

Powerlink Queensland

Flinders Shire CSEP Implementation Plan

CopperString 2032

June 2024



COPPERSTRING 2032

CONTENTS

Introduction	3
Project context	6
Stakeholders	14
Risk management.....	20
Action plan	22
Key messages	27

DOCUMENT CONTROL

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Revision history

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Rev 1	01/07/2024	Updated in line with eastern alignment review

Introduction

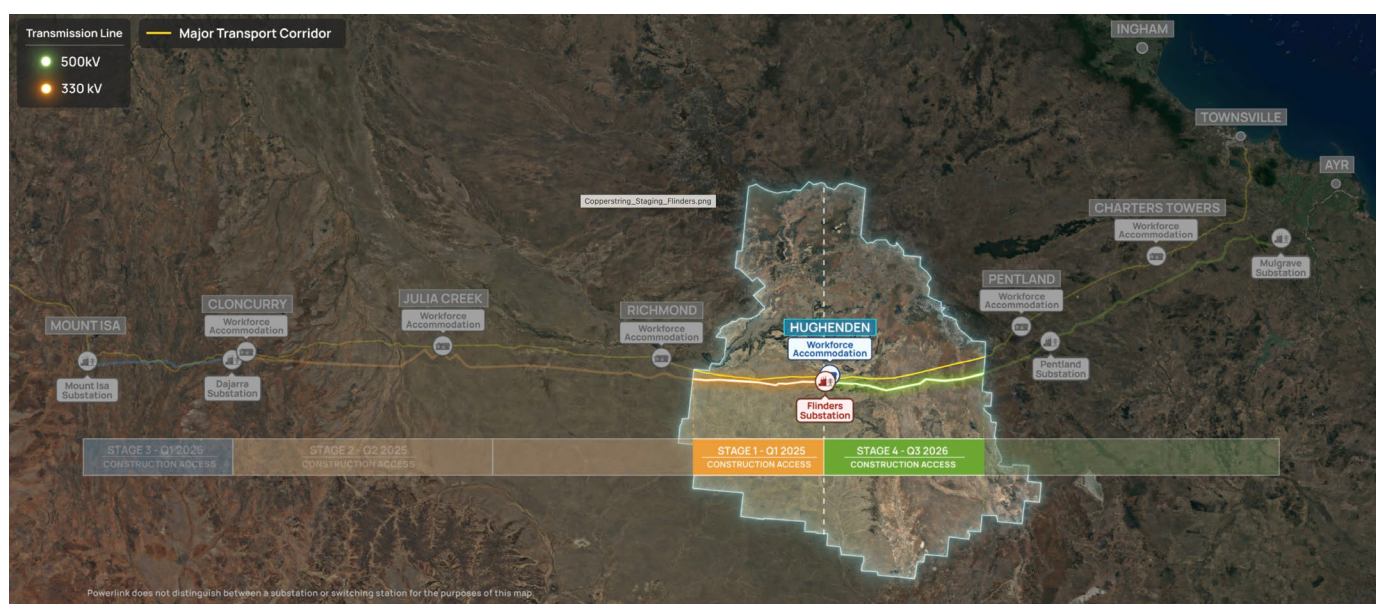
The Flinders Shire CSEP¹ Implementation Plan outlines communication and engagement activities designed to support the delivery of the project's preparatory and core transmission infrastructure in the Flinders Shire Local Government Area (LGA) including:

- Hughenden workforce accommodation and facilities (WAF)
- Flinders Substation
- ~86 kilometres (km) of 330 kilovolt (kV) transmission line
- ~90km of 500kV transmission line.

This plan is an appendix to the project wide CopperString 2032 CSEP and builds on previous engagement with Flinders Shire Council, Yirendali People, landholders, the community, local suppliers, and other key stakeholders to ensure opportunities for project participation are ongoing, genuine, timely and robust as the project transitions from planning to construction and beyond.

Flinders Shire is directly impacted by stages one and four of project delivery as indicated in Figure 1.

Figure 1: CopperString 2032 stages and infrastructure within the Flinders Shire



Note, this map is indicative of the existing alignment and does not reflect the eastern alignment review currently underway.

The Flinders Shire CSEP Implementation Plan aims to:

- provide works-specific approvals pathway and previous engagement context
- identify and analyse key stakeholders, including issues, approach, tools and tactics
- outline risks and associated mitigations
- detail an action plan and indicative timeframes for effective engagement with identified key stakeholders, as well as activity-specific key messages.

It will be updated in response to changed circumstances or increased knowledge of impacts, and/or project components commencing construction within the Flinders Shire.

¹ Communication and Stakeholder Engagement Plan



Objectives

The objectives of the Flinders Shire CSEP Implementation Plan are to:

- ensure information about preparatory and transmission infrastructure, including the approvals pathway and project timeline, is understood by those who are potentially affected and/or interested in the project
- ensure those potentially affected by and/or interested in the project have the opportunity to provide their feedback
- demonstrate to stakeholders how feedback has been, or will be, considered
- demonstrate a commitment to building long-term relationships with stakeholders based on trust and mutual respect
- record and report on feedback received and ensure it is considered by Powerlink and our Construction Contractor, including impact identification and measures for management and/or mitigation.

Preparatory infrastructure

As preparatory infrastructure, the Hughenden WAF needs to be built ahead of core infrastructure such as Flinders Substation and the transmission line to make sure our workforce can travel safely to and from site each day.

Hughenden WAF

Hughenden WAF is the first of six multi-purpose hubs proposed to be built along the corridor and is a major milestone as it signifies the start of CopperString 2032 construction.

Each hub will accommodate the construction workforce and store construction-related equipment and materials. Following approval to proceed, hubs will be built and managed by the project's construction contractor, the UGL CPB Contractors Joint Venture, for the life of the facility.

Originally proposed to be located on a site north of Hughenden on Flynn Street, the revised Hughenden WAF is proposed to be built on a site south of the main township on the Flinders Highway. This change is needed to mitigate potential flooding impacts and ensure the facility is fit-for-purpose. Both sites are owned by the Queensland Government and held in trust by Flinders Shire Council.

The revised Hughenden WAF includes:

- capacity for approximately 400 to 450 personnel (with a periodic peak of 550)
- accommodation and ancillary facilities including offices, meeting rooms, kitchen, laundry and areas for recreation for the workforce needed to build Flinders Substation and the transmission line
- a construction laydown area
- a vehicle washdown area and refuelling bay
- a concrete batching plant (note, this facility was planned to be constructed on adjoining land and is currently subject to further investigation due to stock route infrastructure restraints)
- a design life of approximately five years.

Figure 2 shows the previous (dark blue) site and proposed (orange) new site for Hughenden WAF. Figure 3 shows the anticipated delivery timeline for Hughenden WAF.

Figure 2: Aerial map of Hughenden WAF

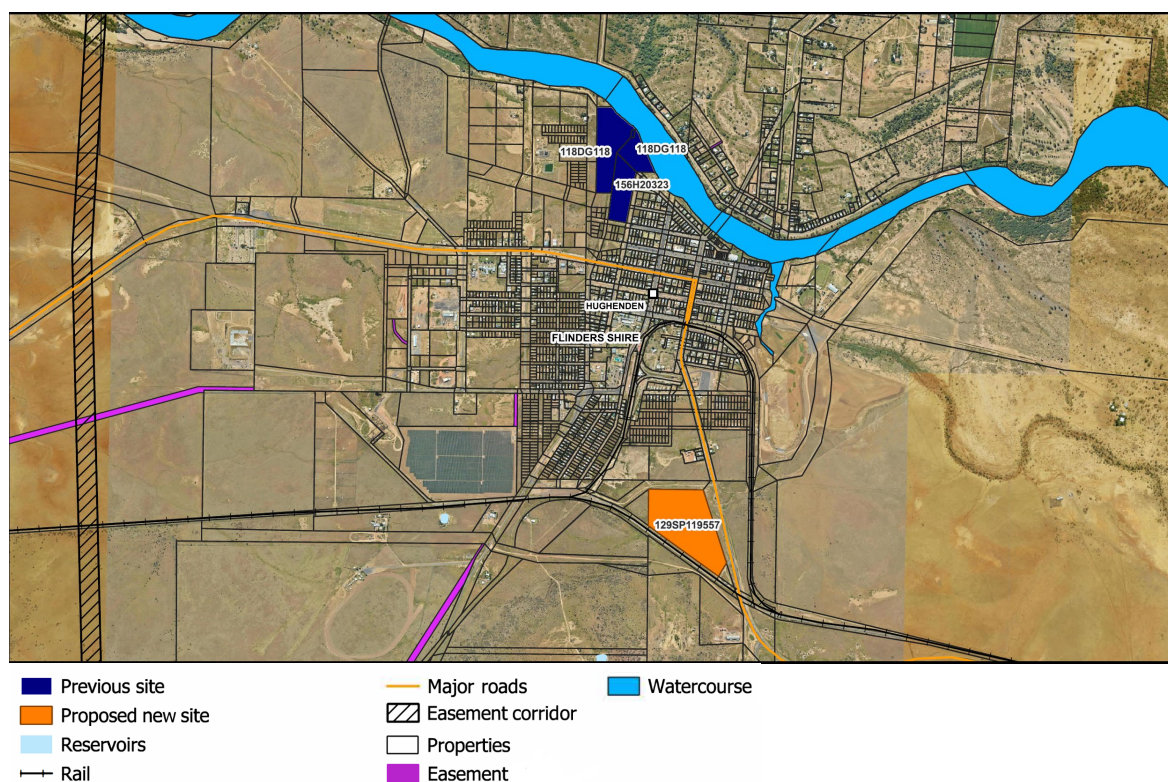


Figure 3: Hughenden WAF delivery timeline



Core transmission infrastructure

Core transmission infrastructure provides the backbone of CopperString 2032 and will be built in stages to ensure the team can start work on the shovel-ready sections of the project. Other sections which may require further detailed design or approvals will be built during later stages of the project.

Flinders Shire is directly impacted by core transmission infrastructure delivery during stages one and four of the project.

Stage one core transmission infrastructure applicable to Flinders Shire includes the construction of Flinders Substation and ~86km of 330kV transmission line.

The first section of 330kV transmission line will be built between Hughenden and Cloncurry and is expected to start in early 2025. Flinders Substation is anticipated to start construction in mid-2025 and be complete in late 2028.

Stage four core infrastructure applicable to Flinders Shire will include ~190km of 500kV transmission line.

This stage is expected to begin in late 2026 with the construction of the 500kV transmission line from Hughenden east. Further detail on core infrastructure will be added to this plan as the project progresses.

Project context

About Flinders Shire

Building on the demographic profile outlined in the overarching CopperString 2032 CSEP, the Flinders Shire is situated approximately mid-way between the cities of Townsville and Mount Isa and includes the following townships:

- Hughenden
- Prairie
- Torrens Creek
- Stamford.

Hughenden is the largest of these townships and has a population of approximately 1,500 people.

The Flinders Shire economy is driven by agriculture. This heavy reliance means fluctuations in the market conditions for beef, and seasonal climatic fluctuations, have significant effects on the local economy and community.

Like many regional communities, the Flinders Shire population is aging. This means an increasing need for health and community services that are traditionally challenging to provide in regional and remote locations. An aging population also means a decline in the working-age population.

While it is important to acknowledge these challenges, Flinders Shire Council's vision for the region is 'a place of discovery, opportunity and lifestyle' and they are active in their pursuit of this. According to the *Flinders Shire Council Corporate Plan 2023-2028*, strategic priorities for the region include:

- developing new industries including agriculture, high-value tourism, road freight, health services and large-scale renewable energy generation
- supporting population growth
- delivering catalytic infrastructure to support the diversification of the local economy and increase job opportunities
- a protected and productive natural environment.

Flinders Renewable Energy Zone

Hughenden is geographically significant to Flinders Renewable Energy Zone (REZ) which has the potential to be Australia's largest REZ. As a result, Flinders Shire is poised to experience transformational growth and development and Powerlink is in a position to support this.

The renewable energy industry is growing at a rapid pace as the world moves to cut emissions as part of a decarbonising global economy. REZs will be a key tool for ensuring this transformation is coordinated and provides positive outcomes for developers, communities, and other stakeholders.

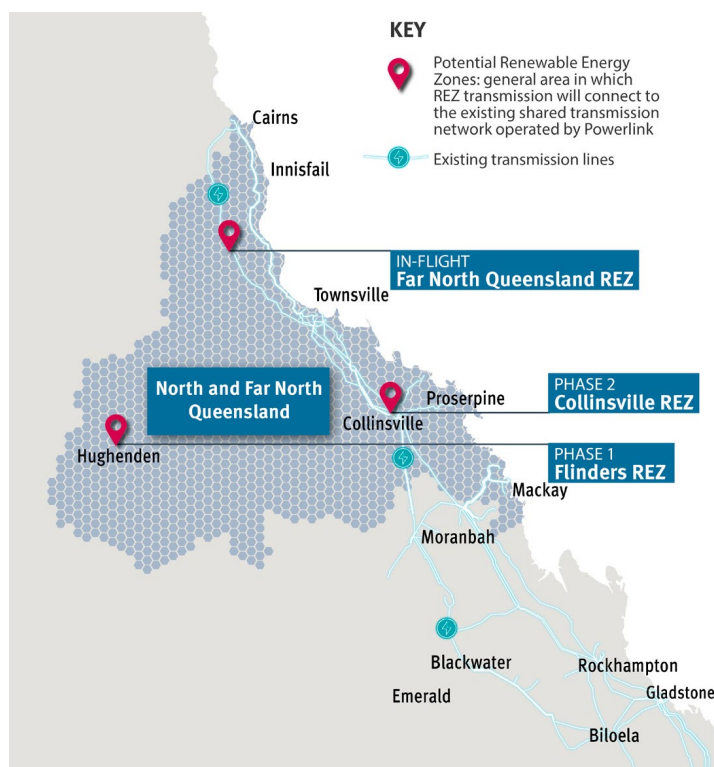
The Queensland Government, working with Powerlink, identified 12 potential REZs across Southern, Central and Northern Queensland regions, including Flinders REZ near Hughenden. The indicative location, size, and timing of the REZs indicated in Figure 4 are based on developer interest, analysis of available network capacity, renewable resources, and land use.

North Queensland offers rich renewable energy resources, with the potential to help the state reduce its emissions and continue to protect the natural environment.

CopperString 2032 is set to open up the resource-rich Hughenden region for new renewable development and connect the North West Minerals Province to the grid, powering critical minerals industry opportunities.

This energy transformation will help drive growth and new opportunities across the region, and greater coordination of development will also ensure a smaller footprint of energy infrastructure.

Figure 4: North and Far North Queensland REZs



Statutory approvals

In September 2022, the Queensland Coordinator-General published an evaluation report on the project's Environmental Impact Statement (EIS) determining the project could proceed, subject to conditions, and was referred to the Australian Government for approval.

In November 2022, a delegate for the Australian Minister for the Environment and Water approved the 'CopperString Transmission Line Project' as a controlled action under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act), subject to conditions.

Since Powerlink became responsible for project delivery on behalf of the Queensland Government in March 2023, the team has worked to refine the project's design and delivery.

This includes increased transmission line voltage of 500kV between just south of Townsville and Hughenden to facilitate access to renewable generation in the Flinders REZ and additional assessment of the Hughenden WAF under the [application for project change](#) process administered by the Queensland Coordinator-General.

A properly made application for project change for Hughenden WAF was submitted to the Office of the Coordinator-General on 1 March 2024 and included:

- a description of the proposed change and its effect on the project
- the reasons for the proposed change
- adequate material to enable the Coordinator-General to evaluate the environmental impacts of the proposed change.

The Coordinator-General determined additional consultation was required on the change application and submissions were invited from the public and government agencies between 18 March 2024 and 12 April 2024. Powerlink supported this public consultation period with activities outlined in the 'Previous engagement' section.

Works regulation amendment

Powerlink requested that the Coordinator-General recommend to the Minister for State Development and Infrastructure, and Governor in Council, that Hughenden WAF works proceed under a works regulations amendment.

Under the *State Development and Public Works Organisation Act 1971* (SDPWO Act), a [works regulation](#) may be made that directs a local body – which includes Government Owned Corporations such as Powerlink – and/or the Coordinator-General to undertake works.

A timeframe for the commencement or completion of works may be specified in the regulation. If there is no timeframe given, works must be undertaken as soon as practicable.

Ministerial Infrastructure Designation

Core transmission infrastructure located within the Flinders Shire, including the Flinders Substation and transmission line on either side of the substation will be assessed through the [Ministerial Infrastructure Designation](#) (MID) process.

This process is managed by the Department of Housing, Local Government, Planning and Public Works with input from other government agencies.

We expect to lodge several MID proposals and have undertaken preliminary engagement with impacted landholders, communities and other stakeholders to ensure anyone with an interest in the project is given an opportunity to provide initial feedback before proposals are lodged.

The two MID proposals applicable to the Flinders Shire include submissions which relate to the approval and subsequent construction of:

- ~200km of 330kV transmission line and Flinders Substation
- ~360km 500kV line, Pentland Substation, Charters Towers Substation, Mulgrave Substation, Pentland workforce accommodation and facilities, and Charters Towers workforce accommodation and facilities.

Note, these proposals include the full scope of stage one and stage four project delivery.

Following lodgement of each MID proposal, the Minister for Housing, Local Government and Planning and Minister for Public Works will initiate consultation by writing to relevant local governments and impacted landholders to invite submissions.

During this time, Powerlink will also undertake public consultation with landholders, community members and other key stakeholders to share project information and how to make a submission to the Department of Housing, Local Government, Planning and Public Works.

Previous engagement

Engagement undertaken to date with key stakeholders and local communities within the Flinders Shire is outlined below.

Flinders Shire Council

Local councils along the CopperString 2032 corridor have clearly stated that detailed planning and sufficient lead time is critical to enabling improvements to sewerage, waste management and water services.

Since taking responsibility for the project in early 2023, Powerlink has worked closely with Flinders Shire Council on planning for workforce accommodation and associated construction requirements.

To support this, regular meetings were established with Flinders Shire Council and CopperString 2032 project representatives to ensure consistent two-way communication.

Table 1 outlines feedback received from Flinders Shire Council representatives. It is grouped by theme and includes immediate and ongoing actions.

Table 1: Flinders Shire Council feedback and actions

Theme	What we heard	Our commitments
Water and wastewater	▪ Council's water security project (Hughenden Offstream Water Storage) is 50% funded by the Queensland Government, with Australian Government support to be confirmed. ▪ Water security and wastewater connections are of concern to Council.	▪ We will consider applications made by Council regarding contributions to the water security project should Australian Government support not be forthcoming. ▪ We will work with Council to discuss water and wastewater connections for proposed housing development.
Road upgrades and traffic impacts	▪ Council would like the condition of the Flinders Highway to be improved to enable higher vehicle movements and larger loads into the region. ▪ Council recommended the sealed road into the proposed WAF be via Flinders Highway and Type 3 Road Train compliant.	▪ We are working closely with the Department of State Development and Infrastructure, and regularly briefing a Queensland Government agency forum including the Department of Transport and Main Roads, Queensland Rail, and representatives from emergency services, health, training and education on project development, timing and likely needs. ▪ We will seal the access road to and beyond the WAF to connect to the existing local road network at McLay Street.
Legacy and community infrastructure	▪ Council has a strong view on the project leaving a positive legacy – i.e. community investment, sustainable housing for growth. ▪ Council has identified the following community infrastructure opportunities as part of their master-planning – lake upgrades including a new water park, play areas, BBQ facilities, Hughenden memorial pool, aerodrome capacity. ▪ A key priority for Council is population retention and growth, including establishing access to tertiary education through a Country Universities Centre (CUC) in Hughenden. ▪ Biosecurity is critical to the region. ▪ Telecommunications capacity improvements are needed. ▪ The capacity of Hughenden waste facility needs to be improved.	▪ We are working with Council representatives to understand what's important from a legacy perspective. Through ongoing engagement, Council will have the opportunity to identify, discuss and progress community infrastructure legacy opportunities. ▪ We will work with Council to provide project information which will support business cases or funding applications to other government departments with the aim of supporting community infrastructure and broader community benefit outcomes. ▪ We are exploring opportunities for semi-permanent housing to be built in Hughenden for key Powerlink project staff that can be transitioned from the project to the community. ▪ We will develop a list of potential community investment opportunities which align with Council priorities. These will be reviewed and progressed with consideration given to joint contributions from other proponents in the renewable energy space. ▪ We are looking into how we might support Council in their proposal for a CUC based on Powerlink's support of CUC establishment in other regions.

Theme	What we heard	Our commitments
		▪ In addition to washdown facilities and biosecurity measures being incorporated into the design of the WAF, we will consider legacy infrastructure of this nature. ▪ We will support improved community and economic outcomes through the staged delivery of the SuperGrid Telecommunications Program alongside Queensland Capacity Network. ▪ We will continue to discuss supporting Council's aspirations to improve the capacity of the Hughenden waste facility. ▪ We will explore opportunities for partial retention of the workforce accommodation and facilities for future Council/community use.
Local participation	▪ Council has the capability and capacity to deliver work in the region. This includes works related to road construction and maintenance, concrete works, concrete supply, water and wastewater truck infrastructure and services, as well as ongoing inspection and maintenance services. ▪ Council advised that while the community are aware of and have little concern about workforce accommodation, they want to know how the project will support small business throughout the project. ▪ Small businesses are feeling 'sized-out' of the procurement process and felt overwhelmed by the process and language used.	▪ We are likely to engage Council and its local supplier panel to undertake local civil works and road upgrades following a request for proposal to respond to the project's initial package of works. ▪ We are working with the UGL CPB Contractors Joint Venture to break down packages into smaller components suitable for local involvement. ▪ We have hosted additional information sessions and opportunities for businesses to register their interest in recent months that build on the project's local and Indigenous supplier roadshow in late 2023. ▪ We will engage with local and Indigenous businesses and clearly communicate opportunities for involvement. ▪ We will support supplier capability and capacity building in Flinders Shire through the project's supplier development program which aims to prepare suppliers for CopperString 2032 and future procurement opportunities in the region. ▪ We will work with Council to facilitate information sharing and inclusive activities. ▪ We will support local supply chain information sharing and participation as an active member of the Hughenden Chamber of Commerce.

Theme	What we heard	Our commitments
Relocation of workforce accommodation site	Council supports a new location for Hughenden workforce accommodation and identified alternative sites which mitigate issues of potential flooding and increased workforce size.	We will continue to consult with Council, landholders and other key stakeholders on site options, opportunities, and constraints.
Indigenous participation	Council expressed the need for the project to support First Nations benefits.	- We are engaging directly with Traditional Owner group, the Yirendali People. - We have developed an Indigenous Participation Plan which seeks to drive positive outcomes and ensure opportunities for involvement in CopperString 2032 are maximised. - We will work with our Construction Contractor to support increased job and supply opportunities for Indigenous jobseekers and businesses. - We will consider legacy-building activities which support Yirendali culture and heritage.
Community and landholder engagement	- Council advised a personal approach to communication and engagement is well-received in Hughenden and surrounds. - Information needs to be accessible and easy to understand.	- We will letterbox drop information and undertake 1:1 engagement as required with landholders and residents impacted by Hughenden WAF and other project infrastructure. - We will share information on project activities and opportunities for involvement in advance through established and trusted mechanisms such as the Flinders Post and community Facebook groups. - We will continue to host community drop-in information sessions in Hughenden to share project information and answer questions. - We installed a temporary static display at the Flinders Shire Public Library to ensure the community and other key stakeholders have convenient access to project information during the project's application for change public consultation period.

Yirendali People

Powerlink acknowledges and respects the ongoing connection of Aboriginal and Torres Strait Islander peoples to their traditional lands. We respect the communities in which we work and their cultural heritage values. Our priority is to ensure we avoid or minimise harm to cultural heritage when acquiring easements or land to build our transmission assets.

The Yirendali People have occupied the upper Flinders River area for approximately 11,000 years and are the Registered Aboriginal Party for Hughenden.

Powerlink is engaging with representatives of the Yirendali People regarding cultural heritage, Native Title and Indigenous participation, and a formal Cultural Heritage Management Plan (CHMP) has been established. As part of the CHMP process, cultural heritage surveys were undertaken and finds within the acquisition area recorded and managed. We will continue to work with the Yirendali People as the project progresses.

Table 2 outlines feedback received to date during engagement with Yirendali People representatives. It is grouped by theme and includes immediate and ongoing actions.

Table 2: Yirendali People feedback and actions

Theme	What we heard	Our commitments
Legacy and cultural heritage	- Yirendali have no presence on Country, with the closest representative based in Mount Isa and the majority displaced to Cherbourg. This creates a strain on resourcing cultural heritage activities. - Yirendali want to establish an economic and cultural presence on Country through the construction of a Yirendali Cultural Centre and other ventures.	- We will consider all opportunities to support the legacy aims of the Yirendali People and will work in partnership to progress opportunities such as the establishment of a cultural heritage artefacts storage area to safely store materials for viewing and processing, and the production of a Yirendali language book. - We will work with the Yirendali People to put forward Yirendali place names for relevant project infrastructure, such as the Flinders Substation.
Indigenous participation	While Yirendali support the concept of the project's Indigenous Participation Plan, it has little relevance due to their lack of presence in the area.	We will continue to work with Yirendali representatives to create meaningful opportunities for participation and determine legacy outcomes. This includes the delivery of face-to-face cultural awareness training with key project personnel and inductions for our broader Hughenden-based workforce.

Landholders

There are 17 project-impacted landholders who own 26 land parcels of land within the Flinders Shire.

Each landholder has a dedicated Landholder Relations Advisor who is currently negotiating options agreements and facilitating access to properties where there is an agreement in place.

All activities are undertaken in accordance with agreed property entry conditions and Powerlink's [Land Access Protocol \(LAP\)](#) to ensure we uphold effective working relationships with our landholders.

Landholder engagement, including access negotiation and questions and concerns relating to project design, will continue to be undertaken via the project's Landholder Relations team as the primary point of contact and in collaboration with the project team.

Table 3 outlines the total number of LAPs negotiated, options agreements in place and land access requests submitted to date.

Table 3: Flinders Shire landholder reporting

Landholder activity	Number
LAPs negotiated	16 (of 17)
Options agreements in place	16 (of 17)
Land access requests submitted	45

As of 7 June 2024, consent has been granted to undertake property valuations, with easement negotiations continuing with the remaining landholder.

Broader community

In addition to meetings and briefings with Council, Traditional Owner representatives and landholders, a range of communication and engagement activities were undertaken with the broader Flinders Shire community and local businesses between August 2023 and May 2024.

These included:

- three community information drop-in sessions and a static display in Hughenden to introduce Powerlink and the project team, provide an update on project progress, including the approvals process, and to ensure accessible opportunities to gather information and provide feedback
- an industry briefing session to share information about opportunities for involvement and procurement and to introduce the local supply chain to our delivery partner
- a co-hosted industry breakfast event with the Hughenden Chamber of Commerce, of which we are a member, to share project information and give local businesses a platform to speak with the project team and our delivery partners directly

The activities listed above were supported by:

- broad distribution of project updates via email and hard copies at information sessions, council chambers and the public library
- project advertising in the local paper and through established community channels to advise of upcoming opportunities for involvement
- geo-targeted social media campaigns to share information and details of information sessions
- project webpage updates specific to Flinders Shire and associated notification to registered users
- posters and flyers
- maps
- project visualisations and imagery.

Utility providers

Effective management of impacts to essential services such as water, electricity, sewerage, and telecommunications plays an important role within the project's communication and stakeholder engagement context. We will continue to engage with utility providers as appropriate.

In addition, permits to work will be managed through the Construction Contractor's construction and community engagement teams, with any interruptions to services captured within the works notification process noted in the CopperString 2032 CSEP.

Stakeholders

Table 4 summarises stakeholder groups relevant to project planning, delivery and operations within the Flinders Shire. These groups are consistent with the overarching CopperString 2032 CSEP and stakeholder mapping.

Table 4: Stakeholders, issues and approach, and identified tools and tactics

Stakeholder group	Interests	Approach	Tools and tactics
Primary regulatory authorities and Australian Government departments - Australian Department of Climate Change, Energy the Environment and Water (DCCEEW) - Queensland Office of the Coordinator-General - Department of Housing, Local Government, Planning and Public Works	- Environmental approvals - Statutory approval compliance - Implementation of SIMP and CSEP - Ministerial Infrastructure Designation (MID) process	- Establish strong relationships to leverage project opportunities - Establish and maintain regular, proactive and two-way communication with relevant feedback loop in place	1:1 meetings and briefings - Regular communication in-person and online
Other Australian Government departments and agencies - Department of Employment and Workplace Relations - National Indigenous Australians Agency - Workforce Australia	- Legislation implementation - Indigenous participation - Employment and business opportunities	- Establish strong relationships to leverage project opportunities - Establish and maintain regular, proactive and two-way communication with relevant feedback loop in place	- Meetings and briefings - Working groups - Co-designed engagement activities
Other Queensland Government departments and agencies - Department of Agriculture and Fisheries - Department of Energy and Climate - Department of Environment, Science and Innovation - Department of Premier & Cabinet - Department of Regional Development, Manufacturing and Water	- Legislation implementation - Indigenous participation - Employment and business opportunities - Water security - Regional development - Environmental matters - Planning and public works - Impacts to utilities, roads and rail infrastructure - Community health and wellbeing	- Establish strong relationships to leverage project opportunities - Establish and maintain regular, proactive and two-way communication with relevant feedback loop in place	- Meetings and briefings - Working groups - Co-designed engagement activities - Combined state agency forums

Stakeholder group	Interests	Approach	Tools and tactics
- Department of Resources - Department of State Development and Infrastructure - Department of Transport & Main Roads - Ergon Energy - Manufacturing Skills Queensland - Queensland Ambulance Service - Queensland Department - Queensland Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts - Queensland Fire & Rescue Service - Queensland Health – Hughenden Multipurpose Health Service - Queensland Police Service - Queensland Rail	- Impacts on health and emergency services - Safety - Construction and operational impacts		
State and Federal elected representatives - The Hon Robbie Katter, Member for Traeger (State) - The Hon Bob Katter, Member for Kennedy (Federal)	- Portfolio and constituent impacts and opportunities - Potential escalation point for landholders, community members and other key stakeholders	Maintain regular communication and engagement through Government Relations team	1:1 meetings and briefings
Local government - Flinders Shire Mayor - Flinders Shire Councillors and CEO - Flinders Shire Council operational representatives and support services - Western Queensland Alliance of Councils - North West Queensland Regional Organisation of Councils	- Legacy infrastructure - Community investment - Local supply chain and industry participation - Biosecurity - Water - Sewerage - Jobs and economic development - Impacts to utilities	- Early engagement on issues and opportunities to ensure community needs and legacy items are considered - Establish and maintain regular, proactive and two-way communication with relevant	1:1 meetings and briefings - Working groups - Workshops - Joint decision-making - Project updates

Stakeholder group	Interests	Approach	Tools and tactics
	Local roads – impacts and upgrades	feedback loop in place	
Traditional Owners Yirendali People	- Indigenous participation - Economic benefits - Cultural Heritage - Native Title - Environmental impacts on Country - Genuine pathway into project	- Establish strong relationships to leverage project opportunities - Maintain regular communication and engagement through Property Project and Indigenous Partnerships teams - Support the communication and engagement needs of the Indigenous Participation Plan which covers employment and training, supply chain and procurement, cultural heritage and opportunities for legacy-building	- Meetings and briefings - Joint decision-making - Walks on Country - Cultural awareness training - Supply chain and job-seeker capability and capacity development and training - Jobseeker platforms - Traditional Owner input into naming of relevant project infrastructure
Directly impacted landholders	- Land access - Local roads impacts - Compensation - Acquisition - Visual amenity - Transmission infrastructure impacts - Construction impacts - Operational impacts	- Maintain regular communication and engagement through dedicated and consistent relationship manager in Landholder Relations team - Build relationships through nominated Powerlink personnel to establish two-way communication, build trust and facilitate early	1:1 engagement - Regular meetings (in-person or via phone) - Consistent Landholder Relations relationship manager - Land Access Protocols - Options Agreements - Works notifications - Project updates

Stakeholder group	Interests	Approach	Tools and tactics
		resolution of emerging issues	
Local businesses, supply chain and job seekers, including Aboriginal and Torres Strait Islander people - Registered local businesses (project supplier register, Industry Capability Network) - Local businesses who have not yet registered - All job seekers	- Skills development - Supply chain development - Jobs - Labour draw impacts - Sustainable economic development	- Ensure clear and consistent messaging to potential subcontractors and suppliers regarding project opportunities and procurement processes - Provide opportunities for capability and capacity growth	- Information sessions - Workshops - Training - Industry events - Jobseeker platforms - Supplier development program - Project updates
Industry, service providers and advocacy bodies - Hughenden Chamber of Commerce - Mount Isa to Townsville Economic Zone (MITEZ) - Townsville Enterprise Limited (TEL) - Northern Renewables Coordination Group (NRCG) - CopperString 2032 Regional Reference Group (RRG) - Regional Development Australia Townsville and North West Queensland - RSL Queensland - Townsville Multicultural Support Group - Energy Skills Queensland - HOME Pty Ltd (formerly Jangga Operations) - Aurizon - HIPCo - Windlab - Telstra - Queensland Capacity Network	- Regional environmental impacts and issues - Renewable energy supply - Local business and supply chain involvement - Cumulative impacts - Liveability - Capability and capacity building - Sustainable economic development - Impacts to and opportunities for enhanced telecommunications	- Establish strong relationships to leverage project opportunities - Establish and maintain regular, proactive and two-way communication with relevant feedback loop in place - Utilise existing communication channels to extend reach of project communication and engagement activities	- Meetings and briefings - Collateral sharing and social media tagging - Industry events - Project updates

Stakeholder group	Interests	Approach	Tools and tactics
Local schools and community groups ▪ Cameron Downs State School ▪ Flinders Discovery Centre ▪ Hughenden Bowls Club ▪ Hughenden Hammerheads Swim Club ▪ Hughenden Jockey Club ▪ Hughenden Kindergarten and Early Childhood Centre ▪ Hughenden Netball Association ▪ Hughenden Post Office ▪ Hughenden Railway Social Club ▪ Hughenden Rugby Sevens ▪ Hughenden Show Society ▪ Hughenden State School ▪ Hughenden Touch Club Inc. ▪ Northwest Equestrian Group ▪ Oakley Amateur Picnic Race Club ▪ Prairie Jockey Club ▪ Prairie State School ▪ Prospect Community Services ▪ Rural Fire Service ▪ Sporting Shooters Association of Australia Hughenden Branch ▪ St Francis Catholic School Hughenden ▪ Stamford Jockey Club ▪ Stamford Sports Club ▪ Torrens Creek Golf Club	▪ Community benefits ▪ Sponsorships and partnerships	▪ Maintain regular communication and engagement through Community Relations team ▪ Proactively identify opportunities to engage or to provide benefit to local community organisations	▪ Meetings and briefings (in-person or online), as required ▪ Presentations ▪ In-kind or in-person support for community-based activities as a 'good neighbour' /community benefits initiatives ▪ Attendance at and participation in community events ▪ CopperString 2032 Community Grants Program ▪ Project updates ▪ 1800 number ▪ Project email ▪ Project webpage
Adjacent landholders and residents	▪ Local roads impacts ▪ Visual amenity ▪ Construction impacts ▪ Operational impacts	▪ Provide clear communication of project progress. ▪ Ensure project communication channels are	▪ Meetings (in-person or over the phone), as required ▪ Door-knocking ▪ Letterbox drop

Stakeholder group	Interests	Approach	Tools and tactics
		known and the project team is easily accessible. - Gather feedback and provide timely responses to enquiries. - Employ proactive issues management and communications activities to mitigate and/or counteract potential concerns.	- Works notifications - Project updates 1800 number - Project email - Project webpage
Broader community and all other stakeholders - Local accommodation providers - Flinders Discovery Centre - All residents in the communities across the Flinders Shire	- Opportunities for project participation and feedback - Sponsorships and partnerships - Construction impacts - Operational impacts	- Communicate via various channels to raise awareness of the project, upcoming activities and opportunities to provide feedback. - Provide various feedback methods to enable stakeholders and communities to easily access information and participate. - Information sessions to provide an opportunity for the community to meet the team and ask questions	- Information sessions - Fact sheets - Signage and posters - Advertisements in local publications and community social media groups - Project updates 1800 number - Project email - Project webpage

Risk management

Table 5 outlines risks and proposed mitigation measures specific to Flinders Shire communication and engagement.

Risks will be assessed in accordance with Powerlink's risk assessment matrix checklist and managed in accordance with the CopperString 2032 CSEP and associated management protocols.

We will be diligent in our recording and reporting of communication and engagement activities throughout project delivery, and ensure opportunities are identified and risks are brought to the attention of project leadership for management and/or mitigation.

Table 5: Flinders Shire communication and engagement risks and proposed mitigation

Risk	Proposed mitigation/s
Lack of awareness of Hughenden WAF and its potential impacts	- Engage early and often, particularly with those who are directly impacted and adjacent to the WAF, and maintain open lines of communication - Promote mechanisms for project information and how to speak with and provide feedback to the project team - Undertake regular briefings with key stakeholders
Lack of understanding of project construction sequencing and associated approvals	- Broadly share project staging maps and visual tools alongside clear and easy-to-understand key messaging about the rationale for and benefits of project construction sequencing - Broadly share messaging and communication materials to explain the approvals process, including status and opportunities to provide feedback - Ensure the community and key stakeholders know how they can get in touch with the project team to seek information and have questions answered
Perceived lack of benefits to Flinders Shire and local supply chain results in negative sentiment	- Broad promotion of CopperString 2032 Community Grants Program - Key messages - Share local success and good news stories to demonstrate tangible benefits - Implement supplier development program and communicate results - Build trust and rapport through transparent and responsive engagement - Monitor and report on issues raised and close the feedback loop
Engagement fatigue due to long history of project and delivery timeline	- Clear and consistent messaging at each phase of project delivery to show progress and build understanding - Leverage project communication and engagement activities to share benefits and opportunities, and create excitement and anticipation - Engage genuinely with community and key stakeholders to establish and maintain relationships - Use relationship management tool to track and report on all communication and engagement and monitor sentiment

Risk	Proposed mitigation/s
Inadequate planning for stakeholder engagement activities	▪ Undertake both desktop and on-ground stakeholder analysis and continue to refine activities based on feedback ▪ Design and deliver communication and engagement activities that meet the needs of stakeholders ▪ Ensure clear roles and responsibilities for communication and engagement activities, including adequate resourcing ▪ Use relationship management tool to track
Construction and operational activities within the Flinders Shire impact Powerlink and project reputation	▪ Work with delivery partners to ensure adherence to communication and engagement management plans and minimise impacts ▪ Communicate roles and responsibilities of Powerlink and delivery partners and feedback channels ▪ Clear and consistent messaging ▪ Build strong relationships that outweigh potential impacts
Breakdown in communication between key stakeholders such as Flinders Shire Council and Yirendali People damages project reputation or impacts on project approvals	▪ Establish clear protocols and procedures for activities including procurement, site access, and cultural heritage between all relevant stakeholders ▪ Communicate protocols and procedures with relevant stakeholders early and commit to upholding these throughout project delivery ▪ If a non-conformance occurs, be transparent and commit to an investigation and process review to minimise the risk of reoccurrence

Action plan

The action plan indicated in Table 6 summarises engagement activities that will be undertaken within the Flinders Shire and will be refined in line with statutory approvals, project progress and stakeholder feedback.

Activities build on previous engagement with Flinders Shire Council, Yirendali People, landholders, and other key stakeholders and will align with the principles, roles and responsibilities, and policies and procedures outlined in the CopperString 2032 CSEP.

Table 6: Flinders Shire communication and engagement action plan

Action	Responsibility	Stakeholder group/s	Indicative tools and tactics	Timeframe
Establish project webpage and feedback channels to facilitate broad information sharing and two-way communication	Communication & Stakeholder Relations	All	▪ Webpage ▪ Feedback form ▪ 1800 number ▪ Project email	▪ Statutory approvals ▪ Pre-construction (including early works) ▪ Construction ▪ Operations ▪ Decommissioning (legacy)
Engage with impacted and adjacent landholders and monitor impacts	Landholder Relations	Landholders	▪ 1:1 meetings ▪ Phone calls and emails ▪ Door-knocking ▪ Land Access Protocols ▪ Maps and visualisations ▪ Works notifications	▪ Statutory approvals ▪ Pre-construction (including early works) ▪ Construction ▪ Operations
Engage with local and Aboriginal and Torres Strait Islander business community and job seekers to support opportunities for involvement	Communication & Stakeholder Relations Indigenous Partnerships	Local businesses, supply chain and job seekers	▪ Forums and events ▪ Local Economic Participation Plan ▪ Indigenous Participation Plan	▪ Statutory approvals ▪ Pre-construction (including early works) ▪ Construction ▪ Operations

Action	Responsibility	Stakeholder group/s	Indicative tools and tactics	Timeframe
			▪ Jobseeker platforms ▪ Supplier development program	
Establish and maintain respectful and transparent relationship with Yirendali People	Indigenous Partnerships Communication & Stakeholder Relations	Traditional Owners	▪ 1:1 meetings ▪ Phone calls and emails ▪ CHMP ▪ Indigenous Participation Plan ▪ Walks on Country ▪ Cultural awareness training and alignment	▪ Statutory approvals ▪ Pre-construction (including early works) ▪ Construction ▪ Operations
Establish and maintain strong working relationship with Flinders Shire Council throughout project delivery to manage impacts and leverage opportunities	Government Relations Communication & Stakeholder Relations	Local Government	▪ Ongoing briefings with elected representatives including with those newly elected/appointed ▪ Working group meetings ▪ Phone calls and emails ▪ Legacy infrastructure initiatives	▪ Statutory approvals ▪ Pre-construction (including early works) ▪ Construction ▪ Operations ▪ Decommissioning (legacy)
Establish and maintain strong working relationships with regulatory bodies, government departments and agencies and elected representatives for two-way information sharing and collaboration	Government Relations Communication & Stakeholder Relations	Queensland Government departments and agencies Regulatory authorities Elected representatives	▪ Coordination and facilitation of collaborative state agency forums ▪ Meetings and briefings ▪ Phone calls and emails	▪ Statutory approvals ▪ Pre-construction (including early works) ▪ Construction ▪ Operations ▪ Decommissioning (legacy)

Action	Responsibility	Stakeholder group/s	Indicative tools and tactics	Timeframe
Establish and maintain strong working relationships with industry, service providers and advocacy bodies	Communication & Stakeholder Relations	Industry and advocacy bodies	- Active involvement as a member of Hughenden Chamber of Commerce, TEL, MITEZ and NRCG - Attendance and delivery of presentations at events and forums	- Statutory approvals - Pre-construction (including early works) - Construction - Operations - Decommissioning (legacy)
Facilitate regular and inclusive communication and engagement with local communities, including forums for discussion	Communication & Stakeholder Relations Landholder Relations Community Relations Construction Contractor	All	- Participation in community events including Hughenden Festival of Outback Skies and Hughenden Agricultural Show - CopperString 2032 Community Grants Program - Information sessions - Social media - Traditional and digital advertising - Project updates - Feedback forms - Static displays	- Statutory approvals - Pre-construction (including early works) - Construction - Operations
Apply established communication and engagement protocols and procedures including	Communication & Stakeholder Relations Landholder Relations Government Relations Indigenous Partnerships	All	Protocols and procedures outlined in CSEP	- Statutory approvals - Pre-construction (including early works) - Construction - Operations

Action	Responsibility	Stakeholder group/s	Indicative tools and tactics	Timeframe
issues identification and management	Construction Contractor			Decommissioning (legacy)
Communicate changes to local access, roads, traffic conditions, utility services impacts and other environmental factors during construction and operations	Communication & Stakeholder Relations Landholder Relations Construction Contractor	All	1:1 meetings with directly impacted landholders and residents - Letters to directly impacted landholders and residents - Works notifications - Project webpage - Social media - Traditional and digital advertising - Signage - SMS - VMS - Construction Contractor management plans	- Pre-construction (including early works) - Construction - Operations
Produce and share quarterly project updates to share information, milestones, impacts and opportunities with community and key stakeholders	Communication & Stakeholder Relations	All	- Project updates - Project webpage	- Statutory approvals - Pre-construction (including early works) - Construction - Operations - Decommissioning (legacy)
Engage with the community through CopperString 2032 Community Grants Program	Community Relations Communication & Stakeholder Relations	Local schools and community groups Broader community	In-kind donations and good neighbour initiatives such as the donation of skills, time, or support	- Pre-construction (including early works) - Construction

Action	Responsibility	Stakeholder group/s	Indicative tools and tactics	Timeframe
and other community investment initiatives			▪ CopperString 2032 Community Grants Program ▪ Legacy infrastructure initiatives	▪ Operations ▪ Decommissioning (legacy)
Manage community complaints effectively through a proactive, responsive and consistent approach to identifying and handling complaints	Communication & Stakeholder Relations Landholder Relations Community Relations Construction Contractor	All	▪ Protocols and procedures outlined in CSEP	▪ Pre-construction (including early works) ▪ Construction ▪ Operations ▪ Decommissioning (legacy)



Key messages

The following Questions and Answers (Q&As) are specific to Flinders Shire and the construction of Hughenden WAF.

Project-wide approved messaging is contained within the CopperString 2032 key message bank and Q&As document. Additional key messaging specific to the Flinders Shire will be developed in line with project and stakeholder needs.

Hughenden WAF

Why was Hughenden chosen as a site for workforce accommodation and facilities?

The Hughenden location was identified in consultation with Flinders Shire Council. The site is a parcel of land owned by the Queensland Government and held in trust by Flinders Shire Council. Located south of Hughenden, the site allows access from the Flinders Highway and safe travel distances for the CopperString 2032 workforce.

The Hughenden site is the first of six WAFs proposed to be built along the project corridor. It will allow for work on nearby Flinders Substation and the first stages of the transmission line, along with other project activities.

How many people will be housed at the Hughenden WAF?

Hughenden WAF is proposed to typically accommodate between 400 and 450 people (with a periodic peak of 550) and will include both the Flinders Substation workforce and the transmission line workforce.

What is involved with constructing the workforce accommodation and facilities?

We will first build a temporary facility for the 30-50 people who will construct the Hughenden WAF. This is so we can provide accommodation for our workforce while not overwhelming local accommodation providers to the detriment of visitors and Hughenden's tourism industry.

The site will be cleared, fenced and prepared for ready-made modular buildings to be delivered and erected on site. Services such as sewerage, water, power and internet will be installed and connected, and the facility will be stocked with furniture, equipment and consumables.

How will construction activities be managed?

Construction will include the use of machinery such as excavators, trucks and mobile cranes. We will ensure that impacts such as dust are managed with the use of water trucks and other environmental controls.

The sites will be managed in accordance with strict environmental controls. One of the first activities at this location will be ecological surveys to ensure we identify and appropriately manage our activities.

The site will mainly be accessed from the Flinders Highway and Flinders Shire Council access roads, with traffic control measures in place if and when necessary. Intersection upgrades on the Flinders Highway and access into the WAF will be undertaken in accordance with Department of Transport and Main Roads and Flinders Shire council requirements.

Connections to utilities such as power, water and sewer will be carefully managed in consultation with Flinders Shire Council. Some short-term localised interruptions to supply may be necessary when making these connections. We will work with utility organisations to manage any impacts to the local community.

How long will the workforce accommodation and facilities take to construct?

The Hughenden WAF will take approximately six to eight months to construct.

How will the facility be serviced?

A contract will be awarded for the management of the workforce accommodation and facilities which may include sourcing of staff and supplies, such as cleaners, laundry, meat, bakery, groceries, office supplies, waste removal and more.

What are the hours of operation of the facility?

Hours of construction are 6:30am to 6:30pm, Monday to Sunday. However, there will be movement at the facility around these hours as personnel rest, relax and travel to and from work sites. Some work may need to be undertaken outside of these hours according to safety and other permitting requirements. This may include works that will affect traffic or if there are oversized deliveries which need to be managed.

How will personnel travel to the facility and then on to individual sites?

A variety of different routes and vehicles such as four-wheel drives, cars and buses will be used to travel to and from Hughenden WAF. Mobile facilities such as washrooms and lunchrooms will also be used throughout the project alignment when the workforce are away from the main accommodation and facilities at Hughenden.

What will be located at the WAF?

Rooms with ensuites, offices, kitchen and dining facilities, gym, first aid, materials laydown and storage, maintenance areas, as well as offices for professional staff and vehicle parking.

What will happen if there are issues with personnel in town – i.e. bad behaviour?

The project is committed to ensuring we are good neighbours to the community of Hughenden and the region. All personnel will be held to a strict code of conduct and all reported breaches will be investigated.

What is going to happen to the facility after the project?

The project team are working with local stakeholders to determine the potential future options and uses of the facility.

We are committed to enhancing the lives and livelihoods of the stakeholders and communities in which we are working. We will do this through our local and Indigenous participation plan for employment and procurement and striving to look local and buy local wherever possible.

General timeframes

Timing	Works
June 2024 (for approximately three months)	Civil work and temporary accommodation construction
September 2024 (for approximately six to 8 months)	Main workforce accommodation and facilities construction
Mid-2025	Operator will stock workforce accommodation and facilities
Mid to late 2025	Ready for personnel

What are the shifts? Is the changeover on the same day from the same place?

There will be various shifts 10 on/four off (current). During peak construction, it is expected there will be multiple rosters 21 on/seven off, with multiple crews working every day.

Will construction/workforce accommodation be affected by the wet season?

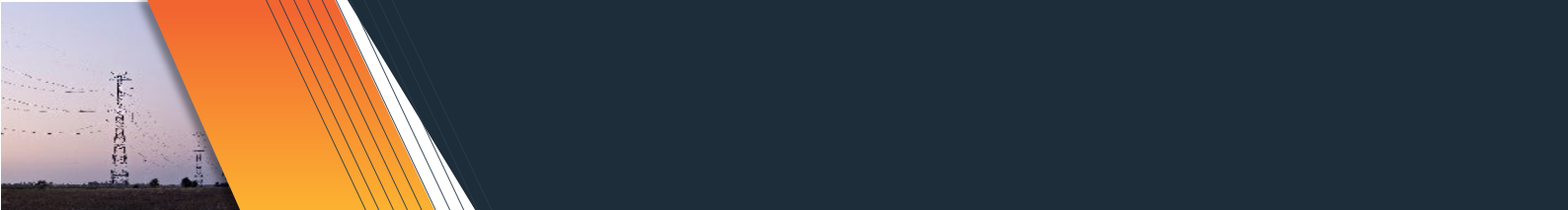
We understand it's not uncommon for the Flinders Highway to be cut off in the wet season. Allowances have been made in the construction program and contingencies with respect to mobilisation of personnel, as well as the delivery of goods and services to the Hughenden workforce accommodation and facilities.

Will jobs and supply opportunities be given to the Hughenden community?

Powerlink and the UGL CPB Contractors Joint Venture are working together to engage with the local community and local and Indigenous suppliers to identify opportunities to work on the project.

If you wish to be involved in the project, either for direct employment or have a business or services to offer, please get in contact with the UGL CPB Contractors Joint Venture via 1800 161 200

info@uglcpbcus.com.au.



Flinders Substation

Flinders Substation, located in Hughenden, is the point at which the CopperString 2032 transmission line changes in voltage from 330 kilovolts (kV) to 500kV.

The role of a substation is to monitor and control the flow, stability, quality and voltage of electricity on the transmission lines connected to the facility.

Equipment located within the substation is used to transform the voltage of electricity, protect the network, measure the flow of the electricity, and switch electricity between the different transmission lines and transformers on the grid.

A substation is not a power station – it does not generate electricity.

Flinders Substation is anticipated to start construction in mid-2025 and be complete in late 2028.