

APRIL 2026



CopperString Communication and Stakeholder Engagement Plan (CSEP)

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DOCUMENT CONTROL

Current document

Document	CopperString Communication and Stakeholder Engagement Plan (CSEP)		
	Name	Title	Date
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Revision history

Revision	Revision date	Revision description
Rev 1	01/07/2024	Updated in line with eastern alignment review. Richmond Shire CSEP Implementation Plan added as appendix.
Rev 2	01/04/2026	Updated to reflect project resequencing and release of the Queensland Energy Roadmap. Flinders Shire CSEP Implementation Plan appendix updated in advance of construction commencing on Flinders Substation.

Note: Under the project’s conditions of approval, the CSEP is to be reviewed and, if necessary, amended in response to changed circumstances or increased knowledge of impacts, and/or project components commencing construction within a local government area.

Summary

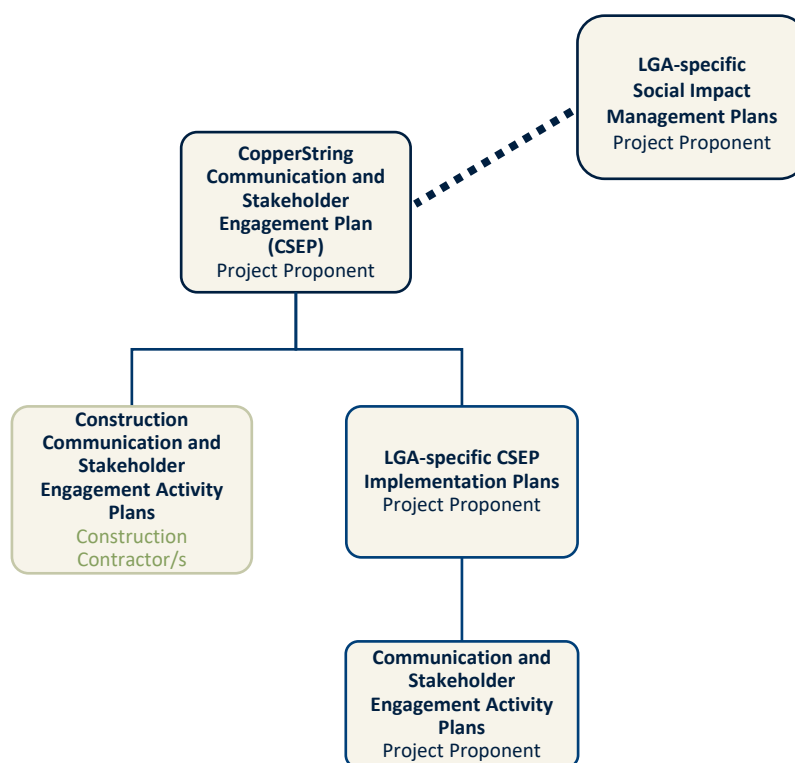
The CopperString Communication and Stakeholder Engagement Plan (CSEP) sets the benchmark for project-wide communication and engagement.

The CSEP details how communication and engagement activities will be carried out consistently across the project and complies with the imposed conditions on social matters included in the Queensland Coordinator-General's evaluation report released on 28 September 2022 and the amended imposed conditions on social matters included in the change report for Hughenden Workforce Accommodation Facility released on 30 May 2024.

Practical application of the CSEP will be delivered through CSEP Implementation Plans for each Local Government Area (LGA) along the project corridor. CSEP Implementation Plans will exist as appendices to the CopperString CSEP and are linked to LGA-specific Social Impact Management Plans (SIMPs) as outlined in Figure 1.

The CSEP will also guide the development and delivery of communication and engagement activities undertaken during the construction phase of the project.

Figure 1: Current project engagement document hierarchy



Project overview

About the project

CopperString supports North and North West Queensland by delivering affordable, reliable and sustainable energy.

With the first stage of project delivery set to be complete by 2032 (subject to approvals), CopperString will connect the region to the National Electricity Market (NEM), enabling new generation, firming, industrial development and economic growth. The project will be delivered in two sections:

Eastern Link

The Eastern Link initially involves building just under 350 kilometres (km) of 330 kilovolt (kV) transmission line from Reid River near Townsville to Hughenden. This section of the project also includes the identification and construction of substation sites, workforce accommodation facilities (WAFs) near the project alignment and supporting road and access works.

When completed in 2032 (subject to approvals) this section of the transmission line will unlock significant renewable energy potential around the Flinders region.

Western Link

A \$200 million North West Energy Fund is also being progressed to support local renewable energy generation, battery and microgrids to ensure regional energy reliability improves for communities including Richmond, Julia Creek, Cloncurry and Mount Isa.

The fund will be used to partner with the private sector to invest in flexible firming solutions to reduce reliance on gas for baseload electricity consumption, while options to deliver the Western Link are developed.

Project status

Following the release of the State Government's Queensland Energy Roadmap in October 2025, a new entity will be established by Queensland Investment Corporation (QIC) to progress the development and delivery of the CopperString project. The new entity is expected to be established mid-2026.

Under this approach, the QIC-managed entity will develop, deliver, own, operate and maintain the assets with Powerlink continuing to be the system operator and planner.

Powerlink will continue to deliver key activities on the project's Eastern Link (Townsville to Hughenden), including securing easements, planning and environmental approvals and commencing preliminary works on the Flinders Substation.

QIC and Powerlink are committed to working collaboratively to support a seamless transition and will continue to keep stakeholders informed during the transition.

Note: This document reflects the current delivery arrangement and will continue to underpin CopperString delivery until such time as project ownership transitions.

Communication and engagement approach

The project is committed to genuine and timely communication and stakeholder engagement that leads to improved decision-making and better outcomes for stakeholders. This includes:

- early and ongoing engagement with stakeholders in the decision-making process
- working with stakeholders to identify engagement preferences
- presenting information in a clear and accessible manner
- providing a clear scope of engagement opportunities
- genuinely considering feedback.

Objectives

To ensure the CSEP delivers on the Queensland Coordinator-General’s conditions of approval and subsequent change report, the project’s targeted communication and engagement objectives are to:

- ensure stakeholders are clearly identified and their specific needs are understood and managed
- ensure information about the project is shared with and understood by those who are potentially affected and/or interested in the project
- ensure engagement and communication activities are transparent, equitable and accessible, with adequate opportunities for stakeholders to comment or provide feedback
- regularly 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, particularly in relation to impact identification and measures for management and/or mitigation.

Roles and responsibilities for engagement

The current structure of the CopperString communication and engagement team is shown in Figure 2.

Figure 2: Project communication and engagement team structure

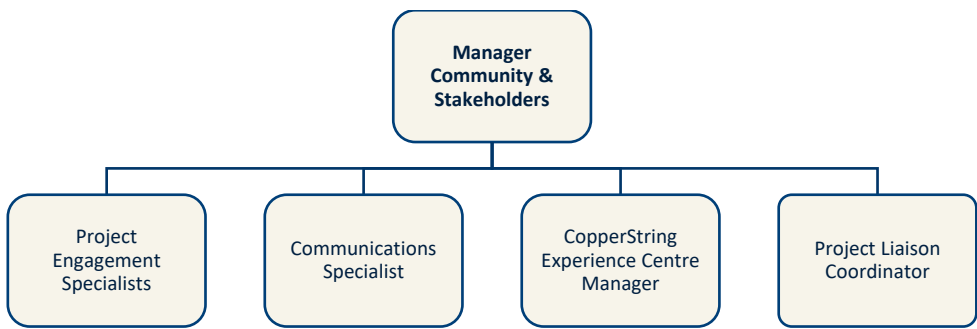


Table 1 summarises the CopperString communication and engagement team roles and responsibilities as they relate to this plan.

Table 1: Team member responsibilities

Role	Summary of responsibilities
Manager Community & Stakeholders	Oversee the team function and lead the implementation of timely, robust, and genuine communication and stakeholder engagement across the project.
Project Engagement Specialists	Design and deliver on-ground stakeholder engagement to support key deliverables and project development and approvals and provide high-quality engagement advice.
Communications Specialist	Design and deliver internal and external communication activities that build support for and underpin successful project delivery.
CopperString Experience Centre Manager	Manage the project's immersive, hands-on learning centre and interface with communities and key stakeholders.
Project Liaison Coordinator	Support the project's communication and engagement team by providing an efficient and effective project liaison and administration function.

While this plan largely pertains to the project's communication and engagement function, it is important to note that successful engagement is reliant on open and transparent coordination of activities across the broader project team and with delivery partners.

Community and stakeholder analysis

Understanding the environment in which a project exists is integral to successful communication and engagement planning and delivery.

CopperString extends across the rural and relatively remote regions of North and North West Queensland. While there are common attributes amongst local communities and key stakeholders, each local community requires a tailored communication and engagement approach based on issues, impacts, and identified and emerging needs and preferences.

The approach must consider the complexities of the project, not just in terms of proposed infrastructure, but within the demographic and social setting. This helps the project team better understand and acknowledge the perspectives and concerns people may hold, so that these can be taken into consideration, handled sensitively, and reflected in meaningful ways to deepen relationships and enhance social licence.

The project directly and indirectly impacts nine LGAs. The following analysis looks at the project infrastructure impacts on each LGA, the demographic profile of communities along the alignment and categorises stakeholders according to their interest in and influence on the project.

Local Government Areas

LGAs have been categorised according to their project proximity and infrastructure impacts, as well those defined as local (within ~125km of the project corridor) for the purpose of local industry participation.

Table 2 lists the impacted and adjacent communities from east to west along the corridor.

Table 2: LGA categories and associated infrastructure impacts

LGA	Key town/s	Indicative project infrastructure*
<i>Directly impacted local communities (within the project easement)</i>		
Townsville City	- Townsville City - Bohle - Cleveland Bay - Greater Townsville	Transmission line
Charters Towers Region	- Charters Towers - Pentland	- Substation - Transmission line - WAF (TBC)
Flinders Shire	- Hughenden - Prairie - Torrens Creek - Stamford	- Substation - Transmission line - WAF
Richmond Shire	Richmond	- Transmission line - WAF (TBC)

LGA	Key town/s	Indicative project infrastructure*
McKinlay Shire	- Julia Creek - McKinlay	- Transmission line - WAF (TBC)
Cloncurry Shire	Cloncurry	- Substation - Transmission line - WAF (TBC)
Mount Isa City	Mount Isa	- Substation - Transmission line
<i>Indirectly impacted local communities (adjacent to the project easement)</i>		
Burdekin Shire	- Ayr - Home Hill	None
Hinchinbrook Shire	Ingham	None

*Note, indicative project infrastructure is subject to change.

Community profiles

All directly impacted population centres along the alignment except for Mount Isa and Cloncurry, which have a focus on critical minerals and mining, and Townsville which has a focus on Defence, are rural communities with facilities that support the agricultural industry. It is estimated the project will make a significant contribution to these LGAs by unlocking jobs and boosting regional development and investment.

The demographic profiles of directly impacted and adjacent communities, excluding any changes following the eastern alignment review as detailed above, are outlined in Table 3. Further commentary is provided in LGA CSEP Implementation Plans attached as appendices to this plan.

Table 3: Demographic profiles by LGA¹

LGA	Total population	Average age	Median household income/	Aboriginal & Torres Strait Islander people	Highest education level (top 3)	Highest employing industries (top 3)	Unemployment	Occupied private dwellings	Internet accessed from dwelling ²
<i>Directly impacted</i>									
Townsville City	234,283	37	\$1,621	9%	- Degree 16.4% - Dip 7.7%	- Hospitals - Defence - Primary education	5%	88.7%	83.6%

¹ Demographic data sourced from Australian Bureau of Statistics 2021 Census.

² Internet accessed from dwelling figures are drawn from Australian Bureau of Statistics 2016 Census due to a change in 2021 Census questions.

LGA	Total population	Average age	Median household income/	Aboriginal & Torres Strait Islander people	Highest education level (top 3)	Highest employing industries (top 3)	Unemployment	Occupied private dwellings	Internet accessed from dwelling ²
					▪ Cert 20.9%				
Charters Towers Region	11,794	42	\$1,307	9.7%	▪ Degree 9.6% ▪ Dip 5.1% ▪ Cert 18.1%	▪ Beef cattle farming ▪ Education ▪ Gold ore mining	5.4%	83.5%	69.4%
Flinders Shire	1,500	42	\$1,343	11.3%	▪ Degree 10.2% ▪ Dip 4.7% ▪ Cert 16.7%	▪ Beef cattle farming ▪ Local government ▪ Hospitals	2.4%	73.5%	71.1%
Richmond Shire	578	38	\$1,672	7.8%	▪ Degree 8.4% ▪ Dip 6.4% ▪ Cert 17.9%	▪ Local government administration ▪ Beef cattle farming ▪ Education	1.3%	68.8%	82.5%
McKinlay Shire	836	37	\$2,166	5.6%	▪ Degree 3.8% ▪ Dip 4.4% ▪ Cert 19.5%	▪ Beef cattle farming ▪ Silver-lead-zinc ore mining ▪ Waste services	0%	72.8%	76.7%
Cloncurry Shire	3,167	34	\$1,879	23.8%	▪ Degree 11.1% ▪ Dip 5.4% ▪ Cert 21.9%	▪ Beef cattle farming ▪ Copper ore mining ▪ Silver-lead-zinc ore mining	4%	78.2%	69.8%
Mount Isa City	18,727	31	\$2,231	21.5%	▪ Degree 14.3% ▪ Dip 5.9% ▪ Cert 23.1%	▪ Copper ore mining ▪ Silver-lead-zinc ore mining ▪ Hospitals	4.3%	81.8%	80.2%

LGA	Total population	Average age	Median household income/	Aboriginal & Torres Strait Islander people	Highest education level (top 3)	Highest employing industries (top 3)	Unemployment	Occupied private dwellings	Internet accessed from dwelling ²
<i>Indirectly impacted</i>									
Burdekin Shire	16,692	45	\$1,345	6.6%	▪ Degree 9% ▪ Dip 5.6% ▪ Cert 21.8%	▪ Sugar cane growing ▪ Sugar manufacturing ▪ Primary education	3.4%	85.6%	71.5%
Hinchinbrook Shire	10,920	51	\$1,158	6.9%	▪ Degree 8.5% ▪ Dip 5.4% ▪ Cert 23.4%	▪ Sugar cane growing ▪ Sugar manufacturing ▪ Primary education	4.2%	82.5%	88.7%

Observations and opportunities

Table 4 outlines observations and opportunities for project communication and engagement based on an analysis of impacted and adjacent communities.

Further review will be undertaken at regular intervals in line with the project's conditions of approval to ensure currency. Tactical alignment across delivery partners will also ensure opportunities are maximised throughout the project lifecycle.

Table 4: Observations and opportunities across LGAs

Observation	Opportunities
The average age across all LGAs is <40	▪ Younger Australians are more likely to turn to social media for their news content and more adults than previously reported used community and special interest groups for news via social media³. ▪ Powerlink's social media channels are integral to sharing project information and opportunities for involvement. ▪ The project team will leverage existing community groups for broad information sharing.
Communities are regional and/or relatively remote	▪ Face-to-face engagement is well received in regional communities.

³ Australian Communications and Media Authority (ACMA) 'how we access news' February 2024.

Observation	Opportunities
	▪ The project will build relationships through focused engagement with Aboriginal Parties, landholders, communities, and key stakeholders, and being part of community events, where possible. ▪ Regional Australians are more likely than those in metropolitan areas to access news through free-to-air television, print newspaper and radio compared to those in metropolitan areas⁴. ▪ Project advertising, including opportunities for involvement, across traditional and digital media outlets will be undertaken as standard.
Strong representation of Aboriginal and Torres Strait Islander communities	▪ The Aboriginal and Torres Strait Islander population ranges between 5.6% in McKinlay Shire and 23.8% in Cloncurry Shire, which is significantly higher than the Queensland average of 4.5%. ▪ The project will maximise opportunities for meaningful Aboriginal Party and Indigenous engagement and participation through culturally sensitive and appropriate communication.
The average internet access from homes is around 77%	▪ While this figure is largely commensurate with the Queensland average of 83.7%, it still leaves more than 20% of communities with limited or no internet access. ▪ A mix of digital and face-to-face communication and engagement is important for inclusivity and accessibility. ▪ We will support community and economic outcomes through improved telecommunications alongside Queensland Capacity Network.
Agriculture (farming) and mining are the highest employing industries along the alignment	▪ This presents an opportunity to engage with communities through agricultural field days and industry activities.
While there is low unemployment in the majority of LGAs, there is also a relatively low skilled workforce (excluding Townsville City)	▪ Ranging between 0% in McKinlay Shire and 5.4% in Charters Towers Region, unemployment is generally lower than the Queensland average of 5.4%. ▪ There are opportunities to support skills development within the existing workforce. ▪ Project advocacy and regional benefits messaging will support workforce attraction.
Housing occupancy rates are lower than average in all LGAs	▪ With a private dwelling occupancy rate low of 68.8% in Richmond Shire and a high of 88.7% in Townsville, this figure is lower than the Queensland average of 90.7%. ▪ Workforce influx impacts are anticipated during project construction and will be managed through the establishment of workforce accommodation and facilities in strategic locations along the corridor as well as the project's LEPP.

⁴ ACMA 'how we access news' February 2024.

Observation	Opportunities
	There may be opportunities to bring additional economic uplift to communities through an increase in occupancy where it is appropriate to do so.

Stakeholder analysis

Stakeholder groups have been categorised at a macro level according to their level of interest in and influence over the project, level of participation as described within the industry best-practice *International Association for Public Participation (IAP2) Public Participation Spectrum*, issues, approach, and indicative tools and tactics. The matrix shown in Figure 3 has been used to assess the influence and interest of stakeholder groups and is reflected in Table 5.

General project communication mechanisms including electronic and hard copy project updates, key messages, project 1800 number, project email, project webpage and the project's social media channels are applicable to all stakeholder groups.

Note, the level of participation within each stakeholder group may vary depending on their level of interest in and influence over the project.

A detailed list of project stakeholders within each group, including areas of interest by LGA and roles and responsibilities, are contained within the project's stakeholder map which exists as a living document for internal use. Further contextual analysis of stakeholder groups will be undertaken for specific project communication and engagement activities as the project progresses and is detailed in individual LGA CSEP Implementation Plans.

Figure 3: Interest/influence matrix

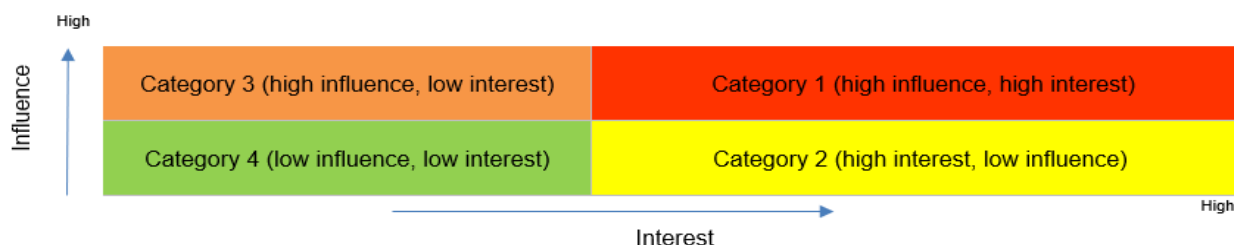


Table 5: Stakeholder group analysis, issues, approach and indicative tools and tactics

Category	Stakeholder group	Level of participation	Issues/areas of interest	Approach	Tools and tactics
1	Directly impacted landholders	Inform, consult, involve	- Land access - Local roads impacts - Compensation - Acquisition - Visual amenity - Transmission infrastructure impacts	- Maintain regular communication and engagement through dedicated and consistent relationship manager - Build relationships through nominated project personnel to establish two-way	1:1 engagement - Regular meetings (in-person or via phone) - Consistent Landholder Relations relationship manager

Category	Stakeholder group	Level of participation	Issues/areas of interest	Approach	Tools and tactics
			Construction impacts	communication, build trust and facilitate early resolution of emerging issues	- Land Access Protocols - Agreements - Construction notifications
1	Primary regulatory authorities (Queensland and Australian governments)	Inform, consult, involve	- Environmental approvals - Statutory approval compliance	- 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 cadence in-person and online
1	Other Queensland and Australian government departments and agencies	Inform, consult, involve	- Governance - Project ownership - Legislation implementation - Local and Indigenous participation - Supply chain capability and capacity - Workforce and job opportunities - Regional development - Water management - Environmental matters - Planning and public works	- 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 - Network-wide information sharing through existing communication channels

Category	Stakeholder group	Level of participation	Issues/areas of interest	Approach	Tools and tactics
			▪ Utilities, roads and rail infrastructure ▪ Health and community wellbeing ▪ Safety		
1	Local government	Inform, consult, involve	▪ Legacy infrastructure ▪ Community investment ▪ Local supply chain and industry participation ▪ Biosecurity ▪ Water ▪ Jobs and economic development ▪ Impacts to local roads and infrastructure	▪ 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 ▪ Network information sharing through existing communication channels
1	Elected representatives	Inform, consult	▪ Portfolio and constituent impacts and opportunities along the corridor ▪ Potential escalation point for landholders, community members and other key stakeholders	▪ Maintain regular communication and engagement through relevant project team personnel	▪ 1:1 meetings and briefings
1	Aboriginal Parties	Inform, consult, involve	▪ Indigenous participation ▪ Economic benefits	▪ Establish strong relationships to leverage project opportunities	▪ Meetings and briefings ▪ Joint decision-making

Category	Stakeholder group	Level of participation	Issues/areas of interest	Approach	Tools and tactics
			▪ Cultural Heritage ▪ Native Title ▪ Environmental impacts on Country ▪ Genuine pathway into project	▪ Maintain regular communication and engagement through relevant project team personnel ▪ Support the communication and engagement needs of the IPP which covers employment and training, supply chain and procurement, cultural heritage and opportunities for legacy-building	▪ Walks on Country ▪ Cultural awareness training ▪ Supply chain and job-seeker capability and capacity training ▪ Jobseeker platforms ▪ Aboriginal Party input into naming of relevant project infrastructure
2	Indirectly impacted (adjacent) landholders	Inform, consult	▪ Local roads impacts ▪ Visual amenity ▪ Construction 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 mitigate and/or counteract potential concerns	▪ 1:1 engagement in person or via phone, as required ▪ Construction notifications ▪ Letterbox drops
2	Local businesses, supply chain, industry organisations and job seekers, including	Inform, consult, involve	▪ Skills development ▪ Supply chain development ▪ Jobs ▪ Labour draw impacts	▪ Ensure clear and consistent messaging to potential subcontractors, suppliers and job seekers regarding project and	▪ Information sessions ▪ Workshops ▪ Training ▪ Industry events ▪ Jobseeker platforms

Category	Stakeholder group	Level of participation	Issues/areas of interest	Approach	Tools and tactics
	Aboriginal and Torres Strait Islander people		▪ Sustainable economic development	procurement opportunities ▪ Provide accessible and equitable opportunities for involvement ▪ Support community-wide supply chain and employment development programs	▪ Supplier Capability Development Program ▪ CopperString supplier register ▪ Construction Contractor webpages (job vacancies)
2	Broader communities	Inform, consult	▪ Opportunities for project participation and feedback ▪ Sponsorships and partnerships ▪ Construction 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	▪ Community information drop-in sessions ▪ Fact sheets ▪ Signage and posters ▪ Advertisements in local publications and community social media groups ▪ Interactive kiosks ▪ CopperString Experience Centre ▪ Construction notifications
2	Environmental groups, advocacy bodies including CopperString Regional Reference Group, and industry	Inform, consult	▪ Regional environmental impacts and issues ▪ Renewable energy supply ▪ Supply chain involvement ▪ Cumulative impacts	▪ Establish strong relationships to leverage project opportunities ▪ Establish and maintain regular, proactive and two-way communication with relevant	▪ Meetings and briefings ▪ Collateral sharing and social media tagging ▪ Industry events

Category	Stakeholder group	Level of participation	Issues/areas of interest	Approach	Tools and tactics
			▪ Liveability ▪ Capability and capacity building ▪ Sustainable economic development ▪ Impacts on services and utilities and opportunities for enhancement ▪ Digital capacity building	feedback loop in place ▪ Utilise existing communication channels to extend reach of project communication and engagement activities	
2	Community groups	Inform, consult	▪ Community benefits ▪ Sponsorships and partnerships	▪ Maintain regular communication and engagement through relevant project team personnel ▪ 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
4	Media	Inform	▪ Project milestones and announceables ▪ Project impacts and benefits	▪ Share information about project milestones and opportunities ▪ Be responsive to requests and deadlines	▪ Media releases ▪ Media events

Methodology

The methodology outlined in this CSEP proposes a phased approach to communication and stakeholder engagement during the life of the project to comply with the Queensland Coordinator-General's imposed conditions.

Phases of engagement

Table 6 outlines broad phases of engagement from development to construction, noting CopperString is a complex project, and phases and activities have been, and will continue to be, undertaken in parallel.

Table 6: Project phases of engagement

Phase	Development	Approvals	Construction (including early works)
Status	Underway	Underway	Underway
Focus	- Introduce project team to key stakeholders within the project landscape - Transition and build on relationships with key stakeholders including government representatives, industry groups, customers, landholders and Aboriginal Parties - Ensure CopperString Regional Reference Group (RRG) is fit for purpose and establish membership/meeting cadence - Ensure project communication and engagement planning is developed in line with the project CSEP and meets statutory requirements - Collaborate with broader project team and delivery partners to ensure consistency of approach and integration of project activities	- Support Queensland and Australian government statutory approvals communication and engagement requirements - Define communication and engagement requirements of Construction Contractors and interface with project communication and engagement function, including roles and responsibilities - Work with Construction Contractors on joint stakeholder engagement and procurement opportunities - Further develop supporting community and stakeholder engagement implementation plans including policies, procedures, processes, reporting, tools and mechanisms, management of incidents, issues/complaints, and enquiries, monitoring and	- Deliver communication and engagement activities in accordance with CopperString CSEP - Deploy CSEP and associated plans - Support proactive and localised community and stakeholder communication and engagement activities - Support management of landholder and other key stakeholder relationships throughout delivery - Encourage positive community and key stakeholder sentiment and project support through robust and transparent communication and engagement - Ensure opportunities for participation and community investment are accessible and equitable - Support the ongoing implementation of the CopperString Experience Centre including reporting,

Phase	Development	Approvals	Construction (including early works)
	- Support ministerial requests and media opportunities - Foster CopperString team cohesion through a shared understanding of the project and key messaging - Support discussions with landholders and impacted communities - Work with Aboriginal Parties to progress cultural heritage surveys, engagement and procurement and employment opportunities - Support the development of the CopperString Experience Centre, including Ministerial engagement to ensure the plan meets the Queensland Government's objectives	- evaluation in consultation with Construction Contractors - Support development of the project's SIMPs - Submit and finalise CSEP and constructed-related plans in consultation with Construction Contractors - Continue working closely with Powerlink's corporate functions to ensure consistency of approach and integration of project activities - Continue to support ministerial requests and media opportunities - Continue to work with Aboriginal Parties on cultural heritage inductions, and progress opportunities for involvement - Support the initial implementation of the CopperString Experience Centre, including reporting - Support local and Indigenous participation	- review and continuous improvement - Support local and Indigenous participation - Engagement to support the delivery of the CopperString Community Benefits Fund
Activities	- Presentations by project representatives at industry events and conferences along the alignment - Staffed exhibition booths at industry events and conferences along the alignment - Membership with Townsville Enterprise Limited and Mount Isa to Townsville Economic Development	1:1 meetings and briefings, as required - Presentations and attendance at industry events and conferences, as required - Alignment tours and site visits, as required - Local industry participation and procurement forums and events	1:1 meetings and briefings, as required - Presentations and attendance at industry events and conferences, as required - Alignment tours and site visits, as required - RRG meeting/s - Implement CSEP and associated action plans and

Phase	Development	Approvals	Construction (including early works)
	Zone, as well as business chambers along the corridor - Alignment tour/s - Key stakeholder meetings and briefings with government representatives, industry, customers, landholders and Aboriginal Parties - RRG meetings - Support potential media opportunities, as required	- Statutory approvals engagement and public consultation activities - Community information drop-in sessions - RRG meeting/s - Support potential media opportunities, as required	support Construction Contractor activities - Undertake key stakeholder and landholder engagement activities including ongoing meetings and briefings, presentations and attendance at events - Deliver meaningful, accountable, responsive and equitable communication and engagement activities which minimise project and reputational risks and maximise benefits and opportunities - Support community engagement activities including sponsorships and grants, investment and resilience opportunities - Support potential media opportunities, as required

Communication and engagement activities and tools

The following communication and engagement activities and tools will be used to support the phased delivery of CopperString from project development and approvals through to procurement, construction, and operations.

Activities and tools will be further defined and customised to the needs and preferences of stakeholder groups as the project progresses.

- 1:1 resident and landholder engagement
- 1800 hotline
- Community information drop-in sessions
- Community sentiment surveys
- Community-wide mail-outs
- CopperString Experience Centre (Stanley Street, Townsville City)
- Customer Relationship Management (CRM) tool application
- Digital and hard copy feedback forms
- Email updates
- Fact sheets
- Frequently Asked Questions (FAQs) and key messages
- Industry forums and events
- Interactive kiosk information stands
- Jobseeker platforms
- Local and Indigenous supplier register
- Maps and infographics
- Media releases
- Meetings and briefings
- Notifications and letterbox drops

- Photos and videos
- Pop-up and virtual CopperString Experience Centre
- Posters
- Presentations
- Print and digital advertising campaigns
- Project contact card
- Project email address
- Project newsletter updates
- Project web page
- Public notices
- Social media posts
- Stalls and attendance at local events
- Supplier engagement
- Tours and roadshows
- Visualisations.

CSEP Implementation Plans

A CSEP Implementation Plan will be developed for each LGA impacted by the project.

Each plan will become an appendix to the CopperString CSEP and will include communication and engagement activities prescribed by statutory authorities during project planning and approvals, as well as supplementary activities designed to enhance the communication and engagement experience, including during project construction.

Plans will also be developed and/or amended and submitted to relevant government departments in response to changed circumstances or increased knowledge of project impacts, and/or project components commencing construction.

Communication protocols and procedures

The project's communication protocols and procedures dictate a stringent record-keeping process for all community and stakeholder interactions including enquiries and complaints.

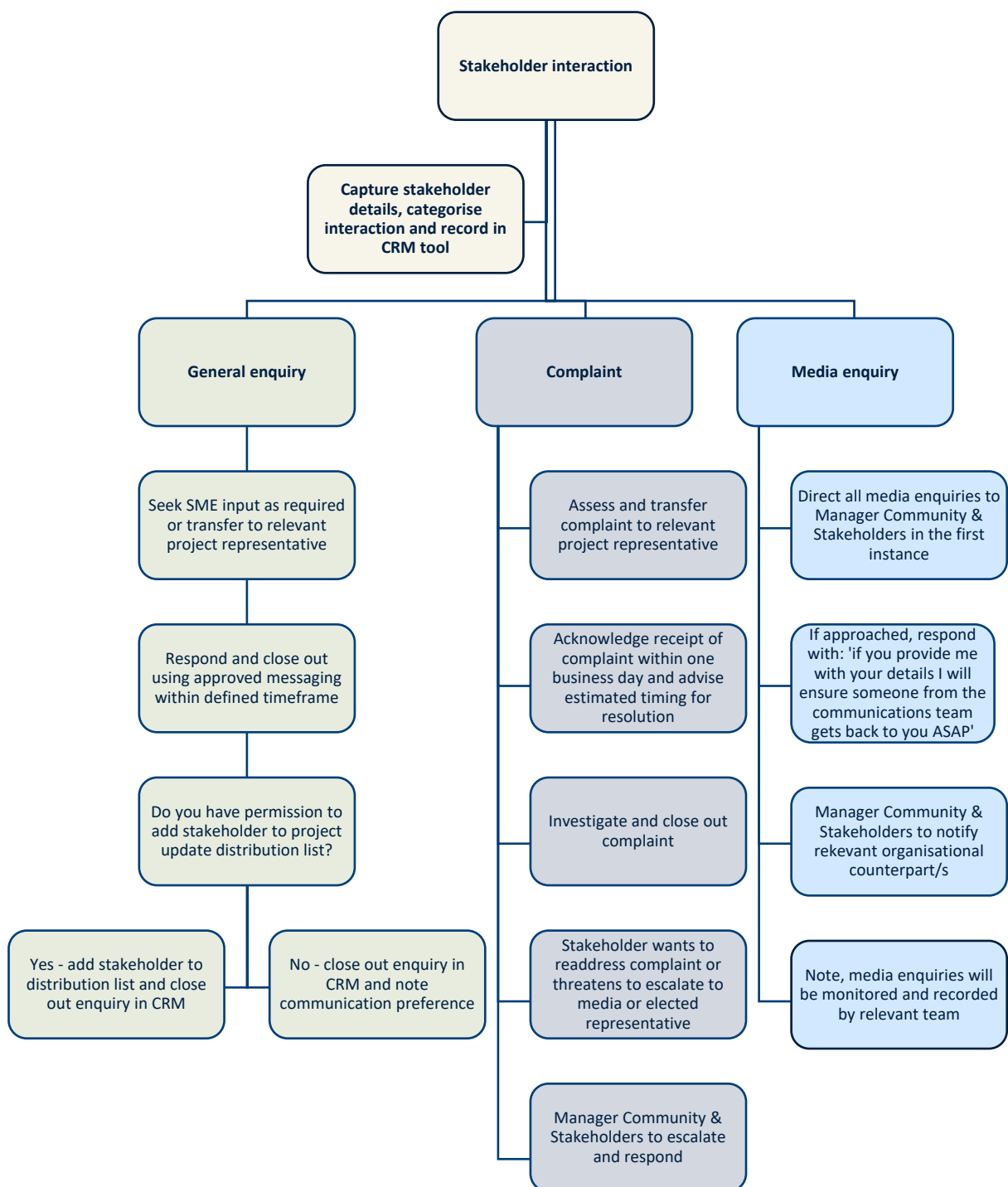
All stakeholder interactions must be recorded in the project's CRM tool and reported in line with project requirements. Information recorded must include the stakeholder, issue/s raised, commitment/s made, action/s required and status of the interaction.

Enquiries and complaints handling

A proactive, responsive, and consistent approach to identifying and handling enquiries and complaints is critical to managing project issues and risks. A project-wide database of approved key messages is used to support this approach.

While responses to and subsequent reporting of enquiries are the responsibility of the relevant team, the project communication and engagement team will triage enquiries and complaints according to Figure 4. Detailed communication procedures are contained within operational resources for use by the project team.

Figure 4: Enquiries and complaints management flowchart



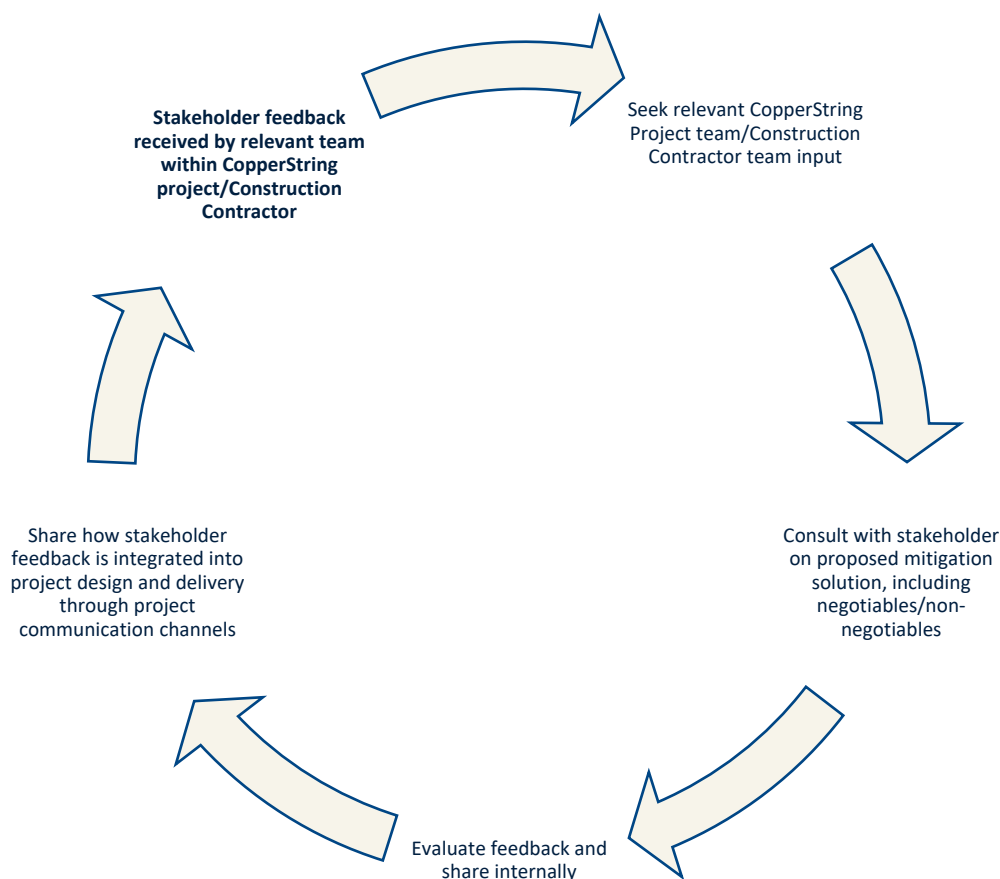
Resolving potential issues and complaints should be undertaken at the earliest opportunity in a way that respects and values the stakeholder's feedback. Further, communication and engagement activities should be designed to support involvement in the project. This can help prevent further escalation.

The Manager Community & Stakeholders will ensure the project team and its delivery partners are adequately equipped to identify, respond to, and resolve potential issues and complaints, including understanding how to deescalate through proactive/preventive engagement activities.

All enquiries and complaints will be formally recorded and tracked.

In addition, the following process will support enquiries and complaints to ensure stakeholder feedback is used, where appropriate, to develop project-specific impact mitigation measures. Figure 5 outlines the functional loop that will be used to support cyclical communication and continuous improvement.

Figure 5: Process for incorporating stakeholder feedback into project-specific impact mitigation measures



Response timeframes

Contact made via the CopperString project inbox and online forms will receive an automated acknowledgement of receipt.

Contact made via the project's 1800 number will be triaged by the project engagement team. Table 8 details the minimum standards expected.

Table 7: Response timeframes by method of contact

Method of contact	Response timeframes
Email	- Automated acknowledgement of receipt - Customised acknowledgement within 24 hours - Standard enquiries to be closed out within three business days - Simple complaints to be closed out within five business days - Enquiries and complaints requiring more complex investigation to be closed out within seven business days. If this cannot be achieved, provide stakeholder with updates to advise CopperString project/Construction Contractor is still looking into the matter
Phone	- Acknowledgement of receipt noted within 24 hours (return call or text) - Standard enquiries responded to in full within three business days - Simple complaints to be closed out within five business days - Enquiries and complaints requiring more complex investigation to be closed out within seven business days. If this cannot be achieved, provide stakeholder with updates to advise CopperString project/Construction Contractor is still looking into the matter
Online enquiry and/or feedback form	- Automated acknowledgement of receipt - Customised acknowledgement via phone or email within 24 hours - Standard enquiries responded to in full within three business days - Simple complaints to be closed out within five business days - Enquiries and complaints requiring more complex investigation to be closed out within seven business days. If this cannot be achieved, provide stakeholder with updates to advise CopperString project/Construction Contractor is still looking into the matter
Letter	- If letter is a complaint, respond within 24 hours of receipt via phone or email if details are provided - Standard enquiries to be closed out within five business days. - Simple complaints to be closed out within seven business days

Method of contact	Response timeframes
	Enquiries and complaints requiring more complex investigation to be closed out within 10 business days. If this cannot be achieved, provide stakeholder with updates to advise CopperString project/Construction Contractor is still looking into the matter

Works notifications

During project construction, advance notice of activities and associated impacts will be managed in accordance with the CopperString CSEP and related Construction Communication and Stakeholder Engagement Activity Plans.

The project's communication and engagement team and/or Construction Contractors will be responsible for informing landholders, key stakeholders, and the broader community of current and upcoming works, including high impact and out-of-hours activities, as well as proposed mitigation.

Information will also be shared on the project web page and distributed via the project's digital communication channels.

Notification of works will be undertaken at least five calendar days in advance of commencement.

Table 9 outlines indicative construction activities and corresponding communication tools.

Table 8: Construction activities and communication tools

Construction activity/impact	Indicative tools
Impacts to local council roads	1:1 engagement with key stakeholders as required - VMS and/or static signage - Traffic management - Opt-in SMS - Digital works notification – project webpage and email
Impacts to Queensland Government roads	1:1 engagement with key stakeholders as required - VMS - Traffic management - Opt-in SMS - Digital works notification – project webpage and email
High impact and/or outside of hours works	- Letter box drop including in-depth information on scheduled activities and impact mitigation to invite consultation and participation through subsequent discussion either by email, telephone, meeting etc. - In-person engagement with identified stakeholders determined by proximity and anticipated impacts - Digital works notification – project webpage and email

Construction activity/impact	Indicative tools
	Opt-in SMS
Ongoing works	Opt-in SMS updates will be used to generate immediate updates on activities underway, including emergency rectification works, where prior notice has been provided

Job seeker and service provider notifications

Processes and procedures designed to notify job seekers and service providers, including Aboriginal and Torres Strait Islander people and businesses, of opportunities for involvement will be undertaken in accordance with the project's local and Indigenous participation protocols.

Opportunities will be shared via the project's primary communication channels listed in Table 10 and supported by direct engagement with job seekers, suppliers, and Aboriginal and Torres Strait Islander people through the project team. This will be leveraged through information sharing with key stakeholders and via secondary communication channels.

Table 9: Channels and timing for notifying job seekers and suppliers of project opportunities

Stakeholder	Channels	Timing
Job seekers, including Aboriginal and Torres Strait Islander people	<i>Primary tools</i> - CopperString project webpage - Construction Contractor job vacancies webpage/s	Job seekers can create job alerts to receive notification of opportunities via primary tools.
	<i>Supporting communication channels:</i> - Australian Government Department of Employment and Workplace Relations - Construction Skills Queensland - Energy Skills Queensland - Helping Our Mob Everywhere (HOME) - JobsNorthQueensland.com.au - JobsNorthWestQueensland.com.au - Manufacturing Skills Queensland - National Indigenous Australians Agency - Queensland Government Department of Trade, Employment and Training - Regional Development Australia Townsville and North West Queensland - RSL Queensland - Townsville Multicultural Support Group	Supporting communication channels will then be notified and share opportunities as appropriate.

Stakeholder	Channels	Timing
	Workforce Australia	
Suppliers, including Aboriginal and Torres Strait Islander businesses	<i>Primary tools</i> - CopperString project webpage - CopperString supplier register - Construction Contractor procurement platforms - ICN Gateway - Vendor Panel <i>Supporting communication channels:</i> - Ayr Chamber of Commerce - Charters Towers Chamber of Commerce - Commerce North West - Hinchinbrook Chamber of Commerce - HOME - Home Hill Chamber of Commerce - Hughenden Chamber of Commerce - Mount Isa to Townsville Economic Development Zone - National Indigenous Australians Agency - Queensland Department of Customer Services, Open Data and Small and Family Business - Queensland Government Department of State Development, Infrastructure and Planning - Queensland Government Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism - Townsville Chamber of Commerce - Townsville Enterprise Limited	To date, procurement expressions of interest have been open for a minimum of two months. Future procurement expressions of interest will be determined by the QIC-led entity. Suppliers registered in ICN Gateway receive notifications of opportunities in their nominated category/categories the moment they are published. Businesses in the project's supplier register will receive ongoing updates on project progress and opportunities during project delivery.

Issues and risk management

The project maintains a comprehensive risk register.

Table 11 summarises potential communication and engagement impacts/issues and risks associated with CopperString, as well as proposed mitigation measures to support overall project delivery and CSEP objectives.

Location-specific issues and risks will also be identified, and mitigations proposed, in relevant CSEP Implementation Plans for each LGA, as well as during planning for other project activities.

Table 10: Summary of issues and risks and proposed mitigation

Impact/issues	Risks	Proposed mitigation
Community and stakeholder discontent about project staging and perceived delay in regional benefits	- Reputational damage - Negative media coverage - Direct pressure on government	- Proactive, no surprises approach to communication and engagement through thorough planning and timely delivery of activities that meet the needs of communities and key stakeholders - Transparent and consistent messaging for project staging rationale shared across all communication platforms and interactions with the project team - Communication and engagement that establishes relationships and builds trust
Project impacts on landholders and communities, including construction activities	- Landholder and community discontent - Loss of social licence - Reputational damage - The time required for landholders to engage with the project may increase requirements for property management and reduce property productivity	- Engage early and often and maintain open lines of communication - Undertake regular briefings and establish strong relationships with impacted landholders through dedicated Landholder Relations representatives - Development and ongoing review of LAPs - Promote mechanisms for project information and how to speak with and provide feedback to the project team
Lack of real or perceived project benefits, including discrepancies between communities	- Reputational damage - Community outrage - Loss of social licence	- Benefits and legacy items tailored to communities and stakeholders through local engagement and feedback - Implementation of CopperString Community Benefits Fund and North West Energy Fund
Engagement fatigue, apathy, and loss of experience	- Negative sentiment - Project opposition - Loss of social licence	- Build alliances and relationships with key stakeholders and communities - Apply genuine and transparent communication and engagement through a wide range of tools and tactics to target different audiences
Criticism about lack of opportunities for local involvement and disagreement about what constitutes 'local'	- Negative sentiment - Project opposition - Loss of social licence - Direct pressure on government	- Clear and consistent communication and engagement about definitions and targets supported by legislative requirements - Supporting local supply chain through on-ground capacity and capability building activities

Impact/issues	Risks	Proposed mitigation
		Work with Construction Contractors to create meaningful opportunities for involvement
Project cost increases or time delays	- Reputational damage - Negative sentiment - Direct pressure on government	- Robust planning with timely engagement with government stakeholders - Transparent and genuine communication and engagement
Lack of awareness of Project Proponent and its role as a Government Owned Corporation	Negative sentiment	- Clear and consistent messaging - Early and ongoing communication and engagement - Relationship-building through regular on ground engagement activities
Confusion about project delivery and interface with delivery partners	- Reputational damage - Negative sentiment	- Maintain open channels of communication - Early mobilisation of key roles - Ensure robust handover approach as required
Adverse media reporting	- Reputational damage - Negative sentiment	- Establish positive working relationships with local media - Contribute to positive media coverage - Promote project benefits - Ensure project team and contractors are aware of media protocols regarding project communication - Identify designated spokespeople
Community and key stakeholder dissatisfaction with project responsiveness	- Reputational damage - Negative sentiment	- Establish sound lines of communication within project team - Consistent and timely processes to capture and respond to enquiries and complaints, and escalate issues and risks - Induct team members with regard to roles and responsibilities - Accessible project team - Digital and community-based information sharing and engagement

Reporting and evaluation

Project communication and engagement activities will be reported on internally to the Project Leadership team and other relevant personnel, and externally to applicable Queensland and Australian government departments, agencies, and Shareholding Ministers for monitoring and continuous improvement.

Reporting

Regular reporting, including a content overview and frequency, is captured in Table 12. Additional ad hoc reports will be run in line with project needs.

Table 11: Project communication and engagement monitoring and reporting

Report	Content summary	Frequency
Enquiries, complaints and feedback report	Reporting on and tracking of community and key stakeholder interactions including enquiries and complaints. Data is shared with the project team as required to incorporate stakeholder feedback into project-specific impact mitigation strategies and compliance with KPIs.	As required
Communication and engagement activity report	Project communication and engagement work in progress status report including engagement activities, communication tools, events and sponsorships.	Fortnightly
Media and social media analysis report	Summary reporting on project mentions, sentiment, issues and opportunities and to monitor compliance with KPIs.	Monthly
Landholder reporting	Reporting on number of landholders and agreements in place, as well as the number of land access requests for site investigations and early works on landholder properties. This information will also be incorporated into CSEP Implementation Plans for each LGA.	Monthly
Risk register	Review and analysis of existing/emerging issues/risks.	Monthly
Project community sentiment surveys	The project will initially undertake two community sentiment surveys annually to gain insights into how stakeholders and community members perceive the project and our approach to meeting project objectives.	Biannually
Social Impact Management Report	Input into annual report to the Coordinator-General on the implementation and effectiveness of measures to manage the project's social impacts during each year of construction.	Annually

Evaluation

The CSEP will be reviewed at six-monthly intervals and in response to changed circumstances, increased knowledge of impacts, and/or project components commencing construction within an LGA. This is to ensure

communication and engagement activities are implemented in accordance with the plan and its objectives. Performance in relation to the *IAP2 Spectrum of Public Participation* will also be considered.

Table 13 details the ways in which the team will conduct project communication and engagement in support of the CSEP objectives, as well as how performance will be measured.

Table 12: Evaluation of CSEP objectives

Objective	Our commitment	Measurement
Ensure stakeholders are clearly identified and their specific needs are understood and managed.	▪ We will undertake comprehensive community analysis and stakeholder mapping and continue to update information as the project progresses.	▪ Review stakeholder mapping to ensure scope and contact accuracy. ▪ Opportunities identified through demographic profiling and feedback on needs and preferences is reflected in communication and engagement planning and on-ground delivery.
Ensure information about the project is shared with and understood by those who are potentially affected by and/or interested in the project.	▪ We will use a range of traditional and digital communication tools and tactics to ensure broad reach and accessibility. ▪ We will use clear and consistent messaging that is easy to understand. ▪ We will be responsive to requests for information and clarification.	▪ Quantitative reporting on communication and engagement activities. ▪ Review key messages for readability and accuracy. ▪ Reporting on enquiry response and closeout times. ▪ Community sentiment survey reporting. ▪ Stakeholder feedback.
Ensure engagement and communication activities are transparent, equitable and accessible, with adequate opportunities for stakeholders to comment or provide feedback.	▪ We will ensure key stakeholders and communities are aware of the ways feedback can be shared including in-person, by email, phone, and our digital and paper-based feedback forms. ▪ Demonstrated collection and consideration of feedback and inputs from stakeholders and the community.	▪ Quantitative and qualitative reporting on communication and engagement activities. ▪ Community and key stakeholder feedback. ▪ Community sentiment survey reporting.
Regularly demonstrate to stakeholders how feedback has been, or will be, considered.	▪ We will be cyclical in our engagement approach to ensure a functional communication loop.	▪ Reporting on project feedback and stakeholder enquiry closeout times.

Objective	Our commitment	Measurement
	- We will be open and transparent, acknowledging in and out-of-scope requests. - We will regularly share information through our project mechanisms.	- Stakeholder feedback is shared internally for consideration and practical application. - Stakeholder feedback and how it applies to the project is included in project communication.
Demonstrate a commitment to building long-term relationships with stakeholders based on trust and mutual respect.	- We will be accountable, open and genuine in our approach, and act with integrity. - We will operate in accordance with the CSEP and work to enhance the lives and livelihoods of stakeholders and communities.	- Community sentiment survey reporting. - Stakeholder feedback.
Record and report on feedback received and ensure it is considered by the project team, particularly in relation to impact identification and measures for management and/or mitigation.	We will be diligent in our recording and reporting of communication and engagement activities, and ensure opportunities are identified and risks are brought to the attention of project leadership for management and/or mitigation.	- Risk reporting. - Issues and opportunities reporting. - Reporting on project feedback and stakeholder enquiry closeout times. - Stakeholder feedback is shared internally for consideration and practical application.

Key Performance Indicators

The Key Performance Indicators (KPIs) outlined in Table 14 will be used to monitor and evaluate project delivery and engagement activities.

Table 13: KPIs associated with project delivery and engagement activities

KPI	Measurement	Timing
Landholders, Aboriginal Parties and other stakeholder acceptance of and satisfaction with the project	- Direct feedback provided during all phases of project delivery. - Demonstrate evidence of how community and stakeholder feedback has influenced project decision making.	Ongoing
Complaints are managed and responded to in a timely and effective manner (per defined processes)	All complainants are contacted within one business day of the complaint being received to acknowledge the complaint and advise them of an estimated date of resolution and completion.	Ongoing

KPI	Measurement	Timing
Landholders and other stakeholders are informed about project developments and impacts	▪ Number of phone calls and face-to-face meetings held. ▪ Number of enquiries and/or complaints received. ▪ Number of communication tools issued, e.g. newsletters, community notices, newspaper advertisements. ▪ Website updated with key information in a timely manner.	Ongoing
Media enquiries are effectively managed in a timely manner	▪ Any media enquiries are responded to the same day or before advised deadline.	Within deadline or same day
Neutral/positive traditional and social media coverage	▪ Media monitoring.	Ongoing
Management of non-media issues	▪ Issues are proactively identified and action taken as appropriate.	Ongoing
Effective engagement with landholders and other stakeholders does not result in significant delays to project delivery	▪ Project milestones are reached on time with any significant delays stemming from factors other than deficiencies in Powerlink's engagement approach.	Ongoing

Appendix 1

See 'Flinders Shire CSEP Implementation Plan'

Contact us

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