted by the proposed activities. This measure is detailed in Table 2.

Table 2: Categorisation of stakeholder impacts

Level of impact	Engagement approach	Description
High	Actively manage	Significant, repetitive, regular or frequent aspects of the project that will affect people's lives and lifestyles, such as excessive noise and dust. This may include landholders and neighbours.
Medium	Keep informed	Occasional, or regular but infrequent aspects of the project that may be partial or avoidable/manageable.
Low	Monitor	Infrequent and very occasional impacts of the project that will not affect the community's wellbeing.

Stakeholders and their level of interest may change as the Project progresses, depending on the impacts associated with each stage of design, construction or delivery. Table 3 below provides a list of specific stakeholders and their level of interest and impact at pre-construction.

Table 3: Analysis of stakeholders

Stakeholder Group	Name	Level of Impact	Level of Interest
Local community	General local community	Low	Low
Broader community	Tourism Queensland	Low	Low
	Tourism Whitsunday	Low	Low
	Mackay Chamber of Commerce	Low	Low
	Whitsunday Chamber of Commerce	Low	Low
Business and industry	Local business	Low	High
	Local industry	Low	High
Local government	Mackay Regional Council	High	High
	Whitsunday Regional Council	High	High

State government	The Office of Co-Ordinator General	High	High
	State Land Asset Management	High	High
	Queensland Parks and Wildlife	High	High
	Great Barrier Reef Marine Park Authority	High	High
	Department of Climate Change, Energy, the Environment and Water	High	High

5.3 Key Issues

Wellsmart is aware that members of the community are concerned about potential risks of the Project. Wellsmart understands the community and stakeholders will also be interested in measures and procedures for the proposed redevelopment and future construction. This Plan sets out steps that will be taken by Wellsmart to address these concerns and to keep the community and stakeholders informed of activity associated with the Project during the redevelopment and construction stages.

6.0 Communication and Engagement

6.1 How we will engage

Wellsmart is committed to providing information that is objective, balanced and communicated in easy to understand language, free of technical jargon.

6.1.1 Two way communication

Wellsmart actively seeks opportunities to engage with the community and seek their feedback. Feedback will be captured throughout the life of the project and recorded in the Project database. Set out below is how Wellsmart communicates with the community to let them know how their feedback has influenced or informed the project.

6.1.2 Communication activities

Communication and community engagement about the project, including pre-construction activities, has been and will be ongoing. Key communication activities will be identified to ensure that the community and stakeholders are consulted and informed about relevant proposed activities to reduce as far as possible:

- › Any intrusion and disruption to existing land use (primarily when the island is operational while other construction works occur on the island);
- › Minimise the risk of conflict;
- › Impacts on existing infrastructure and future development potential;
- › Cumulative impacts from development.

Outlined in Table 5 below are essential communication and engagement tools that will support the implementation of this Plan.

Wellsmart uses a number of methods to publish communication materials, including publishing all physical documents (newsletters, fact sheets) on the Project website. These are the relevant communication activities for the pre-construction phase of the Project.

Table 5: Communication and engagement tools

Tool	Description
Website	As a leading Tourism Operator around the world, Wellsmart will establish a webpage for the Project, with information about Wellsmart's commitment to sustainable development and ensuring the environment will be protected during the pre-construction phase and during constructions and operational phases. The website will host electronic copies of all Project collateral, including newsletters, fact sheets, construction notices and information about upcoming consultation activities, as well as the Project contact mechanisms and complaints resolution process.
Newsletters	Updated information will be provided through a bi-monthly or as required community newsletter, updating interested landowners, community members and key stakeholders on the latest developments of the Project. It will be distributed in electronic copy to any interested member who subscribes to the webpage.

Webpage	<p>A dedicated section will be provided on the webpage to provide opportunity for jobseekers and procurement opportunities for local businesses.</p> <p>This page will provide details of future tenders or expressions of interest for supply of good, materials, plant or labour.</p> <p>Local suppliers /job seekers will be given a higher consideration than resources from other regions, should they meet the key outcomes sought in the tender or expression of interest.</p> <p>Well Smart will also contact key support groups to ascertain their interest in providing resources or supplies for example: the Transformations Program have been contacted to provide personnel for landscaping work.</p>
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6.2 Roles and Responsibilities

This section contains information indicative of the roles and responsibilities to be fulfilled while implementing this Community Stakeholder Engagement Plan and for all construction stages of the project.

6.2.1 WS Management

WS Management is responsible for the following:

- Approve the CSEP for submission to the approver;
- Endorse the CSEP and any associated operational plans;
- Provide the required resources to ensure the delivery of the CSEP;
- Develop and support strategies to meet these objectives and targets;
- Encourage innovation in community engagement and ensure that initiatives are incorporated in the approach to project management and performance;
- Co-ordinate ongoing training in community engagement and ensure that initiatives are incorporated in the approach to project management and performance;
- Co-ordinate ongoing training in community engagement and Cultural engagement awareness in the approach to project management and performance;
- Develop and review documents for WS (e.g. reports, newsletters and procedures etc);
- Ensure compliance of activities with the CSEP;
- Maintain a compliant management system including communications with relevant community/stakeholders;

6.2.2 WS Project Managers/Supervisors

WP Project Managers/ Supervisors are responsible for the following:

- Implement the CSEP where relative to the area of responsibility;
- Participate in Training, Awareness and Inductions;
- Ensure compliance of activities with the CSEP;
- Implement WS approved plans and reports;
- Ensure all contactors undertake the Contractor Specific Site Induction;
- Incorporate Tool box talks and daily pre-start meetings;
- Ensure all complaints are logged into the complaints management system for attention;
- implement any project specific mitigation strategies as they arise from complaints or during pre-start meetings;

6.2.3 Contractor Site Inductions

Contractors to the site are responsible for:

- Attending a contractor specific site induction;
- Ensure a record of all inductions is maintained and provided weekly to WS Management;
- Undertake tool box talks, training and awareness;
- Toolbox talks are the method of raising awareness and educating personnel on issues related to aspects of construction including community and stakeholder engagement. The tool box tools are used to ensure community awareness continues throughout construction;
- Toolbox attendance is mandatory and attendees of toolbox talks are required to sign an attendance form and the records are maintained as part of the Induction and Training Register;
- Community issues to be considered for toolbox talks may include (but not limited to):
 - o Management of community enquiries;
 - o Complaints management requirements and processes;
 - o Adherence to working hours;
 - o Management of noisy works;
 - o Management of dusty works;
 - o Management of environmental impacts;
 - o General behavior on site; and
 - o Importance of good house keeping.

6.2.4 Daily Pre-Start Meetings

The pre-start meeting is a tool for informing the workforce of the days activities, safe work practices, environmental protection practices, work area restrictions, activities that may affect the works, coordination issues with other trades, hazards and other information that may be relevant to the days work.

Specifically, with regards to this CSEP, the daily pre-start forum can be used as an opportunity to discuss the following:

- activity look-ahead to ensure community and stakeholder sensitivities are accounted for in the work planning;
- discussion regarding work activities during forecast inclement weather and measures to be implemented to avoid mud/sediment tracking; and
- recent site observations/learnings with regards to community engagement.

6.3 Engagement Activities

6.3.1 Agency Reference Groups

Wellsmart has been engaging closely with an Agency Reference Group, including the Mackay Regional and Whitsunday Regional Councils.

These local Council's provide a tangible link to the local community, businesses, and customers and will be consulted on a regular basis. Building a relationship with the local Councils surrounding the Project area is important. Wellsmart will continue to develop existing relationships with the local Councils and exchange project specific information where appropriate.

6.4 Project Contact Mechanisms

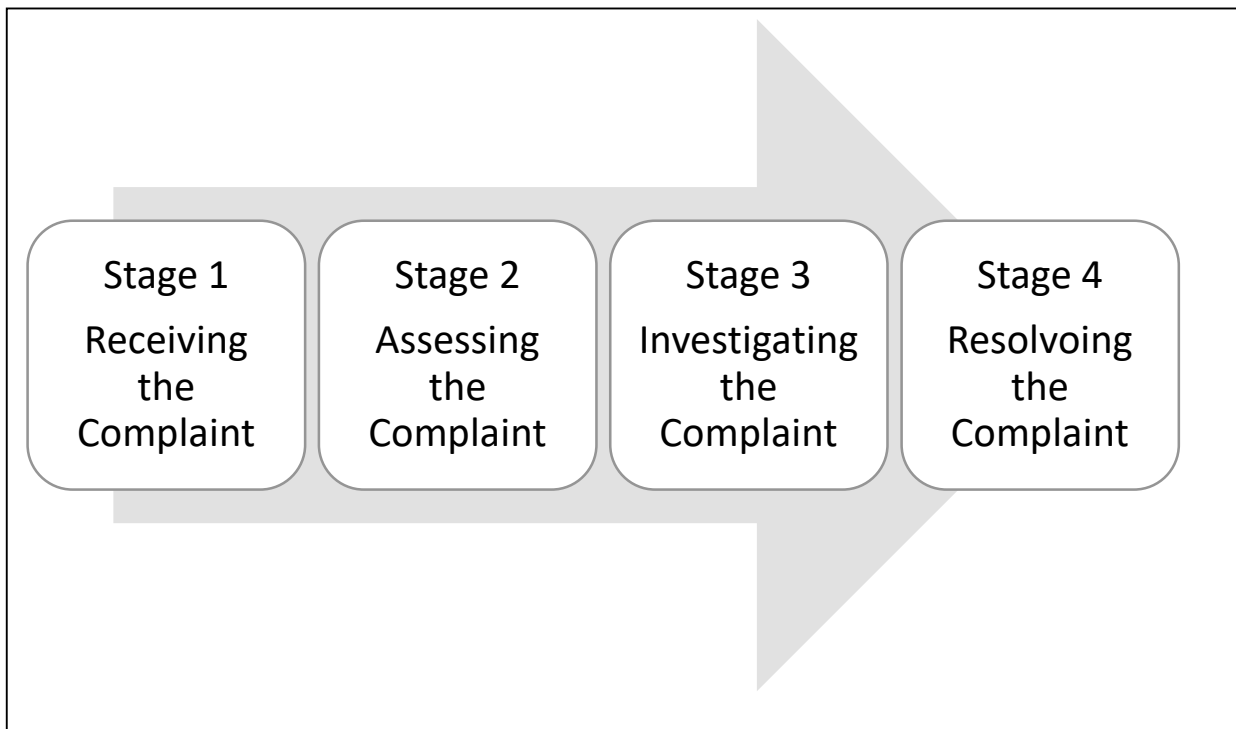
During the pre-construction phase, the following Project contact mechanisms will be established:

- > Free call 1800 number
- > Project email address
- > A reply paid PO Box Service.

Information collected through these contact points will be recorded in a consultation database and inform regular reporting.

6.5 Complaints and enquiries resolution

A complaints management system will be developed and implemented prior to the commencement of construction activities. The system will be maintained for the duration of construction activities.



6.5.1 Priority of Complaints

All complaints will be prioritised into the following categories:

Category 1 - High urgency high impact – accident/incident - matter of environmental harm;

Category 2 - High urgency low impact – potential accident/incident – matter of environmental harm;

Category 3 - Low urgency high impact – operational complaints;

Category 4 - Low urgency low impact – general dissatisfaction

6.5.2 Timeframes – Communications

The following provides the timeframe for assessment of complaints:

Category 1

All Category 1 complaints will be acknowledged within 5 hours of receipt.

Investigations into the complaint will occur instantly and as a matter of priority.

Key stakeholders will be notified of the complaint within 5 hours of receipt and confirm investigations are into the matter have commenced.

Key stakeholders will be advised of the outcome of the complaint including any necessary actions as a result of the matter within 12 hours.

The complainant will be advised of the outcome of the investigation and actions taken as a result of the complaint within 24 hours.

Category 2

All Category 2 complaints will be acknowledged within 8 hours of receipt.

Investigations into the complaint will occur instantly as a matter of priority.

Key stakeholders will be notified of the complaint within 8 hours of receipt and confirm investigations are into the matter have commenced.

Key stakeholders will be advised of the outcome of the complaint including any necessary actions as a result of the matter within 24 hours.

The complainant will be advised of the outcome of the investigation and actions taken as a result of the complaint within 24 hours.

Category 3

All enquiries / complaints relating to the construction activities will be responded to the next business day of being received and details logged into a stakeholder engagement database.

The complainant will be advised of the outcome and any mitigation strategies implemented as part of the investigation.

Category 4

If the enquiry or complaint is not about current activities the aim will be to respond or resolve the matter within 72 hours.

Email and letter enquiries shall be responded within five days of receipt of the correspondence.

In addition to the approach outlined above, newsletters and other documents will provide a simple explanation of how the community can provide feedback and/or make a complaint.

All complaints will be reviewed and considered for continuous improvement and mitigation strategies, where appropriate, change in work practices will be implemented into the induction process and the toolbox talks to ensure the change in practices is communicated to Employees and Contractors. The complainant/stakeholder will be advised of this change in work practice in response to their complaint.

Wellsmart will provide a number of Project contact mechanisms (Section 6.3) so that providing feedback on the Project is easy and accessible.

6.5.3 Unresolved complains and disputes

In the event that complaints are not resolved through the enquiry and complaints management process described above the following steps have been designed to progress dispute resolution. These steps are in accordance with the principles of the Australian Commercial Dispute Centre's Mediation Guidelines (the Mediation Guidelines).

1. Written notice of dispute

The complainant must write to the other party to give notice of the dispute and specify that they are using this dispute resolution procedure. The following details need to be included in the letter:

- › nature of dispute
- › outcome the complainant is seeking
- › what action the complainant believes will settle the dispute.

2. Direct negotiation between parties

The parties should attempt to resolve the dispute between themselves by meeting together. If the issues for discussion are of a technical nature, both parties may wish to invite technical experts.

3. Request for a mediator

If the dispute cannot be resolved within two weeks after notice of the dispute has been given, either party may ask Wellsmart to appoint a mediator.

4. Appointment of a mediator

If the parties to the dispute make a request, an independent Australian accredited mediator must be appointed within 14 days of the request.

5. Set mediation details

The mediator must decide:

- › how the mediation is to be undertaken (for example by video conference, telephone or meeting)
- › the time and place for mediation (usually at neutral premises)
- › the day that the mediation commences.

6. Mediation

When mediation is requested by either party, it becomes mandatory for both to attend the mediation and to try to resolve the dispute. Refusal to attend the mediation and/ or make a genuine attempt to resolve the dispute constitutes a breach of the Mediation Guidelines.

7. Agreement is reached or mediation is terminated

When an outcome is agreed to between the parties, the mediator will assist them in writing it down. The written record will normally be a binding contract. The mediator may terminate the mediation at any time if the mediator is satisfied that a resolution is not likely to occur.

6.5.4 Media

Media enquiries will be managed by Wellsmart. No Project members will be able to comment to the media on any issue related to the Project or Wellsmart without prior approval.

Media opportunities will be identified and planned in a proactive manner during the pre-construction, Construction and Operational phases of the Project.

6.5.5 Ministerial enquiries

Ministerial enquiries will be managed by Wellsmart.

7. Results and Evaluation

The performance and effectiveness of the community consultation and involvement activities undertaken during the pre-construction, construction and operational phases of the Project will be monitored regularly for effectiveness.

7.1 Maintaining Consultation Records

A record of all community engagement activities will be maintained in the stakeholder engagement database. Wellsmart staff and contractors will update the database, recording all contact with stakeholders, including enquiries, complaints and meetings. All actions will be documented.

7.2 Key Performance Indicators

The assessment of Key Performance Indicators (KPI's), detailed in Table 6, will assist in the evaluation of the success of this Plan.

Table 6: Key Performance Indicators

KPI	Method	Result
<p>Complaint Management Through effective and efficient response to complaints, community and stakeholder satisfaction will be maximised.</p>	<p>Based on consultation database records, complaints resolution will be scored on a scale of 1-10 based on the following:</p> <ul style="list-style-type: none"> • Initial response times to complaints (all complaints responded to within 4 hours (construction hours) and 8 hours (out of construction hours)) • All complaints resolved / closed out to the satisfaction of the stakeholder within 5 working days • No repeat complaints (same stakeholder, same issue only) • Follow up phone call to a sample of stakeholders bi-annually – checking that they were satisfied with the manner in which the complaint was dealt with. 	<p>Timely, accurate, effective response to community complaints will avoid repeat complaints, reduce or eliminate escalation and maximise community satisfaction with the program.</p>

8.0 Continuous Improvement

In order to achieve best practice, this Plan will be reviewed through a range of methods designed to achieve continuous improvement.

8.1 Reporting

There are a number of ways the Project team will formally and informally report on the Plan. These include:

- › A monthly report including stakeholder engagement statistics, issues and complaints;
- › A bi-annual Plan review, which will assess:
 - » The performance of the strategy against KPI's and objectives » The effectiveness of key messages;
 - » The status of existing and emerging issues;
 - » The nature and level of media coverage
 - » The level of stakeholder complaints
 - » The nature and level of stakeholder contacts (e.g. phone calls, face to face meetings, letters, emails, website usage, email registrations, information session attendances).
- › A continuous improvement report at the conclusion of each Project phase, identifying opportunities for improvement prior to the commencement of the next Project phase
- › Attendance at and verbal reporting at meetings regarding issues, contacts and complaints
- › Verbal reporting, on an as needed basis, for urgent issues or stakeholder contacts.

8.2 Evaluation

The strategy and implementation approach set out in this Plan will be reviewed biannually and at the conclusion of each Project phase, prior to the commencement of the next Project phase. Additionally, Wellsmart will complete quarterly assessments of the implementation of this strategy against the identified KPI's and objectives. The results of these assessments and the outcomes of regular reporting functions will be used to review and refine the plan.

9.0. Conclusion

The objectives of the consultation process during the pre-construction, construction and operational phases have been outlined in this Plan. This Plan will provide the basis for the development of detailed CEPs in future stages of the Project. The CEPs will provide further information regarding communications and engagement including how the community and stakeholders will be able to participate in certain outcomes for the Project and how to proactively engage with the community.