

AUGUST 2024



# Communication and Stakeholder Engagement Plan (CSEP)

## Implementation Plan – Richmond Shire



**CONTENTS**

Introduction..... 3

Project context..... 6

Stakeholders ..... 15

Risk management..... 23

Action plan ..... 25

Key messages..... 31

**DOCUMENT CONTROL**

<b>Document title</b>	<b>Richmond Shire CSEP Implementation Plan</b>
<b>Prepared by</b>	Cristi Jimmieson – Project Engagement Specialist
<b>Reviewed by</b>	Ian Turton – Property Project Manager

<b>Approved by</b>	<b>Name</b>	<b>Title</b>	<b>Date</b>
	Raegen Perkins	A/Manager Community & Stakeholders	08/08/2024

**Revision history**

<b>Revision</b>	<b>Revision date</b>	<b>Revision description</b>

## Introduction

The Richmond Shire CSEP<sup>1</sup> Implementation Plan outlines communication and engagement activities designed to support the delivery of the project’s preparatory and core transmission infrastructure in the Richmond Shire Local Government Area (LGA) including:

- Richmond workforce accommodation and facilities (WAF)
- ~108 kilometres (km) of 330 kilovolt (kV) transmission line.

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

Richmond Shire is directly impacted by stage one of project delivery as indicated in Figure 1.

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



The Richmond 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.

<sup>1</sup> Communication and Stakeholder Engagement Plan

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

## Objectives

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

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

## Preparatory infrastructure

As preparatory infrastructure, the Richmond WAF needs to be built ahead of any core infrastructure including the transmission line to make sure our workforce can travel safely to and from site each day.

### Richmond WAF

Richmond WAF is the second of six multi-purpose hubs proposed to be built along the corridor and follows the Hughenden WAF as the first major milestone of CopperString 2032 construction.

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

The Richmond WAF is located 1.4km northwest of the centre of Richmond, allowing access from the Flinders Highway via Macgoffin Drive. The site is owned by the Queensland Government and is held in trust by Richmond Shire Council.

The Richmond WAF includes:

- capacity for approximately 200 to 250 personnel
- accommodation and ancillary facilities including offices, meeting rooms, kitchen, laundry and areas for recreation for the workforce needed to build the transmission line
- a construction laydown area
- a vehicle washdown area and refuelling bay
- a concrete batching plant (note, this facility was planned to be constructed on adjoining land and is currently subject to further investigation due to stock route infrastructure restraints)



- a design life of approximately five years.

Figure 2 shows the proposed site for Richmond WAF. Figure 3 shows the anticipated delivery timeline for Richmond WAF.

Figure 2: Aerial map of Richmond WAF

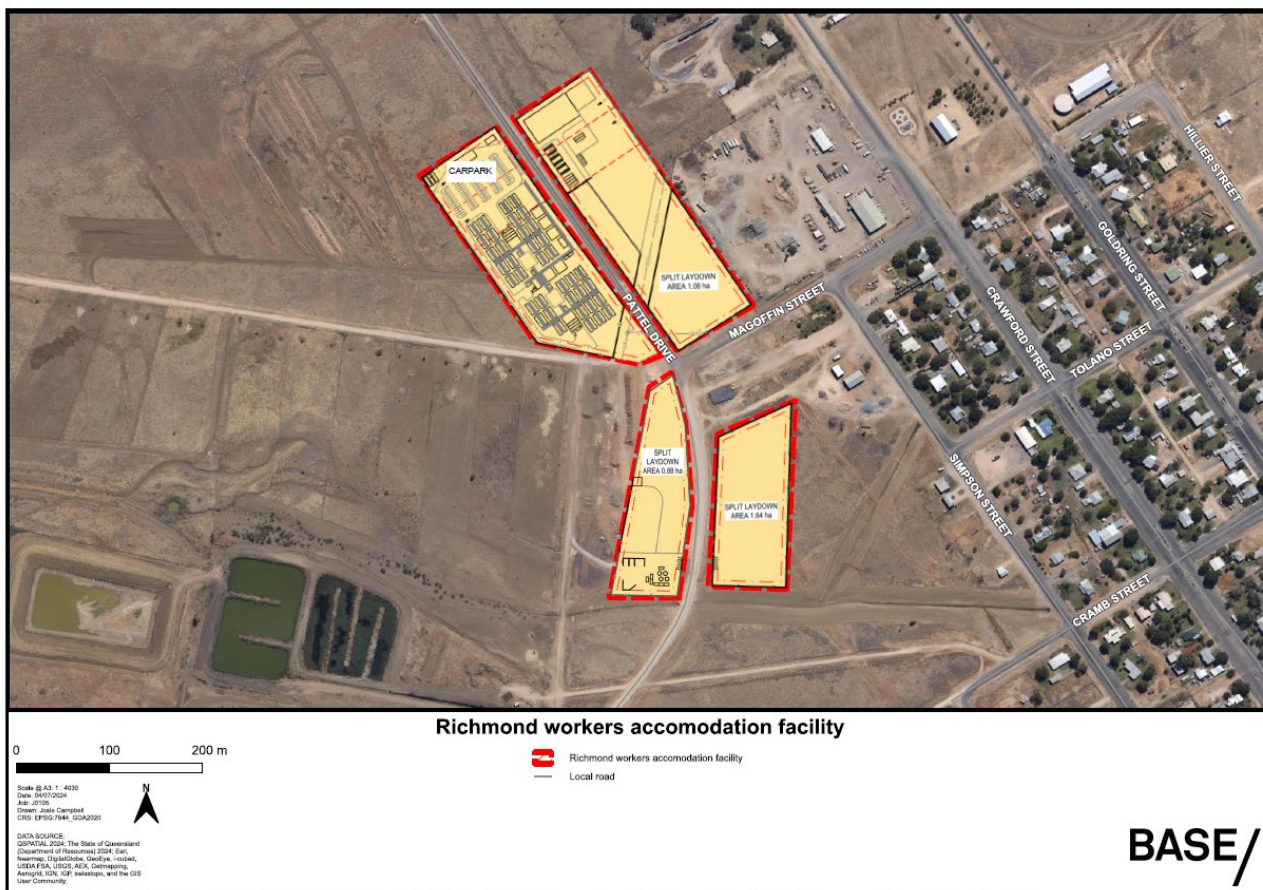
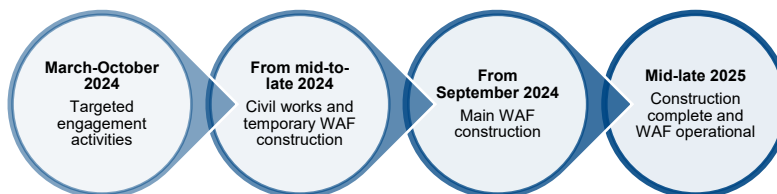


Figure 3: Richmond WAF delivery timeline



### Core transmission infrastructure

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

Richmond Shire is directly impacted by core transmission infrastructure delivery during stage one of the project.

**Stage one** core transmission infrastructure applicable to Richmond Shire includes the construction of ~108km of 330kV transmission line.

The first section of 330kV transmission line will be built between Hughenden and Cloncurry and is expected to start in early 2025.

## Project context

### About Richmond Shire

Building on the demographic profile outlined in the overarching CopperString 2032 CSEP, the Richmond Shire is situated approximately mid-way between Hughenden and Julia Creek and includes the following townships:

- Richmond
- Albion
- Burleigh
- Cambridge
- Maxwellton
- Nonda
- Saxby
- Woolgar.

Richmond is the largest of these townships and has a population of approximately 600 people.

The Richmond 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.

In addition to being a major transit stop on the Flinders Highway, recent paleontological discoveries have unearthed the fossils of prehistoric marine creatures, some of which are on display in Richmond at Kronosaurus Korner Visitor Information Centre.

Like many regional communities, the Richmond Shire population is aging, with Median age increasing to 38 as of the 2021 ABS Census. 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, Richmond Shire Council's vision for the region is 'a community embracing quality lifestyle, opportunity and growth' with a mission to 'facilitate and foster economic development, industries, innovative projects, while continually upgrading and maintaining public infrastructure, for the benefit and growth of the Shire'.

According to the *Richmond Shire Council Corporate Plan 2023-2028*, strategic priorities for the region are to:

- facilitate and foster a wide range of quality services, projects and opportunities that promotes activity, health and prosperity in the community
- maintain and enhance a healthy living environment

- facilitate and foster economic development, industries, innovative projects, while continually upgrading and maintaining public infrastructure to meet the growth of the Shire
- pursue excellence as an organisation through transparent and accountable Local Government that provides professional, strategic and operational management and leadership
- plan for future infrastructure requirements to meet the growth of Richmond Shire while continually upgrading and maintaining Council's road network, assets and facilities.

## Statutory approvals

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

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

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

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

A properly made application for project change for Hughenden WAF was submitted to the Office of the Coordinator-General on 1 March 2024, with updated conditions of approval handed down on 19 June 2024.

## Works regulation amendment

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

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

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

## Ministerial Infrastructure Designation

Core transmission infrastructure located within the Richmond Shire, including the 330kv transmission line will be assessed through the [Ministerial Infrastructure Designation](#) (MID) process.

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

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

The MID proposal applicable to the Richmond Shire relates to the approval and subsequent construction of:

- ~108km of 330kV transmission line.

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

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

### Previous engagement

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

#### Richmond Shire Council

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

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

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

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

*Table 1: Richmond Shire Council feedback and actions*

Theme	What we heard	Our commitments
<b>Water and wastewater</b>	<ul style="list-style-type: none"> <li>▪ Council is supportive of the proposed WAF site location as existing infrastructure for water and wastewater already exists.</li> </ul>	<ul style="list-style-type: none"> <li>▪ We will work closely with Council and our Construction Contractor to progress detailed design discussions for enabling infrastructure to ensure minimal impact to existing services and facilities.</li> </ul>
<b>Road upgrades and traffic impacts</b>	<ul style="list-style-type: none"> <li>▪ Council would like the condition of the Flinders Highway to be improved to enable higher vehicle movements and larger loads into the region.</li> </ul>	<ul style="list-style-type: none"> <li>▪ We are working closely with the Department of State Development and Infrastructure, and regularly briefing a Queensland Government agency forum including the Department of Transport and Main Roads, Queensland Rail, and representatives from emergency services,</li> </ul>



Theme	What we heard	Our commitments
<p><b>Legacy and community infrastructure</b></p>	<ul style="list-style-type: none"> <li>▪ Council has a strong view on the project leaving a positive legacy – i.e. community investment, sustainable housing for growth.</li> <li>▪ Council has identified the following community infrastructure opportunities:                             <ul style="list-style-type: none"> <li>○ airstrip</li> <li>○ new community gym</li> <li>○ help developing new industrial and residential subdivisions</li> <li>○ a second smaller water treatment plant in the industrial estate</li> <li>○ upgrade to the multipurpose sports courts (new playing surface and lights)</li> <li>○ Shire hall redevelopment (new toilet block and meeting rooms).</li> </ul> </li> </ul>	<p>health, training and education on project development, timing and likely needs.</p> <ul style="list-style-type: none"> <li>▪ We are working with Council representatives to understand what’s important from a legacy perspective. Through ongoing engagement, Council will have the opportunity to identify, discuss and progress community infrastructure legacy opportunities.</li> <li>▪ We will work with Council to provide project information which will support business cases or funding applications to other government departments with the aim of supporting community infrastructure and broader community benefit outcomes.</li> <li>▪ We will develop a list of potential community investment opportunities which align with Council priorities. These will be reviewed and progressed with consideration given to joint contributions from other proponents in the renewable energy space.</li> <li>▪ We will support improved community and economic outcomes through the staged delivery of the SuperGrid Telecommunications Program alongside Queensland Capacity Network.</li> <li>▪ We will work closely with Council in developing the Richmond SIMP to discuss project legacy opportunities.</li> </ul>
<p><b>Local participation</b></p>	<ul style="list-style-type: none"> <li>▪ Council has the capability and capacity to deliver work in the region. This includes works related to road construction and maintenance, concrete works, concrete supply, water and wastewater truck infrastructure and services, as well as ongoing inspection and maintenance services.</li> </ul>	<ul style="list-style-type: none"> <li>▪ We are likely to engage Council and its local supplier panel to undertake local civil works and road upgrades following a request for proposal to respond to the project’s initial package of works.</li> <li>▪ We are working with the UGL CPB Contractors Joint Venture to break down packages into smaller components suitable for local involvement.</li> </ul>

Theme	What we heard	Our commitments
	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Small businesses are feeling ‘sized-out’ of the procurement process and felt overwhelmed by the process and language used.</li> </ul>	<ul style="list-style-type: none"> <li>▪ We have hosted additional information sessions and opportunities for businesses to register their interest in recent months that build on the project’s local and Indigenous supplier roadshow in late 2023.</li> <li>▪ We will engage with local and Indigenous businesses and clearly communicate opportunities for involvement.</li> <li>▪ We will support supplier capability and capacity building in Richmond Shire through the project’s supplier development program which aims to prepare suppliers for CopperString 2032 and future procurement opportunities in the region.</li> <li>▪ We will work with Council to facilitate information sharing and inclusive activities.</li> </ul>
Indigenous participation	<ul style="list-style-type: none"> <li>▪ Council expressed the need for the project to support First Nations benefits.</li> </ul>	<ul style="list-style-type: none"> <li>▪ We are engaging directly with Traditional Owner groups, the Yirendali People and the Wanamara People.</li> <li>▪ We have developed an Indigenous Participation Plan which seeks to drive positive outcomes and ensure opportunities for involvement in CopperString 2032 are maximised.</li> <li>▪ We will work with our Construction Contractor to support increased job and supply opportunities for Indigenous jobseekers and businesses.</li> <li>▪ We will consider legacy-building activities which support Yirendali and Wanamara culture and heritage; and economy.</li> </ul>
Community and landholder engagement	<ul style="list-style-type: none"> <li>▪ Council advised a personal approach to communication and engagement is well-received in Richmond and surrounds.</li> <li>▪ Information needs to be accessible and easy to understand.</li> </ul>	<ul style="list-style-type: none"> <li>▪ We will letterbox drop information and undertake 1:1 engagement as required with landholders and residents impacted by Richmond WAF and other project infrastructure.</li> <li>▪ We will share information on project activities and opportunities for</li> </ul>

Theme	What we heard	Our commitments
		involvement in advance through established and trusted mechanisms such as the North West Weekly and community Facebook groups. <ul style="list-style-type: none"> <li>▪ We will continue to actively engage with community in person by supporting and attending local events and activities to share project information and answer questions.</li> <li>▪ We held a community information stall at Richmond’s largest annual event (Richmond Field Days) informing community about the project and associated opportunities.</li> </ul>

**Traditional Owner groups**

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

**Wanamara People and Yirendali People**

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

We are engaging with representatives of the Wanamara People and Yirendali People regarding cultural heritage and delivering benefits through voluntary relationship agreements with each party, including opportunities for Indigenous participation. A formal Cultural Heritage Management Plan (CHMP) has also been established with each party. A part of the CHMP process, cultural heritage surveys continue to be undertaken and finds within each CHMP area recorded and managed, including salvage activities. We will continue to engage with the Wanamara People and Yirendali People for the life of the project.

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

*Table 2: Yirendali People and Wanamara People feedback and actions*

Theme	What we heard	Our commitments
<b>Legacy and cultural heritage</b>	<ul style="list-style-type: none"> <li>▪ Yirendali have no presence on Country, with the closest representative based in Mount Isa and the majority</li> </ul>	<ul style="list-style-type: none"> <li>▪ We will consider all opportunities to support the legacy aims of the Yirendali People. We will invite</li> </ul>

Theme	What we heard	Our commitments
	<p>generationally residing in Cherbourg. This creates a strain on resourcing cultural heritage activities.</p> <ul style="list-style-type: none"> <li>▪ Yirendali want to establish an economic and cultural presence on Country through the construction of a Yirendali Cultural Centre and other commercial ventures.</li> <li>▪ Wanamara have no presence on Country, with the majority of Wanamara families now residing in Cairns and in Yarrabah.</li> </ul>	<p>Yirendali People to meet and co-design the development of the Yirendali land holding in Hughenden so that we can plan to commence wok activities.</p> <ul style="list-style-type: none"> <li>▪ We will in partnership with Yirendali People support the production of a Yirendali language book and video production.</li> <li>▪ We will work with the Yirendali People to put forward Yirendali place names for relevant project infrastructure, such as the Flinders Substation. We facilitated a process to name a road in Hughenden – as Yirendali Road.</li> <li>▪ Provide Wanamara with four Dongas after the deconstruction of the Richmond WAF.</li> <li>▪ Support Wanamara to establish a homestead using the Dongas – including any planning approval requirements, transportation and installation of the assets to a lock up state.</li> </ul>
<p><b>Indigenous participation</b></p>	<ul style="list-style-type: none"> <li>▪ Yirendali People have been engaged about the implementation of the CS IPP and support the usage of the IPP to deliver benefits for Yirendali People and Aboriginal People and Torres Strait Islanders.</li> </ul>	<ul style="list-style-type: none"> <li>▪ We will continue to work with Yirendali representatives to create meaningful opportunities for participation and determine legacy outcomes. This includes the delivery of face-to-face cultural awareness training with key project personnel and inductions for our broader Richmond-based workforce.</li> <li>▪ Support and provide resourcing to gain approval for development and develop the Yirendali Land Holding located in Hughenden.</li> <li>▪ Facilitate JV leadership team to undertake face to face Yirendali on Country experience with Yirendali People.</li> </ul>



Theme	What we heard	Our commitments
	<ul style="list-style-type: none"> <li>▪ Wanamara People have been engaged about implementation of the CS IPP.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Facilitation of meetings between Yirendali People and selected contractors to support Yirendali increase understanding about commercial avenues available.</li> <li>▪ Support Yirendali to establish a trading commercial entity (Pty Ltd) and enter into joint ventures.</li> <li>▪ Wanamara People have been involved in ongoing engagement regarding involvement in the delivery of employment and training activities. This is the key and almost singular activity that is of interest as expressed by the Wanamara People.</li> </ul>

## Landholders

There are 12 project-impacted landholders who own 15 land parcels of land within the Richmond Shire.

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

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

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

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

Table 3: Richmond Shire landholder reporting

Landholder activity	Number
LAPs negotiated	12
Options agreements in place	12
Land access requests submitted (2023 – current)	122

## Broader community

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

These included:

- a community information stall at the Richmond Field Days event to introduce Powerlink and the project team, provide an update on project progress, including the approvals process, and to ensure accessible opportunities to gather information and provide feedback
- an industry briefing session to share information about opportunities for involvement and procurement and to introduce the local supply chain to our delivery partner
- door-to-door business engagement by Powerlink and our Construction Contractor to ensure awareness of the project and supplier registration opportunities
- the first of five Richmond Supplier Capability Development Program workshops, to share project information and develop local business capability to contribute to and participate in the project and other supply chain opportunities.

The activities listed above were supported by:

- broad distribution of project updates via email and hard copies at information sessions, council chambers and the public library

- project advertising in the local paper and through established community channels to advise of upcoming opportunities for involvement
- geo-targeted social media campaigns to share information and details of information sessions
- project webpage updates specific to Richmond Shire and associated notification to registered users
- posters and flyers
- maps
- project visualisations and imagery.

### Utility providers

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

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

### Stakeholders

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

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

Stakeholder group	Interests	Approach	Tools and tactics
Primary regulatory authorities and Australian Government departments <ul style="list-style-type: none"> <li>▪ Australian Department of Climate Change, Energy the Environment and Water (DCCEEW)</li> <li>▪ Queensland Office of the Coordinator-General</li> <li>▪ Department of Housing, Local Government, Planning and Public Works</li> </ul>	<ul style="list-style-type: none"> <li>▪ Environmental approvals</li> <li>▪ Statutory approval compliance</li> <li>▪ Implementation of SIMP and CSEP</li> <li>▪ Ministerial Infrastructure Designation (MID) process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish strong relationships to leverage project opportunities</li> <li>▪ Establish and maintain regular, proactive and two-way communication with relevant feedback loop in place</li> </ul>	<ul style="list-style-type: none"> <li>▪ 1:1 meetings and briefings</li> <li>▪ Regular communication in-person and online</li> </ul>
Other Australian Government departments and agencies	<ul style="list-style-type: none"> <li>▪ Legislation implementation</li> <li>▪ Indigenous participation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish strong relationships to</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meetings and briefings</li> </ul>

Stakeholder group	Interests	Approach	Tools and tactics
<ul style="list-style-type: none"> <li>▪ Department of Employment and Workplace Relations</li> <li>▪ National Indigenous Australians Agency</li> <li>▪ Workforce Australia</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employment and business opportunities</li> </ul>	<ul style="list-style-type: none"> <li>leverage project opportunities</li> <li>▪ Establish and maintain regular, proactive and two-way communication with relevant feedback loop in place</li> </ul>	<ul style="list-style-type: none"> <li>▪ Working groups</li> <li>▪ Co-designed engagement activities</li> </ul>
<p>Other Queensland Government departments and agencies</p> <ul style="list-style-type: none"> <li>▪ Department of Agriculture and Fisheries</li> <li>▪ Department of Energy and Climate</li> <li>▪ Department of Environment, Science and Innovation</li> <li>▪ Department of Premier &amp; Cabinet</li> <li>▪ Department of Regional Development, Manufacturing and Water</li> <li>▪ Department of Resources</li> <li>▪ Department of State Development and Infrastructure</li> <li>▪ Department of Transport &amp; Main Roads</li> <li>▪ Ergon Energy</li> <li>▪ Manufacturing Skills Queensland</li> <li>▪ Queensland Ambulance Service</li> <li>▪ Queensland Department</li> </ul>	<ul style="list-style-type: none"> <li>▪ Legislation implementation</li> <li>▪ Indigenous participation</li> <li>▪ Employment and business opportunities</li> <li>▪ Water security</li> <li>▪ Regional development</li> <li>▪ Environmental matters</li> <li>▪ Planning and public works</li> <li>▪ Impacts to utilities, roads and rail infrastructure</li> <li>▪ Community health and wellbeing</li> <li>▪ Impacts on health and emergency services</li> <li>▪ Safety</li> <li>▪ Construction and operational impacts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish strong relationships to leverage project opportunities</li> <li>▪ Establish and maintain regular, proactive and two-way communication with relevant feedback loop in place</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meetings and briefings</li> <li>▪ Working groups</li> <li>▪ Co-designed engagement activities</li> <li>▪ Combined state agency forums</li> </ul>



Stakeholder group	Interests	Approach	Tools and tactics
<ul style="list-style-type: none"> <li>▪ Queensland Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts</li> <li>▪ Queensland Fire &amp; Rescue Service</li> <li>▪ Queensland Health – Richmond Multipurpose Health Service</li> <li>▪ Queensland Police Service</li> <li>▪ Queensland Rail</li> </ul>			
<p>State and Federal elected representatives</p> <ul style="list-style-type: none"> <li>▪ The Hon Robbie Katter, Member for Traeger (State)</li> <li>▪ The Hon Bob Katter, Member for Kennedy (Federal)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Portfolio and constituent impacts and opportunities</li> <li>▪ Potential escalation point for landholders, community members and other key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain regular communication and engagement through Government Relations team</li> </ul>	<ul style="list-style-type: none"> <li>▪ 1:1 meetings and briefings</li> </ul>
<p>Local government</p> <ul style="list-style-type: none"> <li>▪ Richmond Shire Mayor</li> <li>▪ Richmond Shire Councillors and CEO</li> <li>▪ Richmond Shire Council operational representatives and support services</li> <li>▪ Western Queensland Alliance of Councils</li> <li>▪ North West Queensland Regional Organisation of Councils</li> </ul>	<ul style="list-style-type: none"> <li>▪ Legacy infrastructure</li> <li>▪ Community investment</li> <li>▪ Local supply chain and industry participation</li> <li>▪ Biosecurity</li> <li>▪ Water</li> <li>▪ Sewerage</li> <li>▪ Jobs and economic development</li> <li>▪ Impacts to utilities</li> <li>▪ Local roads – impacts and upgrades</li> </ul>	<ul style="list-style-type: none"> <li>▪ Early engagement on issues and opportunities to ensure community needs and legacy items are considered</li> <li>▪ Establish and maintain regular, proactive and two-way communication with relevant feedback loop in place</li> </ul>	<ul style="list-style-type: none"> <li>▪ 1:1 meetings and briefings</li> <li>▪ Working groups</li> <li>▪ Workshops</li> <li>▪ Joint decision-making</li> <li>▪ Project updates</li> </ul>

Stakeholder group	Interests	Approach	Tools and tactics
<p>Traditional Owners</p> <ul style="list-style-type: none"> <li>▪ Yirendali People</li> <li>▪ Wanamara People</li> </ul>	<ul style="list-style-type: none"> <li>▪ Indigenous participation</li> <li>▪ Economic benefits</li> <li>▪ Cultural Heritage</li> <li>▪ Native Title</li> <li>▪ Environmental impacts on Country</li> <li>▪ Genuine pathway into project</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish strong relationships to leverage project opportunities</li> <li>▪ Maintain regular communication and engagement through Property Project and Indigenous Partnerships teams</li> <li>▪ 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</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meetings and briefings</li> <li>▪ Joint decision-making</li> <li>▪ Walks on Country</li> <li>▪ Cultural awareness training</li> <li>▪ Supply chain and job-seeker capability and capacity development and training</li> <li>▪ Jobseeker platforms</li> <li>▪ Traditional Owner input into naming of relevant project infrastructure</li> </ul>
<p>Directly impacted landholders</p>	<ul style="list-style-type: none"> <li>▪ Land access</li> <li>▪ Local roads impacts</li> <li>▪ Compensation</li> <li>▪ Acquisition</li> <li>▪ Visual amenity</li> <li>▪ Transmission infrastructure impacts</li> <li>▪ Construction impacts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain regular communication and engagement through dedicated and consistent relationship manager in</li> </ul>	<ul style="list-style-type: none"> <li>▪ 1:1 engagement</li> <li>▪ Regular meetings (in-person or via phone)</li> <li>▪ Consistent Landholder Relations</li> </ul>

Stakeholder group	Interests	Approach	Tools and tactics
	<ul style="list-style-type: none"> <li>▪ Operational impacts</li> </ul>	<p>Landholder Relations team</p> <ul style="list-style-type: none"> <li>▪ Build relationships through nominated Powerlink personnel to establish two-way communication, build trust and facilitate early resolution of emerging issues</li> </ul>	<p>relationship manager</p> <ul style="list-style-type: none"> <li>▪ Land Access Protocols</li> <li>▪ Options Agreements</li> <li>▪ Works notifications</li> <li>▪ Project updates</li> </ul>
<p>Local businesses, supply chain and job seekers, including Aboriginal and Torres Strait Islander people</p> <ul style="list-style-type: none"> <li>▪ Registered local businesses (project supplier register, Industry Capability Network)</li> <li>▪ Local businesses who have not yet registered</li> <li>▪ All job seekers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Skills development</li> <li>▪ Supply chain development</li> <li>▪ Jobs</li> <li>▪ Labour draw impacts</li> <li>▪ Sustainable economic development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure clear and consistent messaging to potential subcontractors and suppliers regarding project opportunities and procurement processes</li> <li>▪ Provide opportunities for capability and capacity growth</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information sessions</li> <li>▪ Workshops</li> <li>▪ Training</li> <li>▪ Industry events</li> <li>▪ Jobseeker platforms</li> <li>▪ Supplier development program</li> <li>▪ Project updates</li> </ul>
<p>Industry, service providers and advocacy bodies</p> <ul style="list-style-type: none"> <li>▪ Mount Isa to Townsville Economic Zone (MITEZ)</li> <li>▪ Townsville Enterprise Limited (TEL)</li> <li>▪ Northern Renewables Coordination Group (NRCG)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regional environmental impacts and issues</li> <li>▪ Renewable energy supply</li> <li>▪ Local business and supply chain involvement</li> <li>▪ Cumulative impacts</li> <li>▪ Liveability</li> <li>▪ Capability and capacity building</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish strong relationships to leverage project opportunities</li> <li>▪ Establish and maintain regular, proactive and two-way communication</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meetings and briefings</li> <li>▪ Collateral sharing and social media tagging</li> <li>▪ Industry events</li> <li>▪ Project updates</li> </ul>

Stakeholder group	Interests	Approach	Tools and tactics
<ul style="list-style-type: none"> <li>▪ CopperString 2032 Regional Reference Group (RRG)</li> <li>▪ Regional Development Australia Townsville and North West Queensland</li> <li>▪ RSL Queensland</li> <li>▪ Townsville Multicultural Support Group</li> <li>▪ Energy Skills Queensland</li> <li>▪ HOME Pty Ltd (formerly Jangga Operations)</li> <li>▪ Aurizon</li> <li>▪ HIPCo</li> <li>▪ Windlab</li> <li>▪ Telstra</li> <li>▪ Queensland Capacity Network</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainable economic development</li> <li>▪ Impacts to and opportunities for enhanced telecommunications</li> </ul>	<p>with relevant feedback loop in place</p> <ul style="list-style-type: none"> <li>▪ Utilise existing communication channels to extend reach of project communication and engagement activities</li> </ul>	
<p>Local schools and community groups</p> <ul style="list-style-type: none"> <li>▪ Richmond Health Service</li> <li>▪ Basalt Bodies Fitness</li> <li>▪ St Brigid’s Catholic Church</li> <li>▪ Clarity Hearing and Balance</li> <li>▪ Maxwellton Race Club</li> <li>▪ Me and My Mum Hub</li> <li>▪ Move it NQ</li> <li>▪ Kronosaurus Korner</li> <li>▪ Richmond Amateur Swimming Club</li> <li>▪ Richmond Bowling Club</li> <li>▪ Richmond Bush Sprints</li> <li>▪ Richmond Dirt Bike Club</li> <li>▪ Richmond Early Education Centre</li> <li>▪ Richmond Golf Club</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community benefits</li> <li>▪ Sponsorships and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain regular communication and engagement through Community Relations team</li> <li>▪ Proactively identify opportunities to engage or to provide benefit to local community organisations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meetings and briefings (in-person or online), as required</li> <li>▪ Presentations</li> <li>▪ In-kind or in-person support for community-based activities as a ‘good neighbour’ /community benefits initiatives</li> <li>▪ Attendance at and participation in community events</li> <li>▪ CopperString 2032</li> </ul>



Stakeholder group	Interests	Approach	Tools and tactics
<ul style="list-style-type: none"> <li>▪ Richmond Lions Club</li> <li>▪ Richmond Pistol Club Inc.</li> <li>▪ Richmond Pony Club</li> <li>▪ Richmond QCWA</li> <li>▪ Richmond Racecourse</li> <li>▪ Richmond Tennis Club</li> <li>▪ Richmond Tigers Junior Rugby League</li> <li>▪ Richmond Turf Club</li> <li>▪ Rural Fire Brigade</li> </ul>			<ul style="list-style-type: none"> <li>Community Grants Program</li> <li>▪ Project updates</li> <li>▪ 1800 number</li> <li>▪ Project email</li> <li>▪ Project webpage</li> </ul>
<p>Adjacent landholders and residents</p>	<ul style="list-style-type: none"> <li>▪ Local roads impacts</li> <li>▪ Visual amenity</li> <li>▪ Construction impacts</li> <li>▪ Operational impacts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide clear communication of project progress.</li> <li>▪ Ensure project communication channels are known and the project team is easily accessible.</li> <li>▪ Gather feedback and provide timely responses to enquiries.</li> <li>▪ Employ proactive issues management and communications activities to mitigate and/or counteract potential concerns.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meetings (in-person or over the phone), as required</li> <li>▪ Door-knocking</li> <li>▪ Letterbox drop</li> <li>▪ Works notifications</li> <li>▪ Project updates</li> <li>▪ 1800 number</li> <li>▪ Project email</li> <li>▪ Project webpage</li> </ul>
<p>Broader community and all other stakeholders</p> <ul style="list-style-type: none"> <li>▪ Local accommodation providers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Opportunities for project participation and feedback</li> <li>▪ Sponsorships and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communicate via various channels to raise awareness of the project,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information sessions</li> <li>▪ Fact sheets</li> </ul>

Stakeholder group	Interests	Approach	Tools and tactics
<ul style="list-style-type: none"> <li>▪ Kronosaurus Korner (Community Information Centre)</li> <li>▪ All residents in the communities across the Richmond Shire</li> </ul>	<ul style="list-style-type: none"> <li>▪ Construction impacts</li> <li>▪ Operational impacts</li> </ul>	<p>upcoming activities and opportunities to provide feedback.</p> <ul style="list-style-type: none"> <li>▪ Provide various feedback methods to enable stakeholders and communities to easily access information and participate.</li> <li>▪ Information sessions to provide an opportunity for the community to meet the team and ask questions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Signage and posters</li> <li>▪ Advertisements in local publications and community social media groups</li> <li>▪ Project updates</li> <li>▪ 1800 number</li> <li>▪ Project email</li> <li>▪ Project webpage</li> </ul>

## Risk management

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

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

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

*Table 5: Richmond Shire communication and engagement risks and proposed mitigation*

Risk	Proposed mitigation/s
Lack of awareness of Richmond WAF and its potential impacts	<ul style="list-style-type: none"> <li>▪ Engage early and often, particularly with those who are directly impacted and adjacent to the WAF, and maintain open lines of communication</li> <li>▪ Promote mechanisms for project information and how to speak with and provide feedback to the project team</li> <li>▪ Undertake regular briefings with key stakeholders</li> </ul>
Lack of understanding of project construction sequencing and associated approvals	<ul style="list-style-type: none"> <li>▪ 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</li> <li>▪ Broadly share messaging and communication materials to explain the approvals process, including status and opportunities to provide feedback</li> <li>▪ Ensure the community and key stakeholders know how they can get in touch with the project team to seek information and have questions answered</li> </ul>
Perceived lack of benefits to Richmond Shire and local supply chain results in negative sentiment	<ul style="list-style-type: none"> <li>▪ Broad promotion of CopperString 2032 Community Grants Program</li> <li>▪ Key messages</li> <li>▪ Share local success and good news stories to demonstrate tangible benefits</li> <li>▪ Implement supplier development program and communicate results</li> <li>▪ Build trust and rapport through transparent and responsive engagement</li> <li>▪ Monitor and report on issues raised and close the feedback loop</li> </ul>
Engagement fatigue due to long history of project and delivery timeline	<ul style="list-style-type: none"> <li>▪ Clear and consistent messaging at each phase of project delivery to show progress and build understanding</li> <li>▪ Leverage project communication and engagement activities to share benefits and opportunities, and create excitement and anticipation</li> </ul>

Risk	Proposed mitigation/s
	<ul style="list-style-type: none"> <li>▪ Engage genuinely with community and key stakeholders to establish and maintain relationships</li> <li>▪ Use relationship management tool to track and report on all communication and engagement and monitor sentiment</li> </ul>
<p>Inadequate planning for stakeholder engagement activities</p>	<ul style="list-style-type: none"> <li>▪ Undertake both desktop and on-ground stakeholder analysis and continue to refine activities based on feedback</li> <li>▪ Design and deliver communication and engagement activities that meet the needs of stakeholders</li> <li>▪ Ensure clear roles and responsibilities for communication and engagement activities, including adequate resourcing</li> <li>▪ Use relationship management tool to track</li> </ul>
<p>Construction and operational activities within the Richmond Shire impact Powerlink and project reputation</p>	<ul style="list-style-type: none"> <li>▪ Work with delivery partners to ensure adherence to communication and engagement management plans and minimise impacts</li> <li>▪ Communicate roles and responsibilities of Powerlink and delivery partners and feedback channels</li> <li>▪ Clear and consistent messaging</li> <li>▪ Build strong relationships that outweigh potential impacts</li> </ul>
<p>Breakdown in communication between key stakeholders such as Richmond Shire Council and Yirendali and Wanamara People damages project reputation or impacts on project approvals</p>	<ul style="list-style-type: none"> <li>▪ Establish clear protocols and procedures for activities including procurement, site access, and cultural heritage between all relevant stakeholders</li> <li>▪ Communicate protocols and procedures with relevant stakeholders early and commit to upholding these throughout project delivery</li> <li>▪ If a non-conformance occurs, be transparent and commit to an investigation and process review to minimise the risk of reoccurrence</li> </ul>
<p>Construction activities and the time required for landholders to engage with the project may increase requirements for property management and reduce property productivity</p>	<ul style="list-style-type: none"> <li>▪ Engage early and often with landholders who will be directly impacted by transmission line infrastructure and maintain open lines of communication</li> <li>▪ Promote mechanisms for project information and how to speak with and provide feedback to the project team</li> <li>▪ Undertake regular engagement with affected landholders</li> </ul>



## Action plan

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

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

Table 6: Richmond Shire communication and engagement action plan

Action	Responsibility	Stakeholder group/s	Indicative tools and tactics	Timeframe
Establish project webpage and feedback channels to facilitate broad information sharing and two-way communication	Communication & Stakeholder Relations	All	<ul style="list-style-type: none"> <li>▪ Webpage</li> <li>▪ Feedback form</li> <li>▪ 1800 number</li> <li>▪ Project email</li> </ul>	<ul style="list-style-type: none"> <li>▪ Statutory approvals</li> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> <li>▪ Decommissioning (legacy)</li> </ul>
Engage with impacted and adjacent landholders and monitor impacts	Landholder Relations	Landholders	<ul style="list-style-type: none"> <li>▪ 1:1 meetings</li> <li>▪ Phone calls and emails</li> <li>▪ Door-knocking</li> <li>▪ Land Access Protocols</li> <li>▪ Maps and visualisations</li> <li>▪ Works notifications</li> </ul>	<ul style="list-style-type: none"> <li>▪ Statutory approvals</li> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> </ul>
Engage with local and Aboriginal and Torres Strait Islander business community and job	Communication & Stakeholder Relations Indigenous Partnerships	Local businesses, supply chain and job seekers	<ul style="list-style-type: none"> <li>▪ Forums and events</li> <li>▪ Local Economic Participation Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Statutory approvals</li> <li>▪ Pre-construction (including early works)</li> </ul>

Action	Responsibility	Stakeholder group/s	Indicative tools and tactics	Timeframe
seekers to support opportunities for involvement			<ul style="list-style-type: none"> <li>▪ Indigenous Participation Plan</li> <li>▪ Jobseeker platforms</li> <li>▪ Supplier development program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Construction</li> <li>▪ Operations</li> </ul>
Establish and maintain respectful and transparent relationship with Yirendali and Wanamara People	Indigenous Partnerships Communication & Stakeholder Relations	Traditional Owners	<ul style="list-style-type: none"> <li>▪ 1:1 meetings</li> <li>▪ Phone calls and emails</li> <li>▪ CHMP</li> <li>▪ Indigenous Participation Plan</li> <li>▪ Walks on Country</li> <li>▪ Cultural awareness training and alignment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Statutory approvals</li> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> </ul>
Establish and maintain strong working relationship with Richmond Shire Council throughout project delivery to manage impacts and leverage opportunities	Government Relations Communication & Stakeholder Relations	Local Government	<ul style="list-style-type: none"> <li>▪ Ongoing briefings with elected representatives including with those newly elected/appointed</li> <li>▪ Working group meetings</li> <li>▪ Phone calls and emails</li> </ul>	<ul style="list-style-type: none"> <li>▪ Statutory approvals</li> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> <li>▪ Decommissioning (legacy)</li> </ul>

Action	Responsibility	Stakeholder group/s	Indicative tools and tactics	Timeframe
			<ul style="list-style-type: none"> <li>Legacy infrastructure initiatives</li> </ul>	
Establish and maintain strong working relationships with regulatory bodies, government departments and agencies and elected representatives for two-way information sharing and collaboration	Government Relations Communication & Stakeholder Relations	Queensland Government departments and agencies Regulatory authorities Elected representatives	<ul style="list-style-type: none"> <li>Coordination and facilitation of collaborative state agency forums</li> <li>Meetings and briefings</li> <li>Phone calls and emails</li> </ul>	<ul style="list-style-type: none"> <li>Statutory approvals</li> <li>Pre-construction (including early works)</li> <li>Construction</li> <li>Operations</li> <li>Decommissioning (legacy)</li> </ul>
Establish and maintain strong working relationships with industry, service providers and advocacy bodies	Communication & Stakeholder Relations	Industry and advocacy bodies	<ul style="list-style-type: none"> <li>Active involvement as a member of Hughenden Chamber of Commerce, TEL, MITEZ and NRCG</li> <li>Attendance and delivery of presentations at events and forums</li> </ul>	<ul style="list-style-type: none"> <li>Statutory approvals</li> <li>Pre-construction (including early works)</li> <li>Construction</li> <li>Operations</li> <li>Decommissioning (legacy)</li> </ul>
Facilitate regular and inclusive communication and engagement with local	Communication & Stakeholder Relations Landholder Relations Community Relations	All	<ul style="list-style-type: none"> <li>Participation in community events including Richmond Field Days</li> </ul>	<ul style="list-style-type: none"> <li>Statutory approvals</li> <li>Pre-construction (including early works)</li> <li>Construction</li> </ul>

Action	Responsibility	Stakeholder group/s	Indicative tools and tactics	Timeframe
communities, including forums for discussion	Construction Contractor		<ul style="list-style-type: none"> <li>▪ CopperString 2032 Community Grants Program</li> <li>▪ Information sessions</li> <li>▪ Social media</li> <li>▪ Traditional and digital advertising</li> <li>▪ Project updates</li> <li>▪ Feedback forms</li> <li>▪ Static displays</li> </ul>	<ul style="list-style-type: none"> <li>▪ Operations</li> </ul>
Apply established communication and engagement protocols and procedures including issues identification and management	Communication & Stakeholder Relations Landholder Relations Government Relations Indigenous Partnerships Construction Contractor	All	<ul style="list-style-type: none"> <li>▪ Protocols and procedures outlined in CSEP</li> </ul>	<ul style="list-style-type: none"> <li>▪ Statutory approvals</li> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> <li>▪ Decommissioning (legacy)</li> </ul>
Communicate changes to local access, roads, traffic conditions, utility services impacts and other environmental factors	Communication & Stakeholder Relations Landholder Relations Construction Contractor	All	<ul style="list-style-type: none"> <li>▪ 1:1 meetings with directly impacted landholders and residents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> </ul>

Action	Responsibility	Stakeholder group/s	Indicative tools and tactics	Timeframe
during construction and operations			<ul style="list-style-type: none"> <li>▪ Letters to directly impacted landholders and residents</li> <li>▪ Works notifications</li> <li>▪ Project webpage</li> <li>▪ Social media</li> <li>▪ Traditional and digital advertising</li> <li>▪ Signage</li> <li>▪ SMS</li> <li>▪ VMS</li> <li>▪ Construction Contractor management plans</li> </ul>	
Produce and share quarterly project updates to share information, milestones, impacts and opportunities with community and key stakeholders	Communication & Stakeholder Relations	All	<ul style="list-style-type: none"> <li>▪ Project updates</li> <li>▪ Project webpage</li> </ul>	<ul style="list-style-type: none"> <li>▪ Statutory approvals</li> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> <li>▪ Decommissioning (legacy)</li> </ul>

Action	Responsibility	Stakeholder group/s	Indicative tools and tactics	Timeframe
Engage with the community through CopperString 2032 Community Grants Program and other community investment initiatives	Community Relations Communication & Stakeholder Relations	Local schools and community groups Broader community	<ul style="list-style-type: none"> <li>▪ In-kind donations and good neighbour initiatives such as the donation of skills, time, or support</li> <li>▪ CopperString 2032 Community Grants Program</li> <li>▪ Legacy infrastructure initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> <li>▪ Decommissioning (legacy)</li> </ul>
Manage community complaints effectively through a proactive, responsive and consistent approach to identifying and handling complaints	Communication & Stakeholder Relations Landholder Relations Community Relations Construction Contractor	All	<ul style="list-style-type: none"> <li>▪ Protocols and procedures outlined in CSEP</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> <li>▪ Decommissioning (legacy)</li> </ul>



## Key messages

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

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

### **Why was Richmond chosen as a site for workforce accommodation and facilities?**

The Richmond location is a parcel of land owned by the Queensland Government and held in trust by Richmond Shire Council. Located 1.4km north west of the centre of Richmond, the site allows access from the Flinders Highway via Macgoffin Street, and safe travel distances for the CopperString 2032 workforce.

The Richmond site is the second of six WAFs proposed to be built along the project corridor. It will support workforce and logistics for the first stage of transmission line construction in this area, along with other project activities.

### **How many people will be housed at the Richmond workforce accommodation?**

The Richmond WAF is proposed to typically accommodate approximately 250 people and will predominantly accommodate the transmission line workforce.

### **What is involved with constructing the workforce accommodation and facilities?**

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

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

### **How will construction activities be managed?**

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

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

The site will mainly be accessed from the Flinders Highway and Richmond Shire Council access roads, with traffic control measures in place if and when necessary.

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

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

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

### **How will the facility be serviced?**

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

**What are the hours of operation of the facility?**

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

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

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

**What will be located at the workforce accommodation and facilities?**

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

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

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

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

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

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

**General timeframes**

Timing	Works
September 2024 (for approx. 3 months)	Civil work and temporary accommodation construction
October 2024 (for approx. 6 months)	Main workforce accommodation and facilities construction
Mid-2025	Operator will stock workforce accommodation and facilities
Mid to late 2025	Ready for personnel

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

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

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

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

**Will jobs and supply opportunities be given to the Richmond community?**

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

If you wish to be involved in the project, either for direct employment or have a business or services to offer, please get in contact with the UGL CPB Contractors Joint Venture via [info@uglcpbcus.com.au](mailto:info@uglcpbcus.com.au).

## Contact us

<b>Registered office</b>	33 Harold St Virginia Queensland 4014 ABN 82 078 849 233
<b>Postal address</b>	PO Box 1193 Virginia Queensland 4014
<b>Telephone</b>	+61 7 3860 2111 (during business hours)
<b>Email</b>	Copperstring2032@powerlink.com.au
<b>Website</b>	powerlink.com.au
<b>Social</b>	<a href="#">in</a> <a href="#">f</a> <a href="#">@</a> <a href="#">X</a> <a href="#">v</a>