UGL ●●●CPB

COMMUNITY LIAISON MANAGEMENT PLAN

DRAFT

Approvals and Reviews

Community Liaison Management Plan	
Project	CopperString 2.0
Client	CuString Pty Ltd
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Appendices

1.   Introduction

The purpose of the CopperString 2.0 project is to connect the North-West Minerals Provence (NWMP) of Queensland to the National Electricity Grid. This will not only allow existing loads in the Mt Isa and Cloncurry areas to be fed from the National Electricity Market NEM, but also provide access to new mining loads and opportunity for connection of renewable generation.

1.1   Project Scope

The CopperString 2.0 Project (the Project) is an extra high voltage transmission system intended to connect the North-West Power System (NWPS) near Cloncurry and Mount Isa to the Powerlink network and National Electricity Market (NEM) at Woodstock. Figure 1 below provides an overview of the Project.

Figure 1: CopperString 2.0 Project – Proposed Transmission Lines
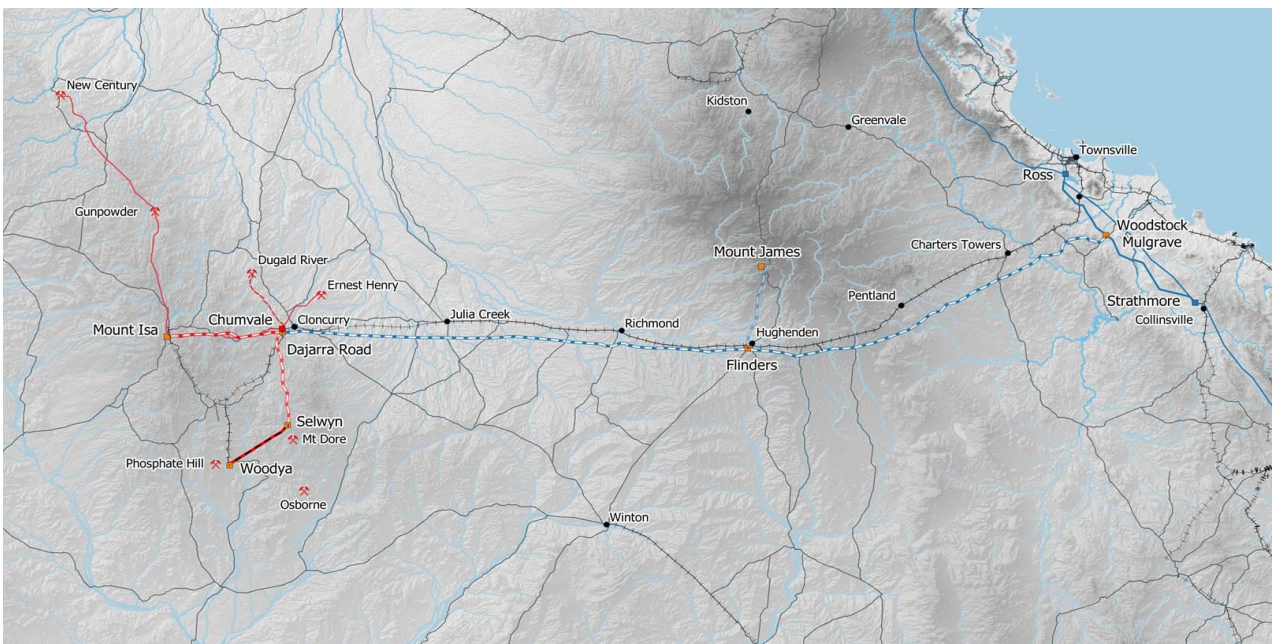
CopperString 2.0 will connect into the existing Powerlink 275kV lines at Mulgrave (77 kms south of Townsville) and extend some 1100km to Mt Isa via Hughenden and Cloncurry.

At Woodstock, Powerlink will provide a 275kV switching station (Mulgrave) that will cut into the existing double circuit 275kV lines between Ross and Strathmore. The Mulgrave switching station will be located adjacent to the CopperString 2.0 275/330kV substation (Woodstock).

A double circuit 330kV line (approximately 330km) will then run west to the Hughenden area where a new 330kV switching station (Flinders) will provide reactive power support for the system and a connection point for the Mount James substation approximately 80km North. The Mount James substation services the renewable generation area around Kennedy enabling zone development.

The 330kV double circuit line (approximately 400kms) will then extend to Cloncurry where a new 330/220kV substation (Dajarra Rd) will be constructed. This substation will again provide reactive power support to the system as well as allow connection at 220kV to the following:

● The existing Energy Queensland 220kV system at Cloncurry;

● A new 220kV southern spur to Mount Dore and Woodya; and

● A new 220kV line connecting Mt Isa.

The new 220kV line to Mt Isa (approximately 100kms) will complete the connection to the NWMP where a new 220/132kV substation (Mt Isa) will provide connection to the existing system.

The southern spur will consist of a new 220kV line (approximately 110kms) to a new 220/132kV substation (Selwyn). A further double circuit 132kV will run from Selwyn and connect in to Woodya (50kms). Woodya is a new 132kV switching substation servicing the Phosphate Hill area and other local loads.

Selwyn 220/132kV substation will provide 132kV feeds for loads in the Mt Dore area.

Refer to drawing 3200-0643-DP1-DWG-001 "CopperString 2.0 Overall System Single Line Diagram Initial Arrangement" for further details

1.2 Purpose

This Community Liaison Management Plan (CLP) was developed for the CopperString 2.0 Project (the Project) and provides a framework that will guide implementation of the action plans during the delivery phase of the project (refer Appendix 1).

This plan identifies the issues and impacts of project delivery and describes how the CSE team will provide communication and engagement support to manage and mitigate these issues to an agreed and acceptable level and ensure stakeholder support for the project. It will be updated to reflect and incorporate actions that relate to the findings and recommendations from the Environmental Impact Statement (EIS), Social Impact Assessment (SIA) and Social Impact Management Plan (SIMP).

Ongoing monitoring and reporting mechanisms are detailed in this plan to capture and reflect stakeholder feedback, including changes in the nature of stakeholders' expectations and / or the social and environmental impacts and opportunities generated by the Project.

In addition to complying with statutory requirements, the plan actively facilitates input from stakeholders and the community to achieve socially and environmentally responsible outcomes for the various groups and individuals who are directly and indirectly impacted by the Project. It has been designed to ensure stakeholders are provided with accurate and detailed information and given opportunities to participate in the Project through ongoing engagement.

1.3 Summary of Plan

The CLP Plan will guide engagement with stakeholders during construction of the Project. The plan will act as a key mechanism to foster dialogue with communities and stakeholders and manage and monitor potential social impacts and opportunities of the Project.

The Plan includes:

- Identification of key stakeholders
- Key messages
- Engagement methods and activities
- Complaints management procedure.

2. Stakeholders

2.1 Impacted communities

The Project easement runs parallel to the following towns between Woodstock and Mount Isa:

- Woodstock / South Townsville
- Charters Towers
- Pentland
- Hughenden
- Richmond
- Julia Creek
- Cloncurry
- Mt Isa

- Selwyn

Stakeholders were identified during EIS phase and a stakeholder database established to provide records of contact with different stakeholders. All contact and communications will continue to be recorded in the database throughout project delivery to ensure a cohesive approach to engagement with the different stakeholder groups.

Directly impacted stakeholders (landholders and Indigenous groups) are a priority, as outlined in section 2.2 below.

All communication activities (see section 5 for action plans) will be specifically designed and delivered to relevant stakeholder groups as the project progresses.

All ongoing construction impacts and activities, such as workforce accommodation sites and transport movements, will be advised to stakeholders prior to commencement and regular updates will be provided via newsletters and other necessary communication tools.

2.2 Directly impacted stakeholders

Within the impacted communities, CopperString has identified directly impacted landholders and Traditional Owner groups as a priority.

Negotiations have commenced with landholders with regard to the conditions of land access and compensation under the terms of *Acquisition of Land Act 1967 (Qld).*

Landholders will be directly compensated for the impact of the easement crossing their property and any potential impact on day-to-day activity and property values.

CopperString is currently in negotiations with landholders to reduce potential impacts through modifications of the easement. Examples include:

- Relocating the easement as far away from homesteads and stock yards within the Project constraints
- Re-establishment of impacted infrastructure such as dams, stockyards, fences
- Provision of stock and farm equipment crossings
- Determining location of the laydown areas and concrete batching plants to reduce the potential impacts.

Negotiations have commenced with Traditional Owners with regard to cultural heritage management and Indigenous Land Access Agreements under the terms of the *Native Title Act 1993* (Cwth) and *Aboriginal Cultural Heritage Act 2003* (Qld).

Other stakeholder groups include:

- Social infrastructure services
- Network users, including the foundation customers and identified renewable energy generators
- Government agencies, including federal, state and local government
- Local government representatives
- Business and regional economic development representatives
- Emergency and health Services.

2.3 Indirectly impacted stakeholders

Other stakeholders who are not directly impacted by construction or operation (but may be influenced by or have influence over the Project and its outcomes) have been categorised as secondary and tertiary stakeholders and include:

Secondary stakeholders:

- Communities (along the preferred alignment)
- Workforce
- Subcontractors of goods and services.

Tertiary stakeholders:

- General interest parties
- Employment and training organisations
- Regional development and business interests
- Local business and organisations (Indigenous and non-Indigenous)
- Skilled and unskilled workers (Indigenous and non-Indigenous)
- Unions
- State and Federal elected representatives
- Commonwealth and State governments
- Regional government departmental officers (eg. Department of Transport and Main Roads and Queensland Police Service)
- Infrastructure providers (eg. Queensland Rail and Telstra Corporation)
- Existing power station owners in the region
- Community / development and environmental and groups (interested in the project)
- Agricultural interest / representative groups
- Potential renewable energy providers
- Potential customers that may require electricity supply from the project
- Industry bodies
- Applicants for connection
- Local, regional, business and national media.

3. Strategic Objectives

Strategic objectives and targets for the Project are detailed below.

Objectives	Targets
Achieve stakeholder satisfaction: • Engender acceptance and ultimately support for the Project among stakeholders and the community • Provide quality engagement and genuine opportunities for feedback • Design and construct the Project with stakeholders in mind, in particular landholders along the Project corridor, to ensure social impacts are minimised and opportunities are maximised.	• At least 90% of stakeholders (eg. local landholder, local community, local council) are satisfied with: • Project information (eg. was informative, adequate and up-to-date) • Opportunities and channels for feedback • Social impact management activities • Enhanced social opportunities.
Provide consistent and effective stakeholder responses: • Respond to stakeholders and the local community • Manage issues effectively and in a timely manner and to the satisfaction of stakeholders • Identify potential stakeholders and community issues early and implement appropriate mitigation strategies.	• 75% of stakeholders are satisfied with the Project's response to and management of issues (eg. timely, immediate when necessary, feedback provided to close-out issues) • Response is in line with the protocol for complaints, enquiries and dispute management.
• Leverage positive media coverage:	• 80% positive media coverage in local and state media outlets including newspapers, radio and television

• Positively position the Project and enhance the reputation of CopperString and the Project's partners • Actively promote and inform the local community • Actively seek positive media opportunities.	• Media seeks opportunities for interviews, tours and information.

4. Stakeholder Engagement Approach

The overarching approach to stakeholder engagement operates at three levels:

Engagement level	Description
Information	• Keep stakeholders and the community informed and up-to-date of construction activities, methods, milestones, progress and changes • Manage social impacts by providing sufficient, accurate information with adequate notice • Raise awareness of stakeholder and community benefits • Invite participation in planning of impact mitigation and optimisation of opportunities.
Consultation	• Promote two-way communication channels and encourage input and feedback • Seek comments from directly and indirectly impacted stakeholders and communities • Obtain suggestions to minimise impacts during construction • Seek solutions to community issues.
Active participation	• Collaborate with Traditional Owners on cultural heritage issues affecting corridor locations and road projects and indigenous opportunities • Understand stakeholder expectations and negotiate refinements for impact mitigation • Partner with local government, business, community groups and stakeholders to make the most of Project benefits for local business participation, employment, training and support for community facilities • Work with stakeholders to agree meaningful community investment from the Community Investment Fund.

4.1 Principles

The following key principles apply to CopperString's approach to stakeholder management.

Principle	Principle in Action
'No surprises' approach	Keep stakeholders and the community informed and up to date about the project. Manage stakeholder and community expectations. Minimise community impacts by providing sufficient information with adequate notice Manage and anticipate issues.
Respect individual and community values	Social impacts and opportunities are understood and the Project team upholds individual and community values within each local area.
A readily available Project team	The Project team is appropriately resourced with SCE personnel that are accessible through a variety of communication channels (in-person, electronic, print).
Treat all people fairly	People are treated fairly with a relationship-driven approach based on honesty, empathy and transparency, and a commitment to building trust.
Personal targeted communication	Communication is proactive, well planned, targeted and timely, with technical descriptions provided in everyday English.

	Written and verbal communication is clear, simple, informative and respectful of the needs of the audience.
	Promote two-way communication channels and encourage input and feedback.

4.2 Impacts and opportunities management

The SIA found the time required by landholders to engage with CuString for land access negotiation, and the construction of the Project has the potential to result in feelings of stress, anxiety, and frustration for some landholders, particularly those who do not wish to host Project infrastructure. These emotions may continue through to and during the construction of the Project.

SIA consultation also found that many landholders reported low levels of stress and frustration associated with the Project. The generally high level of community and landholder acceptance of the Project is likely to be a product of the long period of Project development, and the large size of properties, where there is often considerable distance between the residences and the corridor selection. However, it is recognised that there are differing views on hosting Project infrastructure.

The SIA also identified potential concerns regarding Project impacts on:

- Perceived road safety
- Community safety (eg. social integration in smaller communities such as Julia Creek, Richmond and Hughenden)
- Health and emergency services
- Quality of the living and working environment due to a decrease in amenity
- Competition for labour.

Landholders also raised potential impacts during SIA consultation which included:

- Potential health impacts associated with electro-magnetic fields
- Project infrastructure would generate a hazard for helimustering, with helicopters flying at low altitudes, and the general operation of aircraft.

Consultation also identified a range of perceived stakeholder benefits and these included:

- Regional economic benefits
- Increased employment opportunities
- Increased business opportunities
- Opportunities for short-term accommodation providers.

5. Key Messages

Key messages are broad themes supported by information, facts, examples and anecdotes that are appropriate to the communication audience. They include:

- Overarching Project key messages for construction describing who CuString is, what the Project brings to local and regional stakeholders and the team's approach during construction
- Issue specific messages describing CopperString's understanding of the social or environmental impact or opportunity, its management approach and how stakeholders can engage further with the Project team.

Key messages help guide all communication materials prepared during the life of the Project (ie. newsletters, fact sheets, website, advertisements, media releases, display posters and so on).

They will also ensure consistent themes are communicated by the team in meetings and conversations with stakeholders.

6. Engagement Action Plans

Engaging with stakeholders to ensure they are well-informed and have opportunities for input will help maximise opportunities and minimise negative Project impacts.

The following engagement action plans have been designed to support the management of social impacts through ongoing consultation and communication with CopperString's key stakeholders.

6.1 Perceived impact: quality of living environment

Quality of Living Environment - Action Plan 1	
Stakeholder concern	• Decrease in the quality of the living environment − includes dust, noise, vibration, artificial light and change in visual amenity.
Stakeholders	• Landholders • Traditional Owners • Community • Construction workforce.
Responsibilities	• Community & Stakeholder Engagement Manager (CSEM) • Community Relations Field Officer (CRFOs).
Strategies	• Ensure commitments made in Individual Landholder Compensation Packages are upheld by: − Acting as the community and landholder interface post negotiation of the land access agreements − Managing the collection and storage of all pertinent information on current and historic landholder engagement activities in a stakeholder database which is updated following every landholder contact or discussion − Collecting daily movement reports from all field staff and reviewing and liaising with construction team regarding all identified issues − Liaising with landholders regarding all identified issues to ensure satisfactory mitigation measures are in place or and suitable outcomes are achieved − Ensuring all construction workers understand the process for recording daily movements, identifying issues and passing them to the CSEM as set out in the field staff induction manual and communicated at inductions • Facilitate communication between landholders and construction team including: − Raising awareness of and monitoring / reporting on workforce compliance with Code of Conduct, Environmental Management, Safety Management plans − Providing early notification to landholders of construction activities • Facilitate communication between Traditional Owners and construction team including: − Raising awareness of and monitoring / reporting on workforce compliance with Code of Conduct, Environmental Management, OH&S and Safety Management plans − Providing early notification to Traditional Owners of construction activities. • Facilitate communication between community and construction team including: − Raising awareness of and monitoring / reporting on workforce compliance with Code of Conduct, Environmental Management, OH&S and Safety Management plans − Providing early notification to community of construction activities -Providing interface between community and construction workforce through Community Relations team. • Develop, implement, review and refine the processes described in the Enquiries, Complaints and Dispute Management process including: − Communicating to landholders and community the range of ways available to record their issues and/or enquiries

	– Communicating to stakeholders the outcomes of all enquiries and complaints, (including the number, type and resolution) through the range of communication tools available including newsletters, social media and stakeholder meetings.	
Tools (external and internal engagement)	Landholder and Traditional Owner meetings	Monthly
	Construction updates for landholders, Traditional Owners and community	Weekly
	Web hosted database of all stakeholder contacts	Ongoing updates
	Staff and workforce inductions	Weekly
	Tool box meetings	Weekly
	Project Team meetings	Weekly
	Q&As	Ongoing updates
	Community Support Groups	Monthly
	Newsletters	Quarterly
	Community roadshows	Annually
	Fact sheets	Ongoing updates
	Media releases and public notices	Ongoing updates
	PPT presentation / flip book	Ongoing updates
	Project website	Ongoing updates
	Project free call number	Established
	Project email	Established
	Notification letters and SMS	As required
	Shopfront / office	On rotation
	Contact card	Ongoing updates
	Surveys	6 / 12 monthly
	Photography	Ongoing
	Project DVD	Completion

Quality of Living Environment - Action Plan 2	
Stakeholder concern	• Decrease in road safety – for those who share roads in the same areas as the construction workforce
Stakeholders	• Landholders • Road users • Local and state government • Transport related agencies (including DTMR, Queensland Police, DCS) • Local communities • Construction workforce • Emergency Services • Elected representatives.
Responsibilities	• CSEM • CRFOs • Project Director.

Strategies	• Ensure commitments made in individual landholder compensation packages with regard to road access and use are upheld including:
	  – Collecting daily movement reports from all field staff and reviewing and liaising with construction team regarding all identified issues
	  – Liaising with landholders regarding all identified issues to ensure satisfactory mitigation measures are in place or and suitable outcomes are achieved

	– Ensuring all construction workers understand the process for recording daily movements, identifying issues and passing them to the CSEM as set out in the field staff induction manual and communicated at inductions	
	• Support communication between the Project and responsible parties (local or state government) to ensure roads are maintained and any issues are identified early and proactively managed or mitigated	
	• Communicate with landholders, road users, relevant communities and key stakeholders on issues of road safety including:	
	– Providing advance public notice and where required, in-person notifications, of traffic management activities	
	– Ensuring ongoing communication and consultation on the Code of Conduct, Fatigue Management, Road Use Management Plans and Safety Management plans at Toolbox meetings	
	– Ensuring community and landholder expectations and the purpose of the above plans explained in the field staff induction manual and communicated at inductions	
	• Support communication with emergency services to develop, update and test an Emergency Response Plan	
	• Develop, implement, review and refine the processes described in the Enquiries, Complaints and Dispute Management process	
	• Support the Project Director in maintaining contact with local elected representatives (local, state and federal) including:	
	– Coordinating meetings	
	– Preparing written correspondence	
	– Recording all contacts in the project database.	
Tools (external and internal engagement)	Web hosted database of all stakeholder contacts	Ongoing updates
	Meetings with landholder	Monthly
	Briefings for stakeholders	Quarterly
	PPT presentation / flip book	Ongoing updates
	Staff and workforce inductions	Weekly
	Toolbox meetings	Weekly
	Project Team meetings	Weekly
	Q&As	Ongoing updates
	Community Reference Groups	Monthly
	Newsletters	Quarterly
	Fact Sheets	Ongoing updates
	Media releases and public notices	Ongoing updates
	Construction updates for landholders, Traditional Owners and community	Weekly
	Project website	Ongoing updates
	Free call number	Established
	Project email	Established
	Notification letters and SMS	Weekly
	Advertisements regarding traffic changes	As required
	VMS boards	Ongoing
	Contact card	Ongoing updates
	Community roadshows	Quarterly
	Shopfront / Office	On rotation
	Contact card	Ongoing updates
	Surveys	Ongoing updates
	Photography	6 / 12 monthly
	Project DVD	Completion

6.2 Perceived impact: health and social wellbeing

Health and Social Wellbeing - Action Plan 1	
Stakeholder concern	• Decrease in health - includes emotional and physical impacts in response to the change in visual amenity, electro-magnetic fields and a decreased ability to make decisions about further development of property.
Stakeholders	• Landholders • Traditional Owners.
Responsibilities	• CSEM • CRFOs.

Strategies	• Ensure commitments made in Individual Landholder Compensation Packages are upheld by:
	  – Acting as the community and landholder interface post negotiation of the land access agreements
	  – Managing the collection and storage of all pertinent information on current and historic landholder engagement activities in a stakeholder database which is updated following every landholder contact or discussion
	  – Providing information to address individual concerns
	  – Liaising with landholders regarding all identified issues to ensure satisfactory mitigation measures are in place or and suitable outcomes are achieved
	  – Ensuring all construction workers understand the process for recording daily movements, identifying issues and passing them to the CSEM as set out in the field staff induction manual and communicated at inductions.
	• Facilitate communication between landholder and construction team including:
	  – Raising awareness of and monitoring / reporting on workforce compliance with Code of Conduct, Construction Environmental Management, Safety Management plans
	  – Providing early notification to landholders of construction activities
	• Facilitate communication between Traditional Owners and construction team including:
	  – Raising awareness of and monitoring / reporting on workforce compliance with Cultural Heritage Management Plan (CHMP)
	• Develop, implement, review and refine the processes described in the Enquiries, Complaints and Dispute Management process including:
	  – Communicating to landholders and Traditional Owners the range of ways available to record their issues and/or enquiries.

Tools (external and internal engagement)	Web hosted database of all stakeholder contacts — Ongoing updates Meetings with landholder — Monthly Briefings for stakeholders — Quarterly PPT presentation / flip book — Ongoing updates Staff and workforce inductions — Weekly Tool box meetings — Weekly Project Team meetings — Weekly Q&As — Ongoing updates Construction updates for landholders, Traditional Owners and community — Weekly Community Support Groups — Monthly Newsletters — Quarterly Fact Sheets — Ongoing updates Project website — Ongoing updates Free call number — Established Project email — Established Notification letters and SMS — Weekly

	Advertisements regarding traffic changes	As required
	VMS boards	Ongoing
	Contact card	Ongoing updates
	Community roadshows	Quarterly
	Shopfront / Office	On rotation
	Surveys	6 / 12 monthly
	Photography	Ongoing
	Project DVD	Completion

Health and Social Wellbeing - Action Plan 2 *

Stakeholder concern	• Stakeholder concern regarding increased risk associated with aerial activity − includes hazards from transmission line infrastructure during heli-mustering.
Stakeholders	• Aviation operators • General aviation community • Other electricity entities • Landholders.
Responsibilities	• CSEM • Project Director.
Strategies	• Support ongoing communication and consultation to develop an Aerial Awareness Plan. • Develop a Community Investment Plan in consultation with stakeholders which supports education and training of helicopter pilots including considering supporting helicopter safety training as a priority • Communicate mitigations achieved through design of the line location (eg away from stockyards) and during operation (eg installation of orange indicator balls on transmission lines) • Ensure ongoing information and updates is provided to landholders regarding the construction and location of transmission lines on their properties • Provide general advice to the aviation community in the relevant areas, and specific advice to Australian Operator Certificate holders, Ergon Energy, the Royal Australian Air Force and owners of properties where airstrips are located • Support consult with CASA, Air Services Australia and Royal Australian Air Force – Aeronautical Information Service to ensure accurate recording of the transmission line on navigation mapping in conjunction • Provide communication advising other electricity entities of the location of the transmission line infrastructure • Provide communication encouraging private aircraft operators to conduct fixed wing aerial mustering in accordance with the techniques identified in the Aerial Mustering Code of Practice (Pastoralists and Graziers Association of Western Australia, 2003.
Tools (external and internal engagement)	Web hosted database of all stakeholder contacts — Ongoing updates Stakeholder meetings with aviation operators, other electricity entities, landholder — Quarterly PPT presentation / flipbook — Ongoing Project Team meetings — Weekly Community Support Groups — Monthly Newsletters — Quarterly Fact sheets — Ongoing updates Project website — Ongoing updates Free call number — Established Project email — Established

6.3 Perceived impact: economic and material wellbeing

Economic and Material Wellbeing - Action Plan 1		
Stakeholder concern	• Adverse effects from construction: − including transfer of weeds, construction workers not leaving gates how they found them, potential damage to internal road and track networks / pasture and other infrastructure Increase in workload − including weed management, new property management strategies, acclimatising cattle to construction and following up poor construction management practices • Increased costs to operate property − including agisting cattle or transporting to other properties; increased heli-mustering costs due to increased risk for pilots • Disturbance to cattle or other animals − including noise and dust impacts • Restrictions to future development • Reduction in property value.	
Stakeholders	• Landholders.	
Responsibilities	• CSEM • CRFOs.	
Strategies	• Ensure commitments made in individual Landholder Compensation Packages are upheld including: − Acting as the community and landholder interface post negotiation of the land access agreements − Managing the collection and storage of all pertinent information on current and historic landholder engagement activities in a stakeholder database which is updated following every landholder contact or discussion − Liaising with landholders regarding all identified issues to ensure satisfactory mitigation measures are in place or and suitable outcomes are achieved. • Facilitate communication between landholder and construction team including: − Raising awareness of and monitoring / reporting on workforce compliance with Code of Conduct, Construction Environmental Management, Safety Management plans − Supporting local landcare groups − Establishing community support groups to work on weed control and soil erosion • Develop, implement, review and refine the processes described in the Enquiries, Complaints and Dispute Management Process including: − Communicating to landholders the range of ways available to record their issues and / or enquiries − Communicating to stakeholders the outcomes of all enquiries and complaints, (including the number, type and resolution) through the range of communication tools available including newsletters, CSGs, web and stakeholder meetings.	
Tools (external and internal engagement)	Landholder meetings	Monthly
	Construction updates for landholders, Traditional Owners and community	Weekly
	Web hosted database of all stakeholder contacts	Ongoing updates
	Staff and workforce inductions	Weekly
	Toolbox meetings	Weekly
	Project team meetings	Weekly
	Q&As	Ongoing updates
	Community Support Groups	Monthly
	Newsletters	Quarterly
	Community roadshows	Quarterly
	Fact sheets	Ongoing updates

	Project free call number	Established
	Project email	Established
	Notification letters and SMS	Weekly
	Shopfront / office	On rotation
	Contact card	Ongoing updates
	Surveys	6 / 12 monthly

6.4 Perceived impact: cultural impacts

Cultural Impacts - Action Plan 1		
Stakeholder concern	• Change in connection to country • Cultural heritage values	
Stakeholders	• Traditional Owners	
Responsibilities	• CSEM • CRFOs.	

Strategies	• Ensure commitments made in the CHMP are upheld including:
	  – Acting as the interface post negotiation of the CHMP
	  – Managing the collection and storage of all pertinent information on current and historic Traditional Owner engagement activities in a stakeholder database which is updated following every landholder contact or discussion
	  – Liaising with Traditional Owners regarding all identified issues to ensure satisfactory mitigation measures are in place or / and suitable outcomes are achieved
	  – Collecting daily movement reports from all field staff and reviewing and liaising with construction team regarding all identified issues
	  – Ensuring all construction workers understand the process for recording daily movements, identifying issues and passing them to the CSEM as set out in the field staff induction manual and communicated at inductions.
	• Ensure local groups are involved in delivering Cultural Awareness Training for the construction workforce.	

Tools (external and internal engagement)	Meetings with Traditional Owners	Monthly
	Web hosted database of all stakeholder contacts	Ongoing updates
	Community Support Groups	Monthly
	Cultural Awareness Training for construction workforce	Weekly
	Staff and workforce inductions	Weekly
	Toolbox meetings	Weekly
	Project Team meetings	Weekly
	Q&As	Ongoing updates
	Fact sheets	Ongoing updates
	Free call number	Established
	Project email	Established
	Shopfront / Office	Rotation
	Contact card	Ongoing updates
	Surveys	6 / 12 monthly

6.5 Perceived impact: services and facilities

Services and Facilities - Action Plan 1		
Stakeholder concern	• Impacts on community facilities − including roads, power, water and sewerage	
Stakeholders	• Local communities • Local government • Elected representatives.	
Responsibilities	• CSEM • CRFOs • Project Director.	

Strategies	• Ensure ongoing communication and consultation with the community and stakeholders about project's mitigation of impacts on local infrastructure including:
	    − Providing information on the location and construction of camps
	    − Providing information about construction camp policies and Road Use Management Plan
	    − Providing early notification of potential impacts of construction activities on roads.
	• Support the Project Director in maintaining contact with local elected representatives (local, state and federal) including:
	    − Coordinating meetings
	    − Preparing written correspondence
	    − Recording all contacts in the project database.	

Tools (external and internal engagement)	Web hosted database of all stakeholder contacts	Ongoing updates
	Meetings and briefings with stakeholders	Monthly
	Community Support Groups	Monthly
	Newsletters	Quarterly
	Fact sheets (campsite locations and management)	Ongoing updates
	Project website	Ongoing updates
	Free call number	Established
	Project Email	Established
	Community roadshows	Quarterly
	Shopfront / Office	On rotation
	Contact card	Ongoing updates
	Surveys	6 / 12 monthly

6.6 Perceived opportunity: economic impacts

Economic Impacts - Action Plan 1	

Stakeholder concern	• Local business opportunities
	    − including landholders eg vegetation clearing and earthworks
	• Increase in employment opportunities
	    − including labour from existing training and education organisations
	• Increase in business opportunities
	    − including local service providers eg raw materials and construction camp services and maintenance.

Stakeholders	• Landholders • Local businesses – Indigenous and non-Indigenous

	• Local workers – Indigenous and non-Indigenous • Training and education organisations • Job Networks • Labour hire suppliers • Peak economic bodies including Regional development councils (e.g. MITEZ, Enterprise Townsville).
Responsibilities	• SCRN • CRFO • Project Director.

Strategies	• Ensure commitments made in individual Landholder Compensation Packages are upheld
	• Undertake a capacity of local Indigenous and non-Indigenous businesses and employers to provide goods and services including establishment of a register of interested parties
	• Support consultation with local businesses and of local Indigenous and non-Indigenous businesses including:
	   – Providing information on the opportunities available during construction
	   – Providing information on CopperString's procurement and HR policies
	   – Understanding local capacity to provide goods and services
	   – Identify business incubation opportunities.
	• Consult with regional stakeholder networks to support implementation of the Local Industry Participation Plan (LIPP) and Local and Indigenous Employment Plan (LIEP)
	• Ensure ongoing communication with local government and service providers to raise awareness of opportunities in LIPP and LIEP
	• Ensure ongoing communication with Traditional Owners to raise awareness of opportunities in LIPP and LIEP.

Tools (external and internal engagement)	Stakeholder meetings and briefings — Ongoing Project website – interest party registers — Established Media releases and public notices – interest party registers — Ongoing updates Fact sheets on LBPP and IPP — Established Web hosted database of all stakeholder contacts — Ongoing updates Industry forums — TBC Community roadshows — Quarterly Local industry briefings — Ongoing updates Contact card — Ongoing updates Free call number — Established Project email — Established Shopfront — On rotation Surveys — 6 / 12 monthly

6.7 Perceived Opportunity: community impacts

Community Impacts - Action Plan 1	
Stakeholder concern	• Support for community organisations – due to temporary population increase during construction
Stakeholders	• Landholders • Local communities • Local government • Community organisations (including State Emergency Service, local sporting clubs, service organisations) • Local service providers

	● Workforce.	
Responsibilities	● CSEM ● CRFOs	
Strategies	● Ensure ongoing communication and consultation with community organisations and local councils in each location where there is a construction camp to develop a strategy for workforce participation in community organisations ● Consult with stakeholders to develop, implement, review and refine a calendar of community events to be circulated to the construction workforce ● Consult with stakeholder to develop, implement, review and refine a Sponsorship policy which supports activities of strategic relevance to the organisation and its stakeholders.	
Tools (external and internal engagement)	Meetings with community organisations and local councils	Fortnightly (to commence, monthly thereafter)
	Staff and workforce inductions	Weekly
	Toolbox meetings	Weekly
	Project Team meetings	Weekly
	Q&As	Ongoing updates
	Community Support Groups	Monthly
	Media releases	Ongoing
	Project website	Ongoing updates
	Fact sheet	Ongoing updates

Community Impacts - Action Plan 2		
Stakeholder concern	● Cohesion between the construction camp workforce and existing community.	
Stakeholders	● Local communities ● Government organisations ● Local Government ● Local service providers ● Workforce.	
Responsibilities	● CSEM ● CRFOs ● Project Director.	
Strategies	● Ensure ongoing communication with local government and service providers to raise awareness of the construction camp policies and opportunities for integration into the community ● Provide a community interface with a shop front presence and ongoing access to community relation field officers ● Consult with stakeholder to develop, implement, review and refine a Sponsorship policy which supports activities of strategic relevance to the organisation and its stakeholders ● Facilitate communication between local communities, community organisations and construction team including: ● - Raising awareness of and monitoring / reporting on workforce compliance with Code of Conduct, Environmental Management and Safety Management plans ● Develop, implement, review and refine the Enquiries, Complaints and Dispute Management process.	
Tools (external and internal engagement)	Meetings with community organisations and councils	Fortnightly (to commence, monthly thereafter)

Web hosted database of all stakeholder contacts	Ongoing updates
Staff and workforce inductions	Weekly
Toolbox meetings	Weekly
Project team meetings	Weekly
Q&As	Ongoing updates
Community Reference Groups	Monthly
Fact sheet (on campsite locations and management)	Ongoing updates
Free call number	Established
Project email	Established
Contact card	Ongoing updates
Shopfront / Office	On rotation

7. Roles and Responsibilities

7.1 Community and Stakeholder Engagement Team

The Project team will include a dedicated CSE Manager and team of CRFOs as detailed:

● CSE Manager: this senior management role will report directly to the P&C Manager and will be a full-time role, regularly on-site and based in the Project Office

● CRFOs: these mid-level roles will report directly to, and support the CSEM, and will work from community shop fronts associated with the construction workforce schedule. Possible locations include Charters Towers, Hughenden, Richmond, Julia Creek, and Cloncurry.

7.2 Community and Stakeholder Engagement Manager

The primary purpose of CSEM is to lead the stakeholder and community engagement team to achieve Project objectives. Key responsibilities are outlined below.

Implement engagement strategy to minimise social impacts / optimise social opportunities:

● Develop, review refine and implement CopperString's CSE plan

● Oversee the implementation, monitoring, reporting and auditing of the CSE plan

● Monitor potential social impacts associated with all Project phases and provide advice to the Project Management team regarding the mitigation, management or enhancement of identified risks, and positive and negative impacts

● Inform key stakeholders of construction activities and timetable

● Investigate community complaints / grievances, in consultation with the Project Director to ensure appropriate response as per agreed protocols

● Ensure systems that measure community feedback and optimise response times and effectiveness are implemented, maintained and improved

● Manage all external communications to stakeholders

● Manage internal communications regarding the community to the project workforce

● Manage the performance of the CSE team

● Develop the framework for the community sponsorship program.

Landowner and Traditional Owner engagement:

● Manage the land access process by liaising with directly impacted landholder and Traditional Owners, in accordance with Code of Conduct

● Manage documentation of landowner contact and access

- Manage all permanent, long-term and short-term impacts on private properties
- Report on issues arising from land access process and implement mitigations as required
- Accompany Project teams on private land as required
- Proactively manage landowner issues as per protocols
- Establish positive and sustainable relationships with impacted landholder
- Develop and implement reinstatement agreements with impacted landholder
- Oversee the implementation of the land-use construction and operations policy
- Assist in developing plans for traffic movement and buffer areas on private land
- Ensure compliance with the Queensland Heritage Act 1992
- Support consultation with Traditional Owners to identify cultural heritage sites and values and determine strategies to protect significant sites
- Support engagement with Indigenous communities in Project area
- Help establish links with other organisations providing services to Indigenous people in the region.

Other external stakeholder engagement:

- Attend meetings with key stakeholders and other community stakeholders, provide briefings / presentations to community stakeholder groups with appropriate Senior Project representatives
- Plan, implement and arrange facilitation of Community Support Group meetings to develop positive relationships and coordinate initiatives
- Plan and manage roadshows in regional townships to communicate construction timeframes, activities and mitigations
- Plan and oversee the production of external communication materials in line with proactive Project positioning.

Internal stakeholder engagement:

- Participate regularly in staff and workforce inductions and project meetings as well as Toolbox Talks and other site meetings as required to provide briefings and updates to site staff on stakeholder and community engagement
- Provide advice to the Project Management team on communication activities to proactively defuse issues, mitigate impacts and promote positive opportunities.

Media, issues and incident management:

- Develop a proactive communication strategy and messaging to position the Project generally and in relation to specific issues
- Plan and oversee the production of media materials and activities (including issues register, construction issue briefing papers, key messages, Q&As, media releases and alerts, media distribution and monitoring, journalist briefings and site tours, photography)
- Develop issues, incident and media management protocols
- Provide first point of contact for issues, incident and media representatives
- Plan and implement training and materials for Project team to understand risk communication roles as a result of an incident or emergency on-site
- Manage the risk communication process as a result of an incident or emergency on-site.

Government relations support:

- Report to government as required and respond to ongoing enquiries.

7.3   Community Relations Field Officers (CRFO)

The primary purpose of CRFOs is to undertake the stakeholder and community engagement functions to achieve Project objectives. The field officers will be rotated (along with the construction workforce) and will be located in townships adjacent to the CopperString alignment. Key responsibilities are outlined below.

Engagement strategy to minimise social impacts / optimise social opportunities:

- Assist with the implementation SCE Plan including monitoring and reporting on outcomes
- Monitor potential social impacts associated with all Project phases and provide advice to the Project Management team regarding the mitigation, management or enhancement of identified risks and positive and negative impacts
- Investigate community complaints / grievances, in consultation with the Project Director to ensure appropriate response as per agreed protocols
- Ensure systems that measure community feedback and optimise response times and effectiveness are implemented, maintained and improved
- Support consultation to develop and implement the community sponsorship program.

Landowner and Traditional Owner engagement:

- Support the land access process by liaising with directly impacted landholder and Traditional Owners, in accordance with Code of Conduct
- Support documentation of landowner contact and access
- Support management of all permanent, long-term and short-term impacts on private properties
- Report on issues arising from land access process and implement mitigations as required
- Accompany Project teams on private land as required
- Proactively manage landowner issues as per protocols
- Establish positive and sustainable relationships with impacted landholder
- Develop and implement reinstatement agreements with impacted landholder
- Support the implementation of the land-use construction and operations policy
- Assist in developing plans for traffic movement and buffer areas on private land
- Ensure compliance with the Queensland Heritage Act 1992
- Support engagement with Indigenous communities in the Project area
- Support implementation of the LIPP
- Help establish links with other organisations providing services to Indigenous people in the region.

Other external stakeholder engagement:

- Support CSEM and relevant senior Project representatives at meetings with key stakeholders and other community stakeholders, briefings / presentations to community stakeholder groups
- Participate and attend Community Support Group meetings to develop positive relationships and coordinate initiatives
- Work from shop fronts in local township according to roster Participate in a roadshows in regional townships
- Draft and circulate regular construction notifications to communicate construction timeframes, activities and mitigations
- Assist in production of external communication materials in line with proactive Project positioning.

Internal stakeholder engagement:

- Assist with staff and workforce inductions and project meetings
- Participate regularly in Toolbox Talks and other site meetings as required to provide briefings and updates to site staff on stakeholder and community engagement and social performance
- Support internal communication initiatives in conjunction with the employee relations team.

Media, issues and incident management:

- Provide input and assist with media materials and activities (including issues register, construction issue briefing papers, key messages, Q&As, site tours and photography) with support as required to respond to media enquiries
- Participate in training and assist in developing materials for Project team to understand risk communication roles as a result of an incident or emergency on-site

- Support the risk communication process as a result of an incident or emergency on-site.

Government relations support:

- Provide information (as required for statutory reports) and respond to ongoing government enquiries.

8. Communication and engagement tools

Communication and engagement tools will be used to inform, consult and seek active stakeholder participation as part of impact management. Engagement tools will be implemented for external stakeholder and community engagement, internal engagement and supported by communication tools for general project management.

The table below summarises these tools and detailed descriptions of each follow.

External engagement tools	Inform	Consult	Active participation
Stakeholder meetings and briefings	●	●	●
Community Support Groups	●	●	●
Community roadshows	●	●	●
Local Industry briefings	●	●	●
Community Shopfront / Office	●	●	●
Free call number	●	●	
Email	●	●	
Surveys	●	●	
Newsletters	●		
Media releases and public notices	●		
Construction updates	●		
Contact card	●		
Notification letters and SMS	●		
Fact sheets	●		
Posters and banners	●		
PPT presentation / flip book	●		
Project website	●		
Photography	●		
Project DVD	●		

Internal engagement tools	Inform	Consult	Active participation
Staff and workforce inductions	●	●	●
Cultural Awareness training	●		
Toolbox Talks	●	●	●
Project team meetings	●	●	●

Supporting tools (for management use)	Inform	Consult	Active participation
Media monitoring	●		
Issues and opportunities register	●		
Construction issues briefing papers	●		
Key messages	●		
Communication protocols	●		
Database	●		
Q&As	●		

8.1 External engagement tools

8.1.1 Stakeholder meetings and briefings

Pro-active individual or small group meetings and briefings with landholder, elected representatives, council officers, media and other key stakeholders or community members will build and maintain important relationships throughout the project's lifespan. This form of in-person communication will be used to discuss specific impacts, or opportunities, at length and will enhance opportunities for building trust and negotiating outcomes, particularly in relation to landholders.

CRFOs will undertake regular meetings with individual landholders as part of their work to uphold commitments made in individual Landholder Packages as well as provide early identification of emerging or changing social impacts and opportunities.

Meetings are also a key forum to provide information, understand views and opinions, address issues and concerns and measure attitudes and satisfaction with impact management activities.

Operational issues with a high level of significance such as aerial mustering will also be addressed and managed through specific meetings with the general aviation community, landholder, aviation operators and other electricity entities.

8.1.2 Community Support Groups

Consideration will be given to establishing geographically and issue-based Community Support Groups (CSGs) to provide a working link between the Project and community / key stakeholders during construction. Resources will be devoted to support and establish these groups to focus on particular local issues that may be impacted by the Project. Depending on local interest and need, groups may be set up in the following localities:

- Charters Towers
- Pentland
- Hughenden
- Richmond
- Julia Creek
- Cloncurry
- Mount Isa.

The CSGs will likely meet monthly during construction and include representatives from existing community, business and environmental groups as well as from relevant local councils.

The purpose will be to provide in-depth information and updates on construction progress, methods and mitigations. CSGs will also be a venue to establish and nurture informal partnerships such as those required with Indigenous, business and community groups to enhance opportunities for local business participation, employment and training.

It is anticipated that planning for the establishment of groups will be undertaken during the early works phase of construction and discussions may include:

● How to select and appoint an independent facilitator

● Purpose of each group

● How to advertise to encourage participation

● How to evaluate incoming responses for suitability

● Selection of venues and participants

● Implementation of group decisions, including publicly available minutes.

8.1.3 Community road shows and local industry forums

As part of the EIS communication and engagement community information sessions were held in each of the regions along the alignment to involve communities and incorporate comments and feedback.

Further information sessions will be held to provide construction information and updates, answer questions and gather input to enhance impact and opportunity management. Timing of sessions will coincide with major construction milestones such as early works, commencement of a work front in the vicinity of a town and during the transition from construction completion to operation.

The format of sessions will vary as needed and may include interactive options such as:

● Static and staffed public displays in shopping areas and in council libraries during business hours

● Static and staffed public displays after hours presentations in community meeting locations.

Additional local industry forums will be held to promote opportunities for local business and Indigenous participation. These forums will be promoted through the media, stakeholder database, Project website and through communication channels of relevant industry groups to encourage maximum participation. The format is likely to include an after-hours presentation and question and answer session.

8.1.4 Community Shopfront / Office

Construction staging will be spread across three construction workfronts and a number of construction zones, so a number of small shopfronts will be established in the main towns along the CopperString alignment to provide a meeting place and information centre for local communities and stakeholders.

CRFOs will be rostered to work from these community shopfronts. Potentially, these shop fronts may be in:

● Charters Towers

● Hughenden

● Richmond

● Julia Creek

● Cloncurry.

In addition, the main project office in Townsville will operate for the duration of the construction and will provide a meeting space, informal facilities and supporting materials for engaging with regional and tertiary stakeholders as listed in section 2.3 of this plan.

8.1.5 Free call number 1800 660 493

A free call line has been established. The CSEM will oversee responses to all enquiries. During construction the CRFOs will be rostered to answer calls 24/7. The free call details will be made available on all Project collateral (website, fact sheets, letterhead etc).

8.1.6 Email (enquiries@copperstring.com.au)

Stakeholders will be encouraged to register their interest in receiving news about the Project and an option to receive information and Project updates by emails is available. An e-news format and a database of subscribers will be maintained.

8.1.7 Surveys

Surveys will be an important engagement tool to capture and reflect any changes in the nature of stakeholders' expectations and / or the impacts and opportunities generated. They will also inform refinement and enhancement of Project communication.

Stakeholders will be invited to provide feedback on the Project.

Questions will also be included to measure satisfaction the Project's communications approach. Participation is voluntary and results will be anonymous.

Telephone surveys will be conducted at six to twelve-month intervals with:

● Directly impacted stakeholders (landholder and Traditional Owners), grouped in geographic zones consistent with construction activities;
● Representatives from priority stakeholders (petroleum and mining tenement holders, end users, government agencies and local elected representatives), drawing on CSG; and
● Representative samples from impacted communities in townships along the alignment.

The methodology will be developed during the early works stage and will be undertaken by an independent research company. The CSEM will prepare reports detailing survey findings and engagement recommendations.

8.1.8 Newsletters

Newsletters will be produced on a regular basis to keep the community and stakeholders informed about the project. To date four newsletters have been produced and will continue to be developed quarterly.

Distribution will include:

● Email and / or mail to stakeholders registered on the database
● Bundles in key community locations (such as council offices, libraries, CopperString shopfronts)
● Letter-box dropped in the main towns adjacent to the CopperString alignment
● Media kits, information folders, website.

8.1.9 Media releases and public notices

Media releases for community newspapers, radio and television will be used to announce construction milestones and provide advance notice of the dates and locations of key activities such as traffic changes, local business opportunities, CSG establishment and roadshows.

Announcements with broader geographic relevance will also be distributed to regional, state and national media as required. These may include such items of interest as new foundation and / or renewable energy users and final connection to the NEM.

Media releases will also be made available in media kits, information folders and on the CopperString website. They will incorporate Project key messages and Q&As.

8.1.10 Construction updates

Brief, one-page construction updates will communicate progress and planned activities across the three work fronts and various construction zones. They will be targeted to relevant directly impacted stakeholders including landholders and Traditional Owners, as well as communities and elected representatives.

Distribution will be at the stakeholders request and include hard copies, electronic copies and phone calls. Updates will also be uploaded onto the Project website.

8.1.11 Contact card

A small printed card has been prepared for all staff and subcontractors to hand out to the public (and media). This card includes basic essential information such as the hotline number and Project website.

8.1.12 Notification letters and SMS

Letters and SMS messages will be sent to stakeholders as required to provide advance notification of construction tasks and activities that may affect them.

Letters will be used to provide in-depth information on scheduled activities such as camp establishment, vegetation clearing, upgrade and construction of access tracks, foundation installation, tower and substation construction, conductor and earth wire stringing, and tower completion and rehabilitation. Letters will invite consultation and active participation, for example through subsequent discussion either by email, telephone, meeting, at a shopfront or through the CSG.

SMS messages will be generated to provide immediate updates on activities underway, where prior notice has already been provided. This will be an 'opt in' activity with a function on the Project website where stakeholders can register their details to be included for SMS.

8.1.13 Fact sheets

Fact sheets will be produced to provide information to the public about topics of interest or concern such as:

● Project overview
● Weed management
● Aerial activity and heli-mustering
● Electro-magnetic fields
● Mitigating construction impacts for landholder (dust, noise, vibration, artificial light and change in visual amenity)
● Road safety for landholder and communities
● Managing impacts to Traditional Owners including change in country, cultural heritage values and impacts on hunting and fishing
● Landowner property management including code of conduct, protocols
● Local business opportunities
● Training and employment opportunities
● Campsite locations and management.

Fact sheets will be distributed at meetings, roadshows, in media kits and will be made available on the Project website and at established community information points.

8.1.14 Posters and banners

A series of posters will be produced for use at road shows, community information days and other forums, depicting various aspects of the Project and these will be updated for use in shopfronts and to support construction engagement activities.

8.1.15 PowerPoint (PPT) presentation / flip book

A Project presentation has been developed for use with local council and government representative meetings. It will be updated for future meetings and briefings and also presented in flip book format.

8.1.16 Project website

A Project website has been developed to provide an additional source of information to the public. The web address is www.copperstring.com.au.

The website is being updated as the Project progresses. The website provides general Project information, FAQs, fact sheets, contact details and a feedback mechanism.

8.1.17 Photography

Progress photography will be undertaken throughout construction to provide imagery for engagement activities and to build photomontages for historical records as part of impact management.

Still photography and videography will be recorded and used in printed materials, the website and in a Project DVD capturing the construction process. Aerial shots will be included to best capture construction progress on this linear project. Time-lapse photography may be undertaken at key facilities such as substations to show construction progress.

8.1.18   Project DVD

A record of the construction process, including photomontages, imagery and interviews with construction crews, leadership and stakeholders will provide a useful for stakeholder and internal engagement tool. For example, the DVD can be presented at the Project's end as a token of appreciation for support and involvement from landholder, Traditional Owners, local communities, business, employees and trainees.

The DVD will provide a record of the social, economic and environmental contribution of this Project to the region. It may also function as a support tool for industry and government communication.

8.2   Internal engagement tools

8.2.1   Staff and workforce inductions

Stakeholder engagement and impact management will be a key theme during staff and workforce inductions. The CSEM will present at inductions to:

- Raise awareness of how social impacts directly and indirectly affect communities and stakeholders and the importance of communication and engagement to support impact management
- Outline broadly how the SCE team and strategies will support impact management and address opportunities
- Discuss specific roles and responsibilities of staff and workforce in stakeholder and community engagement, with particular emphasis on landowner protocols, the Project Code of Conduct, issues management, complaints / enquiries / dispute management and internal protocols and key messages.

8.2.2   Toolbox Talks

CRFOs will attend Toolbox meetings regularly to raise awareness of specific issues and opportunities in the construction zone where that crew will be working. CRFOs, with the support of team leaders, will also refresh workforce on their roles and responsibilities and address any concerns with implementation of protocols or breaches of the Code of Conduct.

Positive role modelling by supervisors and foremen will be a key contributor to workforce acceptance and participation in impact management. This will be encouraged by setting targets such as 'zero complaints' and acknowledgement of individuals and crews when they achieve targets. Internal communication of community and stakeholder engagement achievements will raise further awareness of positive engagement.

Attendance at toolbox meetings is also an opportunity for workforce to provide feedback on any issues and opportunities and actively participate in developing and implementing impact management communication and engagement.

8.2.3   Project Team meetings

Project team meetings will discuss progress and success of engagement strategies to manage impacts and build relationships and trust with stakeholders and communities. The CSEM will attend management meetings and facilitate strategy refinement with members of the SCE team.

8.2.4   Q&As

Questions and Answers (Q&As) will be developed as the Project progresses to assist the team to answer questions that might be asked during the project. Q&As would be agreed by the Project team and used when liaising with key stakeholders and community via contact points, meetings, CSG, at shopfronts and during roadshows.

8.3 Supporting tools

8.3.1 Media monitoring

In order to gather information on how the Project is tracking a media-monitoring program has been established. This tracks all related stories in the local and national media and will be provided by CuString's internal media monitoring team.

All media coverage will be logged in terms of content, date of story, media outlets that ran the story, as well as, an analysis of story content. Detailed monitoring will help evaluate the media communication program, as well as, ensuring the upcoming efforts are tailored to respond to any issues and interests.

8.3.2 Issues and opportunities register

The SCE team will identify, and address impacts and opportunities identified through stakeholder engagement.

Frequently asked questions, recurring complaints, issues and opportunities will be collated in an issues and opportunities register. This document will include background information, approved responses and notes on any other tactics relating to handling the impact or issue. This register will ensure that issues are dealt with in a timely manner that is responsive, consistent and accurate.

All team members must notify the CSEM of any issues that arise with stakeholders within 24 hours.

8.3.3 Construction issues briefing papers

Where necessary, detailed briefing papers will be prepared for Project management and government agencies, to provide background information, key messages and strategy recommendations to manage issues or impacts. These will be generated from the issues register and form the basis for issues management activities such as media releases or holding statements.

8.3.4 Communication protocols

Protocols will identify and document the communication approvals chain for communication materials as well as the media and issues spokespeople and response process.

The protocols will guide the SCE and Project team members to ensure timely and accurate preparation of materials for stakeholders.

8.3.5 Database

All contact and communication with stakeholders is recorded in the web-based Consultation Manager database. This keeps a record of contact details, correspondence with the Project team and summaries of issues raised. Reports are produced to track and monitor key issues and inform impact management strategies.

Secure collection, storage and use of personal information is a priority for the Project team and in particular the SCE team. All information collected and used by the team is in accordance with the agreed Privacy and Management of Personal Information Policy. This is in accord with current privacy legislation. Information will be stored electronically on the stakeholder database with access limited to authorised personnel within the SCE team and senior Project team members.

9. Enquiries, complaints and dispute resolution

The Project will implement an enquiry, complaints handling and dispute resolution process to support an active response to community and stakeholder enquiries and concerns about the Project's activities and potential impacts.

This formal process will be available for stakeholders to register their enquiries and complaints. These will be dealt with in a responsive and timely manner so that stakeholders feel their concerns are being genuinely addressed and not dismissed.

The formal process will assist in building a relationship of trust and reliability between the community and Project team. Details of enquiries and complaints will be recorded and monitored in the stakeholder database.

9.1   Enquiry / complaint

The Project will implement an enquiries and complaints management process that supports an active response to community and stakeholder concerns about the Project and facilitates a resolution that meets the expectations of all parties. The procedure will identify the range options available to stakeholders for recording their enquiry, issues and concerns. These include:

- Stakeholder meetings and briefings
- Community Reference Groups
- Community roadshows
- Shopfront / Office
- Website
- Free call number
- Email
- Surveys.

Throughout construction, stakeholders will have access to the SCE team through a free call number and project email address. These contact details will be publicised on all project collateral (website, fact sheets, letterhead etc).

The SCE team will be available 24 hours a day, seven days a week, to answer enquiries or address complaints which may arise as a result of construction activity and the SCEM will oversee all responses.

A central point of contact will be maintained for enquiries and complaints to enable the content and distribution of information to the community to be managed and monitored.

The following process will be used for handling enquiries and complaints:

- The Project team member who receives the enquiry / complaint (written or verbal) will record it in the consultation database and forward it to a member of the SCE team immediately
- If approached directly by a community member with a complaint, the Project team member will listen to the person's concerns and advise them to contact the SCE team. Alternatively, the team member will ask for the person's contact details and advise that a SCE team member will be in contact as soon as possible
- The SCE team member will report to the CSEM who will nominate someone from within the SCE team or the wider Project team to ensure a timely response and appropriate action has commenced
- The CSEM will oversee the enquiry / complaint until resolved. If a complaint cannot be resolved, it will be escalated to CuString for resolution.

Response times include:

- All community enquiries and complaints will be responded to within 24 hours and recorded in the database
- Outstanding issues will be resolved within 14 days.

Actions and Outcomes:

- The SCEM will collaborate with the Project Director and relevant discipline manager to ensure all relevant management plans and mitigations are reviewed and updated where the complaints data indicate that existing measures are insufficient.

10. Monitoring and reporting

10.1 SCE Reports

Stakeholder and Community Engagement reports will be produced every month during construction to:

- Provide an overview of the ongoing engagement approach
- Describe stakeholder and community engagement activities for that six-month period
- Report on outcomes of the social impact management monitoring undertaken during the period
- Detail stakeholders who have been engaged
- Report on key issues and opportunities identified, including trends
- Provide feedback from internal and external stakeholders on the effectiveness of engagement activities and materials
- Provide examples of communications produced.

Appendix A   Abbreviations, Acronyms and Definitions

The following terms are used in this document and are used as part of this Plan.

CRFO	Community Relations Field Officer
SCE	Community and Stakeholder Engagement
CSEM	Community and Stakeholder Engagement Manager
DCS	Department of Community Safety
DTMR	Department of Transport and Main Roads
EIS	Environmental Impact Statement
IAQ	Infrastructure Association of Queensland
LIEP	Local and Indigenous Employment Plan
LIPP	Local Industry Participation Plan
NWQ	North West Queensland
NEM	National Electricity Market
SIA	Social Impact Assessment
SIMP	Social Impact Management Plan
VMS	Visual Message Systems