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Flinders Shire CSEP Implementation Plan

CONTENTS

Introduction 3

Project context 5

Stakeholders..... 13

Risk management 20

Action plan 22

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A	27/05/2024	New document
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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 Facility (WAF)
- Flinders Substation
- transmission line.

This plan is an appendix to the project-wide CopperString CSEP and builds on previous engagement with Flinders Shire Council, the region's registered Aboriginal Party, the Yirendali People Core Country Claim (Yirendali), 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.

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 continue to be updated in response to changed circumstances or increased knowledge of impacts, and/or project components commencing construction within the Flinders Shire in line with the project's conditions of approval.

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 the project team and its delivery partners, including impact identification and measures for management and/or mitigation.

Preparatory infrastructure

As preparatory infrastructure, Hughenden WAF has been built ahead of core infrastructure such as Flinders Substation and the transmission line to make sure the project workforce can travel safely to and from site each day, and to ease pressure on local accommodation facilities once operational.

¹ *Communication and Stakeholder Engagement Plan*

Hughenden WAF

Hughenden WAF is a multi-purpose hub designed to accommodate the construction workforce and store construction-related equipment and materials. Construction of Hughenden WAF commenced in July 2024 and is now complete.

Once fully operational, Hughenden WAF will include:

- capacity for approximately 400 to 450 personnel at peak construction
- 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 design life of approximately five years.

Core transmission infrastructure

Core transmission infrastructure provides the backbone of CopperString and will be built in stages.

Flinders Shire is directly impacted by core transmission infrastructure including:

- **Eastern Link (Hughenden to Townsville)** – transmission line and Flinders Substation
- **Western Link (Hughenden to Mount Isa)** – transmission line.

Eastern Link – Flinders Substation and transmission line

Flinders Substation is located six kilometres (km) south of Hughenden on Kennedy Developmental Road. It includes a temporary concrete batching plant within the footprint of the substation, and a new water bore adjacent to the substation.

Powerlink will commence bulk earthworks for the substation in mid-2026. Ongoing works to complete the substation and Eastern Link transmission line will then be delivered by the new QIC-led entity.

Once complete Flinders Substation, along with the Eastern Link transmission line, will enable new energy generation across the Flinders Shire, connecting to the National Electricity Market (NEM).

The Eastern Link is expected to be complete by 2032, subject to planning and environment approvals required for major construction commencement during 2028.

Project context

About Flinders Shire

Building on the demographic profile outlined in the overarching CopperString 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 1,100 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 vibrant community where our environment and heritage inspire, ambition drives opportunity for generational prosperity and innovation sustains tangible benefits and an improved quality of life'. According to the *Flinders Shire Council Corporate Plan 2025-2030*, the region is entering a period of great opportunity with strategic priorities including:

- building a connected, engaged and liveable community
- growing tourism and enhancing the visitor economy
- environmental sustainability, water security and resilience
- economic development and leveraging major projects
- effective governance and service delivery.

Planning and approvals

Environmental 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 the Queensland Government took responsibility for project delivery in March 2023, the project's design and delivery model have been refined.

This included the need for additional assessment of 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 with approval of the conditioned Flinders Social Impact Management Plan (SIMP) and Flinders Shire CSEP Implementation Plan granted on 19 June 2024.

Works regulation amendment

In 2024, Powerlink requested that the Coordinator-General recommend to the then Minister for State Development and Infrastructure, and Governor in Council, that Hughenden WAF works proceed under a works regulation 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.

The works regulation was approved by the Governor in Council on 20 June 2024.

Ministerial Infrastructure Designation process

CopperString was endorsed for the [Ministerial Infrastructure Designation](#) (MID) assessment process on 20 May 2024. This process is managed by the Department of State Development, Infrastructure and Planning with input from other government agencies.

It is expected CopperString will be progressed through the submission of several MID proposals to align with project sequencing once confirmed.

Preliminary engagement was undertaken with directly impacted landholders, Traditional Owners, communities and other key stakeholders at a whole-of-project level to ensure those with an interest in the project had an opportunity to provide initial feedback.

Following lodgement of each MID proposal, the Minister for State Development, Infrastructure and Planning 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 State Development, Infrastructure and Planning.

Flinders Substation MID

The Flinders Substation MID Proposal Report was submitted to the Department of State Development, Infrastructure and Planning in July 2025.

In August 2025, the Minister for State Development, Infrastructure and Planning initiated public consultation by writing to Flinders Shire Council and impacted landholders to invite submissions on the Flinders Substation MID Proposal Report.

During the public consultation period, Powerlink also consulted with directly impacted and neighbouring landholders, Yirendali, the community and other stakeholders.

The Minister for State Development, Infrastructure and Planning approved the Flinders Substation infrastructure designation request on 23 December 2025.

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 corridor have clearly stated that detailed planning and sufficient lead time is critical to enabling improvements to sewerage, waste management and water services.

Since early 2023, the project team 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 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	Feedback	Actions
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.	- The project will consider applications made by Council regarding contributions to the water security project should Australian Government support not be forthcoming. - The project will continue to work closely with Council to progress the delivery of water, sewerage and waste services. This includes fortnightly meetings between the project team and Council. - The project has delivered the water and wastewater services for Hughenden WAF in a way that aligns with the future planned residential expansion of the Hughenden population. The related engineering solution considers cross connecting the network to ensure pressure and flow equilibrium throughout the town network. Similarly, wastewater pump stations will get an upgrade to both the pumps and the emergency storage. This will ensure capacity meets the new demands put on the system.
Infrastructure upgrades, roads 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	The project is working closely with the Department of State Development, Infrastructure and Planning, and regularly brief the Northern Project Coordination Group on project development, timing and likely needs.

Theme	Feedback	Actions
	Highway and Type 3 Road Train compliant. Council has identified a requirement to upgrade the Hughenden aerodrome.	- The project will seal Yirendali Road from the Flinders Highway to the WAF and upgrade the intersection with the Flinders Highway. - The upgrade of the aerodrome will need to be considered by the QIC entity as part of an overall delivery strategy.
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. - 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.	- The project is 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 potential community infrastructure legacy opportunities. - The project 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. - Powerlink committed \$30,000 towards the CUC, which is now operating in Hughenden. - In addition to washdown facilities and biosecurity measures being incorporated into the design of the WAF, the project will consider legacy infrastructure of this nature. - The project will support community and economic outcomes through the staged delivery of improved telecommunications alongside Queensland Capacity Network. - The project will continue to discuss supporting Council's aspirations to improve the capacity of the Hughenden waste facility. - At the conclusion of construction delivery, the project will explore opportunities for partial retention of the WAF for future Council/community use. - The project will continue to discuss relevant infrastructure with Council.
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,	- Council and its local supplier panel were engaged to undertake local civil works and road upgrades. - The project has worked to break down packages into smaller components suitable for local involvement.

Theme	Feedback	Actions
	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 feel overwhelmed by the process and language used.	▪ The project has hosted information sessions and opportunities for businesses to register their interest. ▪ The project will continue to engage with local and Indigenous businesses and clearly communicate opportunities for involvement. ▪ The project has supported supplier capability and capacity building in Flinders Shire through a Supplier Capability Development Program which aimed to prepare suppliers for CopperString and future procurement opportunities in the region. ▪ The project will continue to work with Council to facilitate information sharing and inclusive activities. ▪ The project will continue to support local supply chain information sharing and participation as an active member of the Hughenden Chamber of Commerce.
Indigenous participation	▪ Council expressed the need for the project to support First Nations benefits.	▪ The project will continue to engage with the region's registered Aboriginal Party, Yirendali. ▪ The project developed an Indigenous Participation Plan which seeks to drive positive outcomes and ensure opportunities for involvement in CopperString are maximised. ▪ The project will work with construction contractors to support increased job and supply opportunities for Indigenous jobseekers and businesses. ▪ The project 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.	▪ The project will continue to distribute information and undertake 1:1 engagement as required with landholders and residents impacted by project construction. ▪ The project will continue to share information on planning and construction activities and opportunities for involvement in advance through established and trusted mechanisms such as the Flinders Post and community Facebook groups. ▪ The project will continue to support on-ground opportunities in Hughenden to share project information and answer questions.

Aboriginal Parties

We acknowledge and pay our respects to the registered Aboriginal Party directly impacted by CopperString infrastructure in Flinders Shire, Yirendali.

The project has undertaken extensive engagement with Yirendali and continues to work closely with their representatives to manage impacts to their cultural heritage and maximise opportunities for project participation.

Powerlink has developed an updated Cultural Heritage Management Plan (CHMP) and Cultural Heritage Management Strategy (CHMS) to meet the project's obligations under the *Aboriginal Cultural Heritage Act 2003 (Qld)* and to support delivery continuity, including works associated with the Flinders Substation, as CopperString transitions from Powerlink to the new QIC-led entity.

Following the transition, Aboriginal Party relationships and CHMP responsibilities will transfer to the new entity, with Powerlink working closely with QIC to ensure a smooth handover.

Engagement with Yirendali will continue for the life of the project.

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

Table 2: Yirendali feedback and actions

Theme	Feedback	Actions
Legacy and cultural heritage	- Yirendali have no resident 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. - Yirendali raised that their concerns and obligations in caring for Country were not adequately addressed in the existing CHMP.	- The project will consider all opportunities to support the legacy aims of Yirendali and will work in partnership to progress opportunities such as the establishment of a cultural heritage artefact storage area to safely store cultural materials for viewing and processing, and the production of a Yirendali language book. - The project assisted Yirendali with locating and purchasing a residential house (including an office and storage) as a base to work from. This was achieved through a Relationship Agreement payment. - The project will work with Yirendali to put forward culturally relevant place names for project infrastructure. - Powerlink negotiated a replacement CHMP that meets Yirendali expectations, improves operability and satisfies all parties.
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.	The project will continue to work with Yirendali representatives to create meaningful opportunities for participation.

Landholders

The project is committed to open and honest consultation with landholders impacted by CopperString transmission infrastructure.

Powerlink's [Land Access Protocol \(LAP\)](#) informs landholders of the standards and commitments the project currently adheres to when accessing properties for the range of activities associated with planning and development, and construction and maintenance of electricity transmission assets. The LAP was developed in consultation with landholders and stakeholders and underpins the project's ongoing commitment to developing and maintaining respectful and cooperative relationships.

All property activities are undertaken in accordance with agreed entry conditions and the LAP to ensure the project upholds effective working relationships with our landholders.

Landholder engagement, including access requirements 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 number of project-impacted landholders in Flinders Shire, total parcels of land owned and number of agreements in place. This excludes State-owned land. Table 4 details the number of land access requests submitted and approved to date.

Table 3: Project-impacted landholders in Flinders Shire

Number of landholders	Parcels of land	Agreements in place
19	26	24

Table 4: Flinders Shire land access reporting

Landholder activity	Number
Land access requests submitted (March 2023 – current)	398
Land access requests approved (March 2023 – current)	255

Additional reporting on landholder engagement, including property plans and landholder agreements, will be internally documented as the project progresses.

Broader community

In addition to meetings and briefings with Council, Yirendali representatives and landholders, a range of communication and engagement activities have been undertaken with the broader Flinders Shire community and local businesses.

These have included:

- 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

- industry briefing sessions to share information about opportunities for involvement and procurement and to introduce the local supply chain to the Hughenden WAF construction contractor
- a co-hosted industry breakfast event with the Hughenden Chamber of Commerce, of which Powerlink is a member, to share project information and give local businesses a platform to speak with the project team and delivery partners directly
- the delivery of a series of free Supplier Capability Development Program workshops and 1:1 support for local suppliers
- attendance at and support of a range of community events including Hughenden Festival of Outback Skies and Hughenden Show for the last three years
- a tour of the Hughenden WAF for the Flinders Shire Council Mayor, Deputy Mayor and Chief Executive Officer
- presenting and hosting a stall at the Queensland Community Renewables Forum held in Hughenden
- attendance at the Community Advisory Committee meetings facilitated by Flinders Shire Council to discuss key matters with the community
- attendance at the Hughenden Chamber of Commerce meeting to introduce the Hughenden WAF facility manager and discuss procurement opportunities
- public consultation activities to support the Flinders Substation MID process.

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 and opportunities to provide feedback
- 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 Construction Contractors, with any interruptions to services captured within the works notification process noted in the CopperString CSEP.

Stakeholders

Table 5 summarises stakeholder groups relevant to project planning, delivery and operations within the Flinders Shire. These groups are consistent with the overarching CopperString CSEP and stakeholder mapping.

Table 5: Stakeholders, issues and approach, and identified tools and tactics

Stakeholder group	Interests	Approach	Tools and tactics
Shareholding Minister/Department and partners - Queensland Treasurer and Minister for Energy - Queensland Treasury - Queensland Investment Corporation (QIC)	- Powerlink's performance and alignment with government policy - Project assessment and private investment options	- Open and transparent engagement - Trusted partnership	1:1 meetings and briefings - Briefing notes - Regular communication in-person and online
Primary regulatory authorities - Australian Department of Climate Change, Energy the Environment and Water (DCCEEW) - Queensland Office of the Coordinator-General - Queensland Department of State Development, Infrastructure and Planning	- Environmental approvals - Statutory approval compliance - Implementation of SIMP and CSEP - 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

Stakeholder group	Interests	Approach	Tools and tactics
Other Queensland Government departments and agencies ▪ Department of Customer Services, Open Data and Small and Family Business ▪ Department of Education ▪ Department of Environment, Tourism, Science and Innovation ▪ Department of Fire (Queensland Fire & Rescue Service) ▪ Department of Health ▪ Department of Housing and Public Works ▪ Department of Local Government, Water and Volunteers ▪ Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development ▪ Department of Police (Queensland Police Service, Queensland Ambulance Service) ▪ Department of Premier and Cabinet ▪ Department of Primary Industries ▪ Department of Trade, Employment and Training ▪ Department of Transport and Main Roads, including Queensland Rail	▪ 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 ▪ Impacts on health and emergency services ▪ Safety ▪ Construction and operational impacts	▪ 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 Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism - Ergon Energy - Manufacturing Skills Queensland - State Emergency Service			
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 Council Mayor - Flinders Shire Council 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 - Local roads – impacts and upgrades	- Social Impact Management Plan engagement and development - 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 feedback loop in place	1:1 meetings and briefings - Working groups - Workshops - Joint decision-making - Project updates
Traditional Owners Yirendali People Core Country Claim	- Indigenous participation - Economic benefits - Cultural Heritage - Native Title - Environmental impacts on Country	- Establish strong relationships to leverage project opportunities - Maintain regular communication and engagement through relevant project team representatives	- Meetings and briefings - Joint decision-making - Walks on Country - Cultural awareness training

Stakeholder group	Interests	Approach	Tools and tactics
	Genuine pathway into project	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	- Supply chain and job-seeker capability and capacity development and training - Jobseeker platforms - Aboriginal Party 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 project team - Build relationships through nominated project personnel to establish two-way communication, build trust and facilitate early resolution of emerging issues	1:1 engagement - Regular meetings (in-person or via phone) - Consistent relationship manager - Land Access Protocols - Option Agreements to grant easement - Works notifications - Project updates
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 Development Zone (MITEZ)	- Regional environmental impacts and issues - Diversified energy supply - Local business and supply chain involvement	- 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 - Collateral sharing and social media tagging - Industry events - Project updates

Stakeholder group	Interests	Approach	Tools and tactics
- Townsville Enterprise Limited (TEL) - Northern Projects Coordination Group (NPCG) - CopperString Regional Reference Group (RRG) - Regional Development Australia Townsville and North West Queensland - RSL Queensland - Energy Skills Queensland - Helping Our Mob Everywhere (HOME) - Aurizon - HIPCo - Windlab - Telstra - Queensland Capacity Network	- Cumulative impacts - Liveability - Capability and capacity building - Sustainable economic development - Impacts to and opportunities for enhanced telecommunications	Utilise existing communication channels to extend reach of project communication and engagement activities	
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	- Community benefits - Sponsorships and partnerships	- Maintain regular communication and engagement - 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 Local Community Sponsorships - Project updates

Stakeholder group	Interests	Approach	Tools and tactics
- 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			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 known and the project team is easily accessible - Gather feedback and provide timely responses to enquiries - Employ proactive issues management and communications activities to	- Meetings (in-person or over the phone), as required - Door-knocking - Letterbox drop - Works notifications - Project updates 1800 number - Project email - Project webpage

Stakeholder group	Interests	Approach	Tools and tactics
		mitigate and/or counteract potential concerns	
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

Issues and risk management

Table 6 outlines issues, risks and proposed mitigation measures specific to Flinders Shire communication and engagement.

Issues and risks will be assessed in accordance with the project's risk assessment guidelines and managed in accordance with the CopperString CSEP and associated management protocols.

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

Table 6: Flinders Shire communication and engagement issues/risks and proposed mitigation

Issue/risk	Proposed mitigation/s
Lack of information sharing negatively impacting stakeholder perception of project delivery continuity	- Clearly communicate delivery milestones and funding commitments, including an updated timeline - Maintain strong local engagement presence and established relationships - Highlight regional economic benefits
Criticism about initial under-utilisation of Hughenden WAF and lack of understanding of potential impacts once fully operational	- 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, including discussion on best way to mitigate pressure on local accommodation providers - Implement relevant Flinders Shire SIMP management measures
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 Local Community Sponsorships - Key messages - Share local success and good news stories to demonstrate tangible benefits - Build trust and rapport through transparent and responsive engagement - Monitor and report on issues raised and close the feedback loop
Engagement fatigue due to protracted project development, and changes to project delivery and timeline	- Clear and consistent messaging to show progress and build understanding - Leverage project communication and engagement activities to share benefits and opportunities, and create excitement and anticipation

Issue/risk	Proposed mitigation/s
	▪ 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
Inadequate 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 project proponent/s and project reputation	▪ Work with delivery partners to ensure adherence to communication and engagement management plans and minimise impacts ▪ Communicate roles and responsibilities of project proponent/s and delivery partners and feedback channels ▪ Clear and consistent messaging ▪ Build strong relationships that outweigh potential impacts
Breakdown in communication between key stakeholders 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
Construction activities and the time required for Aboriginal landholders to engage with the project may increase requirements for property management and reduce property productivity	▪ Engage early and often with landholders who will be directly impacted by transmission line infrastructure 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 engagement with affected landholders

Action plan

The action plan indicated in Table 7 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 representatives, landholders, and other key stakeholders and will align with the principles, roles and responsibilities, and policies and procedures outlined in the CopperString CSEP.

Table 7: Flinders Shire communication and engagement action plan

Action	Stakeholder group/s	Indicative tools and tactics	Timeframe
Maintain a project webpage and clear feedback and complaints channels to support effective two-way communication	All	▪ Webpage ▪ Feedback form ▪ 1800 number ▪ Project email ▪ Online project collateral	▪ Statutory approvals ▪ Pre-construction (including early works) ▪ Construction ▪ Operations ▪ Decommissioning (legacy)
Engage early and often with impacted and adjacent landholders and monitor impacts	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 early and often with local and Aboriginal and Torres Strait Islander business community and job seekers to support opportunities for involvement	Local businesses, supply chain and job seekers	▪ Forums and events ▪ Local Economic Participation Plan ▪ Indigenous Participation Plan ▪ Jobseeker platforms ▪ Supplier development resources	▪ Statutory approvals ▪ Pre-construction (including early works) ▪ Construction ▪ Operations
Establish and maintain respectful and transparent relationship with Yirendali representatives	Aboriginal Party	▪ 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

Action	Stakeholder group/s	Indicative tools and tactics	Timeframe
Establish and maintain strong working relationship with Flinders Shire Council throughout project delivery to manage impacts and leverage opportunities	Local Government	- Regular, structured 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	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)
Establish and maintain strong working relationships with industry, service providers and advocacy bodies	Industry and advocacy bodies	- Active involvement as a member of Hughenden Chamber of Commerce, TEL, MITEZ and NPCG - 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	All	- Participation in community events including Hughenden Festival of Outback Skies and Hughenden Agricultural Show - CopperString Local Community Sponsorships - Information sessions - Social media - Traditional and digital advertising - Project updates - Feedback forms - Static displays	- Statutory approvals - Pre-construction (including early works) - Construction - Operations

Action	Stakeholder group/s	Indicative tools and tactics	Timeframe
Apply established communication and engagement protocols and procedures including issues identification and management	All	Protocols and procedures outlined in CopperString CSEP	- Statutory approvals - Pre-construction (including early works) - Construction - Operations - Decommissioning (legacy)
Communicate changes to local access, roads, traffic conditions, utility services impacts and other environmental factors during construction and operations	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	All	- Project updates - Project webpage	- Statutory approvals - Pre-construction (including early works) - Construction - Operations - Decommissioning (legacy)
Engage with the community through CopperString Local Community Sponsorships and other community investment initiatives	Local schools and community groups Broader community	- In-kind donations and good neighbour initiatives such as the donation of skills, time, or support - CopperString Local Community Sponsorships - North West Energy Fund	- Pre-construction (including early works) - Construction - Operations - Decommissioning (legacy)

Action	Stakeholder group/s	Indicative tools and tactics	Timeframe
		Legacy infrastructure initiatives	
Manage community complaints effectively through a proactive, responsive and consistent approach to identifying and handling complaints	All	Protocols and procedures outlined in CopperString CSEP	- Pre-construction (including early works) - Construction - Operations - Decommissioning (legacy)

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