



Hughenden Irrigation Project Detailed Business Case

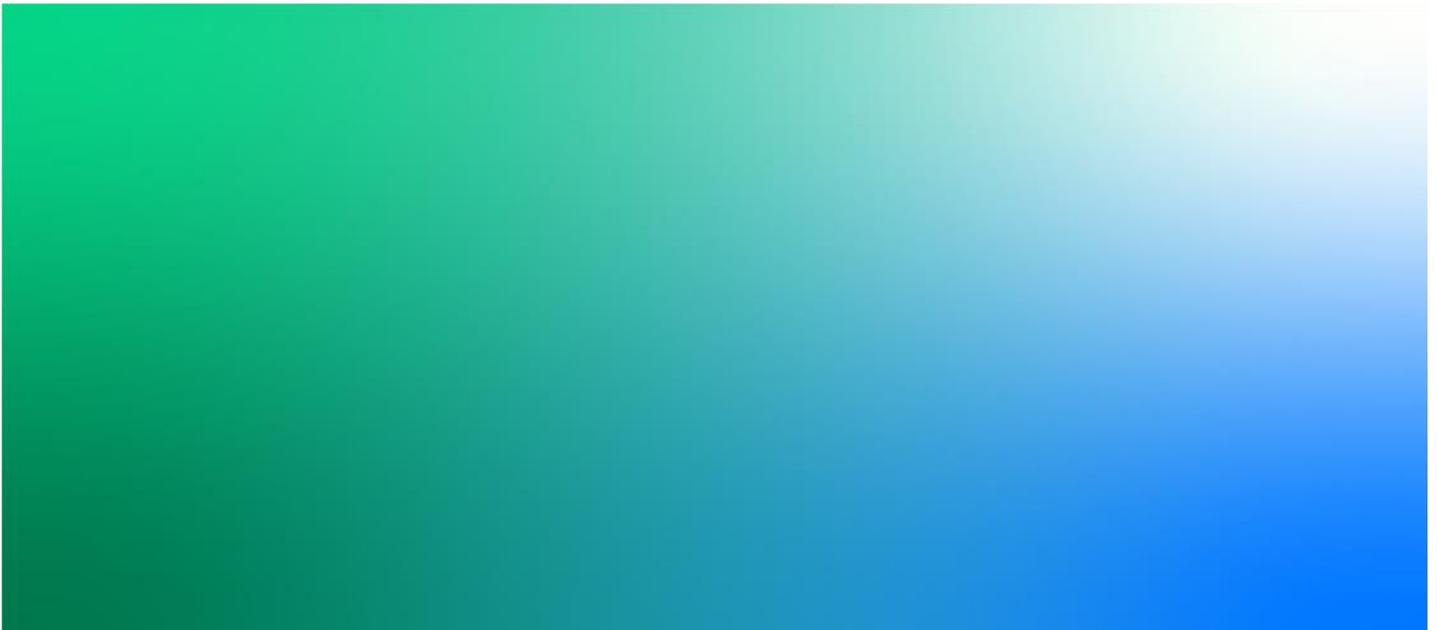
Stakeholder engagement plan and register

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HIPCo

Final



Hughenden Irrigation Project Detailed Business Case

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1. Purpose of document

This document comprises of two components – the stakeholder engagement plan and the stakeholder register for the Hughenden Irrigation Project. This document is consistent with the Building Queensland Stakeholder Engagement Guide¹

The plan documents the principles, approach and activities when involving those who have an interest in, or may be impacted by, during the development of the project’s detailed business case.

The register provides a detailed summary of the key findings arising from the engagement with the stakeholders identified in the plan. These findings are integrated throughout the detailed business case to help inform and support the service need, identifying and assessing the reference project, establishing impacts, implementation planning and managing risks.

When developing the stakeholder management plan and the stakeholder register, several guidelines have been considered, including:

- Building Queensland’s² Business Case Development Framework—Release 3, April 2020, including:
 - Stage 3: Detailed Business Case Guide
 - Stakeholder Engagement Guide
 - Social Impact Evaluation Guide
 - Investment Logic Mapping Guide
- Queensland Government’s Assessing Demand for Water - Guidance for project proponents, April 2020
- Aboriginal Cultural Heritage Act (2003) Duty of Care Guidelines

1.1 Alignment with Building Queensland’s Stakeholder Engagement Guide

The Building Queensland’s Stakeholder Engagement Guide outlines a seven-step stakeholder engagement process and is discussed further in section 3.

Table 1.1 demonstrates the alignment with this stakeholder engagement plan and Building Queensland’s Stakeholder Engagement Guide.

Table 1.1: Alignment with Building Queensland’s Stakeholder Engagement Guide

Activity	Hughenden Irrigation Project Stakeholder Management Plan
1) Understand the context	Section 4 provides a summary of the context of the project, including project background, project details and previous stakeholder engagement.
2) Identify stakeholders	Section 5 outlines the key stakeholders to the project.
3) Establish the purpose of engagement	Section 5 considers the key stakeholder’s interest in the project. Section 7 outlines the purpose and desired outcomes of a stakeholder engagement.

¹ <https://buildingqueensland.qld.gov.au/wp-content/uploads/2020/04/Stakeholder-Engagement-Guide.pdf>

² Since commencing this project, Building Queensland is no longer a stand-alone organisation. Its functions have been adsorbed within the State Government and the Business Case Guidelines are managed by State Development, Infrastructure, Local Government and Planning. However, we continue to refer to the Guidelines as the Building Queensland Guidelines to differentiate them from the Infrastructure Australia Guidelines.

4) Establish the level of participation	Section 6 discusses each stakeholder's level of participation and the framework to assess their importance to the project.
5) Develop an engagement plan	Section 7 is the project stakeholder engagement plan which documents the key areas of engagement during the detailed business case, an engagement schedule, roles and responsibilities, risk management strategies, impact of Covid19 and privacy. In addition, Section 7.7 outlines a detailed engagement plan, including a stakeholder's level of interest, influence level, proposed engagement mechanism, frequency and timing of engagement, risks of not consulting and risk management strategies.
6) Implement and monitor engagement	Section 8 is the project's stakeholder engagement register. The register contains record of all stakeholders, contacts, engagement objective, dates of engagement with comments or summarised key findings. Any emerging issues and risks (and any appropriate actions) will be recorded in the register.
7) Share lessons learned	A review of the stakeholder activities will be included in the project's detailed business case, including outlining any lessons learnt and insights to inform and improve future practice, reduce risk and increase the quality of the project.

2. Engagement principles

The project plan for the Hughenden Irrigation Project details the principles for delivery. One of the key principles is for 'transparent' delivery and is defined as 'the project teams are to work openly and co-operatively with all stakeholders and use the public funds for the benefit of all'.

To expand on this principle, the Hughenden Irrigation Project Corporation Pty Ltd (HIPCo) Board (as the project proponent) has directed the project team consisting of the Project Control Group and Jacobs, as the lead detailed business case contractor, and its subcontractors to:

- make all information readily available to the public, unless commercially sensitive or contains privacy information
- redact sensitive information where appropriate to make documents publicly available
- provide clear messages that are current, accurate and consistent
- ensure there are 'no surprises' for HIPCo and key stakeholders
- value stakeholder contributions
- be timely in responses to stakeholders.

There is strong alignment with this directive and the broad engagement principles in Building Queensland's Stakeholder Engagement Guide, outlined in Table 2.1.

Table 2.1: Engagement principles

Principles	How to apply
1) Engagement focuses on the best interests of the community	<ul style="list-style-type: none"> ▪ Undertake engagement in the best interests of all stakeholders rather than for any individual person or group.
2) Engagement is open, honest and meaningful	<ul style="list-style-type: none"> ▪ Ensure the engagement draws the attention of stakeholders to all relevant information, the purpose and general effect of the proposed plan/changes, and the specific details. ▪ Give the community genuine opportunities to participate in and contribute to the process and inform them of any changes.
3) Approaches to engagement are inclusive and appropriate	<ul style="list-style-type: none"> ▪ Ensure the engagement is inclusive, appropriate to the needs of all stakeholders, and commensurate with the scale and complexity of the proposed project. ▪ Seek and encourage diverse voices and perspectives. ▪ Identify and address potential barriers to engagement. ▪ Consistent engagement processes can make it easier for stakeholders to participate. However, ensure you balance the need for engagement tools to suit all stakeholders with the circumstances of the proposal being considered. Identify approaches to reach all stakeholders including those with specific needs (e.g., people with language other than English, people with disabilities, older people and youth). Different engagement tools and questions will produce better responses with each group. Where possible, use a mix of qualitative and quantitative engagement methods to gather a diversity of opinions.
4) Information is timely and relevant	<ul style="list-style-type: none"> ▪ Provide stakeholders with information in a timely manner allowing for input before decisions are made.

	<ul style="list-style-type: none">▪ Give stakeholders sufficient time to consider information to enable them to make a meaningful contribution to the process.▪ Start the engagement early, when objectives and options are being identified.▪ Allow for longer periods of engagement when listening to stakeholders, addressing their concerns and building capacity to understand issues and solutions.▪ Ensure the engagement is dynamic, ongoing and flexible.
5) Information is accurate, easy to understand and accessible	<p>Offer stakeholders access to information that is:</p> <ul style="list-style-type: none">▪ accurate, easy to read and easy to understand▪ tailored where necessary, in language and style▪ in a form that appeals to the intended audience▪ clear about how they can engage, how information will be dealt with, and the general timeframes for the proposal and project.
6) Decision-making is transparent	<ul style="list-style-type: none">▪ Make decisions in an open and transparent way.▪ Provide stakeholders with reasons for the decision and information about how all submissions have been considered.

3. Stakeholder engagement process

The seven-step stakeholder engagement process outlined in the Building Queensland's Stakeholder Engagement Guide has formed the basis for the development of the engagement plan.

The seven activities are illustrated in Figure 3.1 and summarised in Table 3.1.

Figure 3.1: Key engagement activities

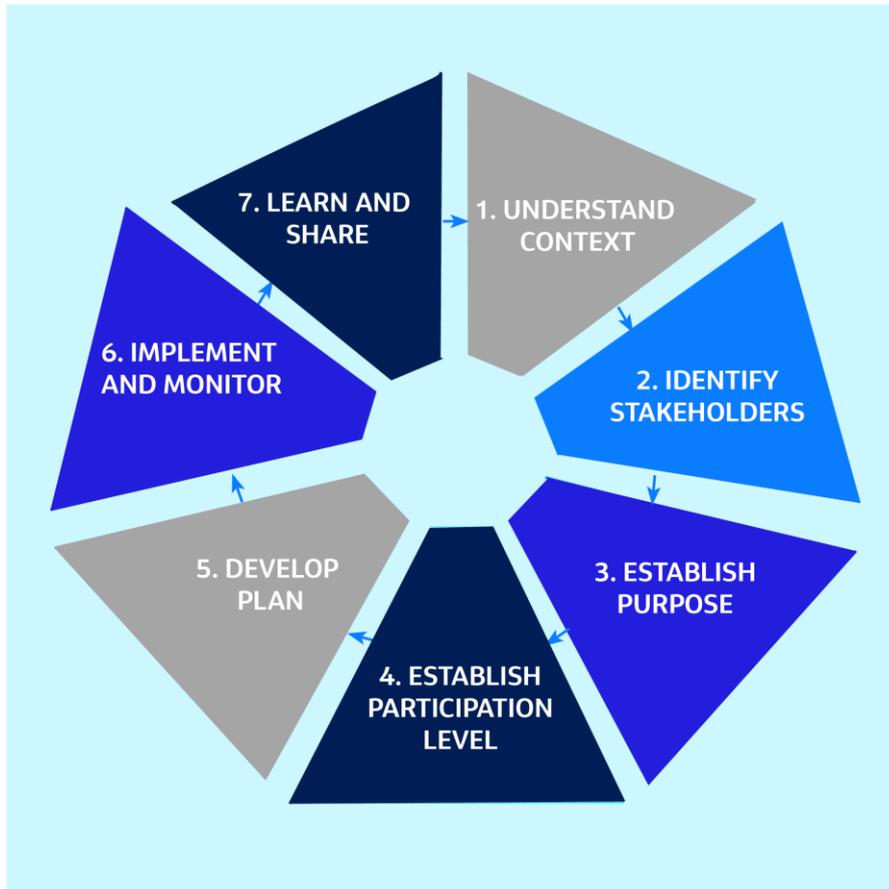


Table 3.1: Key engagement activities and purpose

Activity	Purpose
1) Understand the context	<ul style="list-style-type: none"> Understanding the context of the proposed project assists with managing risk and enables stakeholder engagement to be tailored effectively
2) Identify stakeholders	<ul style="list-style-type: none"> Identifying stakeholders ensures the engagement activities are focused
3) Establish the purpose of engagement	<ul style="list-style-type: none"> Clarifying the purpose of the engagement helps to focus on objectives and maximise impact
4) Establish the level of participation	<ul style="list-style-type: none"> Establishing the level of participation ensures stakeholders are effectively engaged. It also means engagement activities are resource effective and focused
5) Develop an engagement plan	<ul style="list-style-type: none"> An engagement plan documents the approach and design necessary to address objectives and meet stakeholder needs

6) Implement and monitor engagement	<ul style="list-style-type: none">▪ Effective implementation and monitoring of engagement ensures planned activities achieve the objectives. By monitoring the engagement plan it is easier to manage risks, address issues as they arise, and participate or communicate any significant delays
7) Share lessons learned	<ul style="list-style-type: none">▪ Sharing lessons learned will inform and improve future practice, reduce risk and increase the quality of business cases

4. Context

4.1 Background

In November 2018, the Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development, the Hon. Michael McCormack MP, committed over \$426 million to a series of key water infrastructure projects in Queensland, including up to \$182 million for the Hughenden Irrigation Project. This funding was secured with the support of local Member for Kennedy, the Hon. Bob Katter.

On 4 February 2019, HIPCo, as project proponent, entered an agreement with Federal Government to deliver a preliminary business case for the project. One of the activities was to develop a Project Communications Plan.

In June 2019, Engeny Water Management, with sub-consultant EPIC Environmental, delivered the Project Communications Plan. This plan detailed communication objectives, risks and opportunities, engagement approach, stakeholder analysis undertaken at the time and a communications roadmap going forward. In addition, a stakeholder register and action tracker were developed and actively used during the development of preliminary business case.

On 3 March 2020, the preliminary business case was submitted to the Deputy Prime Minister. On 22 May 2020, the Deputy Prime Minister gave support for the project to be progressed to a 'shovel ready' state and advised HIPCo that the North Queensland Water Infrastructure Authority (NQWIA) was tasked to work with HIPCo and the Queensland Government to progress this project.

On 6 October 2020, the project was given Project Commencement Approval by the then Department of Natural Resources, Mines and Energy (DNRME) representing the Queensland Government.

On 4 December 2020, a Grant Deed was executed between HIPCo and the State of Queensland for the delivery of the project's detailed business case. The first milestone includes delivery of a draft stakeholder management plan. Irrespective of this, the HIPCo Board had directed a stakeholder engagement plan be promptly developed, considering engagement had actively progressed with several stakeholders including Traditional Owners, landowners, NQWIA, Department of Regional Development, Manufacturing and Water (DRDMW) (formerly DNRME) and Flinders Shire Council.

4.2 Project details

The Hughenden region has long been a vibrant and integral part of the Queensland and Australian economies. It has, however, been suffering long-term economic decline for several decades. The region has abundant irrigable cropping lands but lacks a large-scale reliable water source.

The preliminary business case recommended a strategic water infrastructure intervention project to meet the identified service need of improved economic outcomes within the Finders Shire region. The development of high value agriculture to the region is not only consistent with the service need but also aligns to the region's capabilities and utilises its natural geological and topographic advantages.

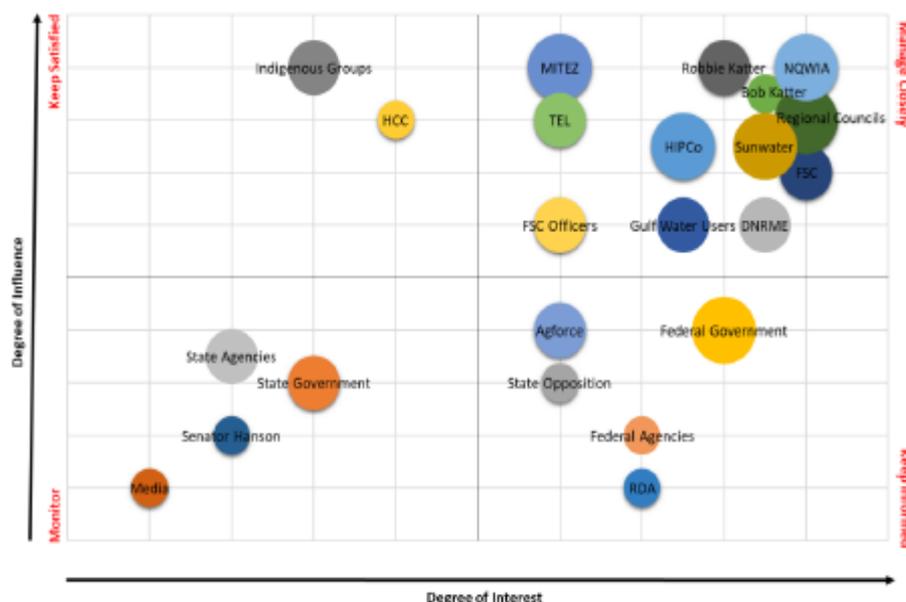
The preferred option as defined in the preliminary business case consists of bulk water infrastructure (dam, diversion channel and in-stream diversion weir) and distribution infrastructure (pumps and channels) to provide irrigation water to new farming enterprises.

4.3 Previous stakeholder engagement

A structured stakeholder engagement process was completed as part of the development of the preliminary business case.

As part of the stakeholder engagement process, an initial stakeholder mapping process which identified key stakeholders and their interest and influence on the project. The outcome of this process is summarised in Figure 4.1.

Figure 4.1: Initial Stakeholder Identification and Mapping Process



For simplicity, the stakeholders identified in 'manage closely' were generally approached personally and often repeatedly for comment, updates, recommendations, and meetings during the development of the preliminary business case. These engagements were mostly face to face, but some were over the phone and others via email depending on the stakeholder's needs. The 'keep informed' group were contacted as required throughout the development of the preliminary business case as required depending on process. Most of the other groups identified in 'keep satisfied' or 'monitor' were not contacted directly however some interactions did occur. It was recognised that these priorities may change for the development of the detailed business case.

Key outcomes from stakeholder engagement in developing the preliminary business case include:

- The Reference Project will have limited negative impacts on the local community and many positive impacts
- Local stakeholders have been updated through the Flinders Shire Council and open community sessions however extensive stakeholder engagement has not yet occurred apart from with governments and regulatory bodies
- There is almost universal social licence in the community for a project like the Reference Project to go ahead. This assertion is yet untested in downstream communities although HIPCo has been actively engaged in promoting the scheme.
- Inundation of local landholding will occur however there is no apparent opposition to the proposal.
- The planned irrigation areas will overtake current grazier blocks but once again there is a single owner/grazier who has been kept informed through the stakeholder engagement process.
- An Indigenous Land Use Agreement (ILUA) has been identified with the local Indigenous group (Yirendali People) but the environmental mapping has found no high-risk cultural sites.

The preliminary business case identified several potential impacts on stakeholders, including those outlined in Table 4.1.

Table 4.1: Potential project impacts on stakeholders

Stakeholder	Potential impact
Government	<ul style="list-style-type: none">▪ The public perception of the project is in the interest of all three levels of government, in terms of the effectiveness of the strategy implemented and use of potentially large amounts of taxpayers' money
Traditional Owners	<ul style="list-style-type: none">▪ The traditional owners of the land may feel a sense of loss if there was to be development of man-made infrastructure and an ILUA is currently in place
Environmental advocates	<ul style="list-style-type: none">▪ Impacts to the environment and surrounds of the area is in the interest of environmentalists. Possible endangering and/or extinction of several species of flora and fauna is a risk to the state of the natural ecosystem.
Property owners surrounding the area	<ul style="list-style-type: none">▪ Property owners residing within the vicinity of the desired construction area may lose and/or have their property damaged, which would result in a form of compensation for the landowner. Subsequently, property owners may also incur a temporary and/or permanent reduction in access to public services and facilities
Broader community	<ul style="list-style-type: none">▪ The project will likely create employment opportunities in the region. With increased workers assigned to the project, this is anticipated to result in an indirect injection into the local economy, boosting local businesses
Media	<ul style="list-style-type: none">▪ Increased media attention might occur depending on the course of action implemented and the level of controversy associated with these decisions

5. Identified stakeholders and their interest

Stakeholders of the project are those who may affect, be affected by, or perceive themselves to be affected by a decision, activity, or outcome of a project.

Stakeholders, and their importance to the project, will change through the development process (e.g., during proposal development, project delivery and operations) and will be continually reviewed and evaluated.

5.1 Key project stakeholders

Table 5.1 provides a summary of identified stakeholders and their interests in the project. This summary has considered those stakeholders identified during the preliminary business case. A stakeholder's interest will clarify the purpose of the engagement and focus on objectives. This is further expanded in Section 7.

Table 5.1: Key project stakeholders

Stakeholder category	Stakeholder	Interest/s
Internal stakeholders		
Project partners	North Queensland Water Infrastructure Authority	<ul style="list-style-type: none"> Lead federal government agency
	Department of Regional Development, Manufacturing and Water	<ul style="list-style-type: none"> Lead state government department Administrative facilitator for the feasibility study
	HIPCo	<ul style="list-style-type: none"> Project proponent
	Jacobs	<ul style="list-style-type: none"> Lead consultant for detailed business case study
Australian Government		
Departmental Ministers	Minister for Agriculture, Drought and Emergency Management	<ul style="list-style-type: none"> Alignment with federal objectives and plans Infrastructure that is properly planned and timed Investment decision/approval of any further investigations and any resulting project outcomes Environmental approvals/ requirements
	Minister for Resources, Water and Northern Australia	
	Minister for Infrastructure, Transport and Regional Development	
	Minister for the Environment	
Elected representatives	Queensland Senators and Federal Members representing study area	<ul style="list-style-type: none"> Alignment with federal objectives and plans Infrastructure that is properly planned and timed State, regional and local economic, social and environmental impacts
	Federal Member for Kennedy	
Australian Government departments and authorities	Department of Infrastructure, Transport, Regional Development and Communications	<ul style="list-style-type: none"> Review of business cases Alignment with federal objectives and plans
	Department of Industry, Science, Energy and Resources	
	Department of Agriculture, Water and the Environment	
	Infrastructure Australia	
	National Water Grid Authority	
Queensland Government		
	Premier and Minister for Trade	<ul style="list-style-type: none"> Investment decision/approval

Premier and Departmental Ministers	Queensland Treasurer and Minister for Investment	<ul style="list-style-type: none"> Alignment with other Queensland Government department objectives and plans Infrastructure investment that is properly planned and timed
	Minister for Water	
	Minister for Resources	
	Minister for State Development, Infrastructure, Local Government and Planning	
	Minister for Agricultural Industry Development and Fisheries	
	Minister for Rural Communities	
	Minister for Environment and the Great Barrier Reef	
	Minister for Infrastructure and Planning	
	Queensland Treasury	
Elected representatives	State Member for Traeger	<ul style="list-style-type: none"> Alignment with state objectives and plans Infrastructure that is properly planned and timed Local economic, social and environmental impacts
Queensland Government departments, authorities and corporations	Department of Regional Development, Manufacturing and Water	<ul style="list-style-type: none"> Alignment with other Queensland Government department objectives and plans Infrastructure investment that is properly planned and timed Review, input and feedback on the detailed business case Alignment of parallel water studies in the region Ongoing management and delivery activities – in particular, coordination of overlapping project stakeholder management activities
	Department of State Development, Infrastructure, Local Government and Planning (including the Office of the Coordinator-General)	
	Department of Agriculture and Fisheries	
	Department of Environment and Science	
	Building Queensland	
	Sunwater	
Local government		
Councils	Flinders Shire Council	<ul style="list-style-type: none"> Job creation in the region Advancing the area's status as an attractive place to invest Infrastructure location and planning Increasing agricultural and related industry production Impact on environment and community
	Surrounding councils: <ul style="list-style-type: none"> Richmond Shire Council McKinlay Shire Council Cloncurry Shire Council Carpentaria Shire Council 	<ul style="list-style-type: none"> Job creation in the region Advancing the area's status as an attractive place to invest Infrastructure location and planning Increasing agricultural and related industry production Impact on environment and community
Council representative group	North West Queensland Regional Organisation of Councils Townsville Enterprise Limited	<ul style="list-style-type: none"> Support and advocacy
Community and business		
Community groups	Cairns and Far North Queensland Environment Centre (CAFNEC) Southern Gulf	<ul style="list-style-type: none"> Local regional advocates for water supply security Local and regional advocates for environmental

Landholders	Graziers and feed producers in the wider region who could buy land and water from <u>or are impacted by the project</u> .	<ul style="list-style-type: none"> ▪ Impact on existing water supply and environment ▪ Access to property
Potential customers	Other parties, who may not be from the wider region, interested in buying water and or land from the project, or are impacted by the project. (e.g., Willoughby Hay and Chaff Suppliers, Charters Towers).	<ul style="list-style-type: none"> ▪ Solutions to water supply issues ▪ Access to secure water ▪ Business growth and profitability
Research and environmental groups	Griffith University	<ul style="list-style-type: none"> ▪ Minimisation and/or mitigation of environmental impacts ▪ Monitoring and reporting activities
Traditional owners/Aboriginal cultural heritage	Yirendali People	<ul style="list-style-type: none"> ▪ Any Native Title or Aboriginal cultural heritage considerations
Business / Local Businesses	Hughenden Chamber of Commerce	<ul style="list-style-type: none"> ▪ Removing impediments to business growth and regional economic prosperity ▪ Improved conditions for local residents, industry and other sectors ▪ Advancing growth ▪ Job creation in the region
Other landholders in the region	Owners and operators of farming operations that will not directly benefit from the study	<ul style="list-style-type: none"> ▪ Ensure that potential projects do not adversely impact on their business operations and availability to water
Industry peak bodies	Queensland Farmers' Federation Agforce (trusted by local graziers)	<ul style="list-style-type: none"> ▪ Improved conditions for industry sectors ▪ Advancing the region's status as an attractive place to invest
Media	The North West Star, North West Country and any other media located in project area.	<ul style="list-style-type: none"> ▪ Coverage of the business case progress

6. Level of participation

Consistent with guidance provided by the Building Queensland Detailed Business Case Framework, the following specific information has been identified:

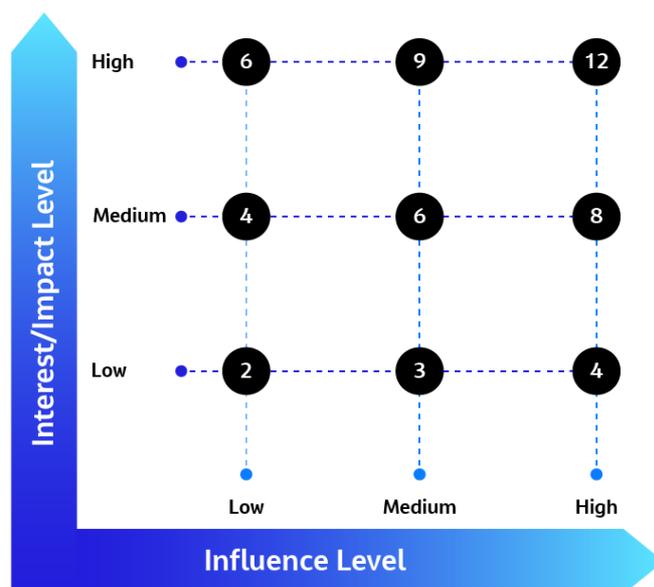
- Extent of stakeholder interest and influence in service need/reference project
- A stakeholder 'score'
- Level of participation (inform, consult, involve, collaborate, empower).

This plan follows the Building Queensland framework for stakeholder engagement, balancing the benefits of better outcomes through improved articulation of the service need with the risks of engagement in the process. Stakeholder expectations have been clearly managed throughout.

6.1 Stakeholder scoring

Each stakeholder is assigned a score based on their interest in (impact) and influence on the project. The scoring matrix used in this process is outlined in Figure 6.1.

Figure 6.1: Stakeholder scoring matrix



The scoring matrix uses a standard multiplier to develop a total score which combines the overall influence and interest the stakeholder has regarding the project. For example, a stakeholder with a low influence and interest level would receive a score of 2.

The higher the score the more importance and rank that was associated with the particular stakeholder for the project. By scoring each stakeholder in this way it gives guidance to the level of engagement participation required over the course of the project.

6.2 Form of participation

Establishing the level of participation ensures that project stakeholders are effectively engaged. It also allows engagement activities to be effective and focused.

Building Queensland recommends the use of the International Association for Public Participation (IAP2) Public Participation Spectrum which defines five types of participation (Table 6.1).

Table 6.1: Types of stakeholder participation

Participation	Description	Engagement commitment	Jacobs approach for
1) Inform	<ul style="list-style-type: none"> providing information to stakeholders 	<ul style="list-style-type: none"> we will keep you informed 	<ul style="list-style-type: none"> We avoid this approach in face to face engagements But our draft publications can be circulated in advance to inform
2) Consult	<ul style="list-style-type: none"> obtaining stakeholder feedback on alternatives for potential courses of action or decisions made 	<ul style="list-style-type: none"> we will keep you informed, listen to and acknowledge concerns and provide feedback on how your input influenced the decision. 	<ul style="list-style-type: none"> Apply in public meetings if views are not somewhat informed We try to avoid merely acknowledgement, rather we articulate how the issues are impacting our thinking.
3) Involve	<ul style="list-style-type: none"> working directly with stakeholders to ensure that concerns and aspirations are understood and reflected in policy or proposals 	<ul style="list-style-type: none"> we will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how your input influenced the decision 	<ul style="list-style-type: none"> This is our minimum standard for stakeholder engagement generally (e.g., customers) We will clarify and document issues raised and articulate how that may and did impact our approach
4) Collaborate	<ul style="list-style-type: none"> partnering with stakeholders 	<ul style="list-style-type: none"> we will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible 	<ul style="list-style-type: none"> This is our minimum standard for higher scoring stakeholders (e.g., Bob and Robbie Katter, HIPCo Board and the working group) We also take this approach with the regulators (e.g., dam safety, fisheries and water plan)
5) Empower	<ul style="list-style-type: none"> placing final decision-making in the hands of the stakeholder 	<ul style="list-style-type: none"> we will implement what you decide 	<ul style="list-style-type: none"> In Round 2, this is the approach that we prefer to take with HIPCo Board and the working group.

Jacobs model of engagement for this project is at the better end of the spectrum of participation above. We strongly believe in listening, incorporating the issues that stakeholders raise and providing feedback on the way stakeholder views have shaped our solutions and recommendations. The relationship with the custodians of the project is collaborative and where possible empowering.

- Level 3: Involve is our minimum standard for most interactions. This will be our demand assessment approach with customers, however, significant customers will move to Level 4 collaboration to refine the products and processes to meet commercial and community needs.
- Our aim is Level 4: Collaborate where time allows. The ILM process, for example, is Level 4 and Level 5 – articulating the communities need/opportunity, whilst bringing data to support the views set out.
- Level 5: Empower is used in the working group / HIPCo board workshops prior to finalizing Round 2 documentation.

We build on this thinking and incorporates the following elements:

- **Form** – Levels of participation (Inform, Consult, Involve, Collaborate and Empower) based on the IAP2 model
- **Timing** – provides an indication of the timing of engagement activities based on participation level (e.g., draft report stage)
- **Content** - provides an indication of the type of questions and discussions that will be undertaken based on participation level (e.g., Do you support this option?)

Figure 6.2 and Figure 6.3 provide an example of the stakeholder engagement model adopted.

Figure 6.2: Level of participation strategy for project stakeholders

Form	Inform	Consult	Involve	Collaborate	Empower
Timing	Draft final report consultation	One workshop in the middle of the project and consultation at draft final and final	Multiple workshops with discussions on key findings during the project	Multiple focused workshops, direct phone calls and regional visits throughout the project	All of the above with time for an individual visit/s and discussion/s with the key stakeholders identified at start of process.
Content	Do you support option X to solve the problem as we have determined it?	For the problem as we have determined it ,which Option X, Y and Z would you support?	Our view of the problem is (this), what are the options for addressing this problem?	How can we improve our assessment of your problem and what a successful solution looks like?	In your own words, what is the problem and what would a successful solution look like?

Figure 6.3: Project Stakeholder Engagement Model (Engagement Triangle)

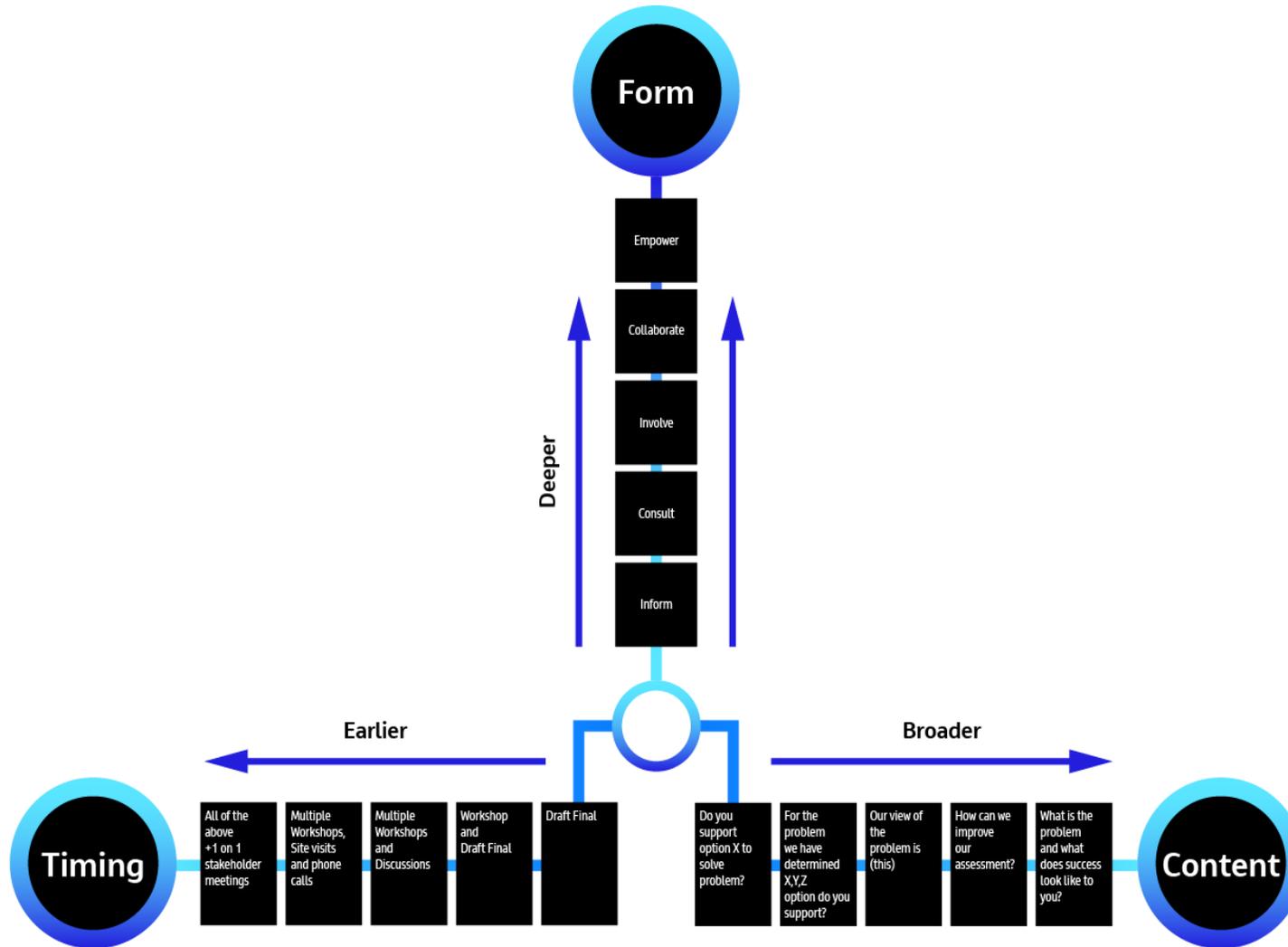


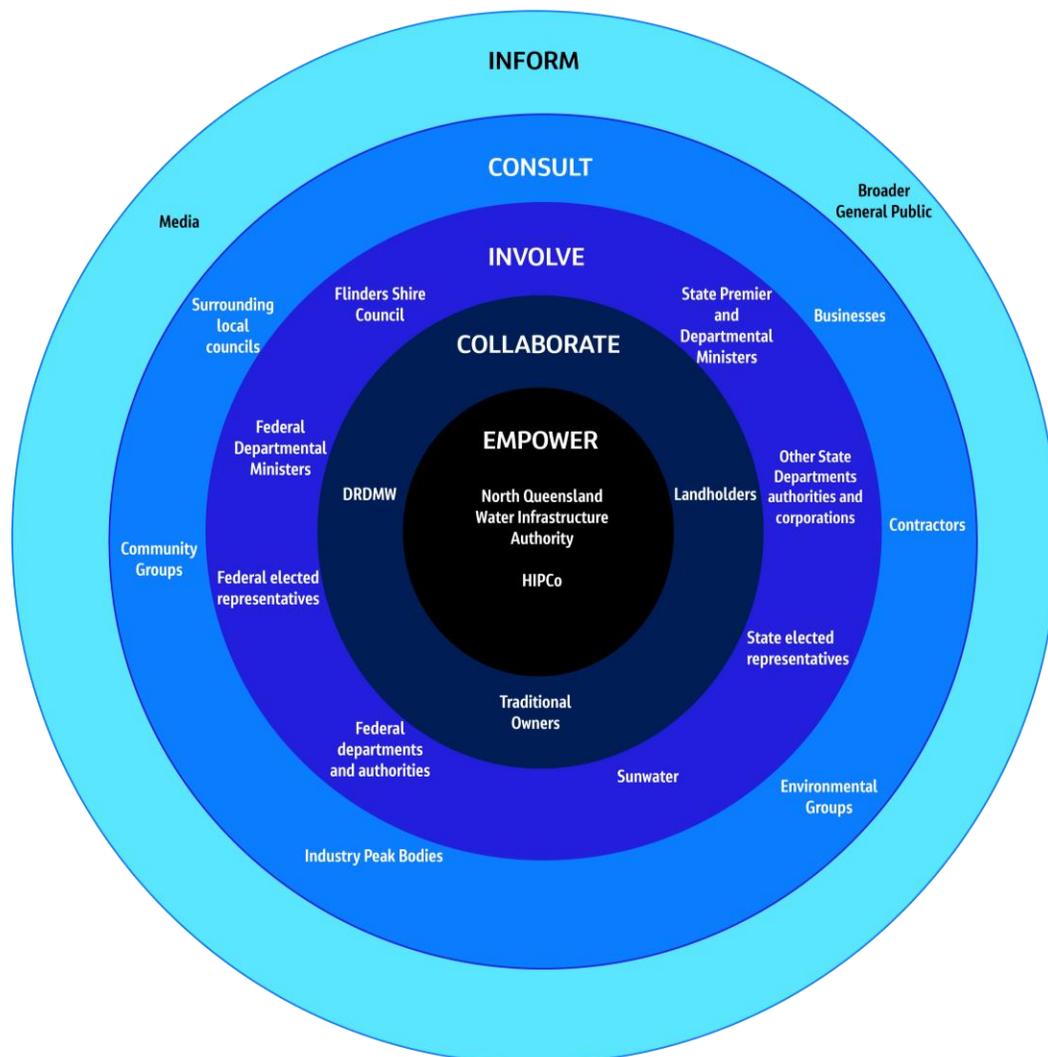
Figure 6.4 provides an overview of the engagement levels for each stakeholder group identified.

In determining the appropriate level of participation, consideration has been given to:

- **Purposes and objectives**—reasons for engaging the stakeholder and the results to be achieved will help determine which level of participation is appropriate.
- **Stakeholders**—different stakeholders have different needs, expectations and capacity. Consider these factors in determining the appropriate level of participation and resourcing required for engagement.
- **Resources**—resources available for engagement will have a significant impact on the level of engagement that can realistically be achieved.

As outlined in Building Queensland's Stakeholder Engagement Guide, 'empower' and 'collaborate' participation are generally not suited to community engagement during the development of a business case for infrastructure. However, 'collaborate' is frequently used with expert and knowledgeable stakeholders to identify potential options in response to a service need or develop a reference design.

Figure 6.4: Project stakeholder groups and level of engagement



7. Engagement plan

The plan that has been developed for this project allows the project team to engage directly and meaningfully with large and diverse groups of stakeholders. Engagement will occur at different levels and ways according to the needs of the stage of development and the type of stakeholder.

Regular and formal consultation will occur more frequently for the stakeholders that scored highly, whereas other stakeholders will be consulted on a more as need basis and less frequently. The plan includes protocols for internal and external engagement and other communication activities, such as dealing with project enquiries.

The project team will engage with the stakeholders through a range of methods. With key stakeholders, the preference is to meet face-to-face in one-on-one meetings or group gatherings (while abiding by social distancing measures) to gain a deeper understanding of the details of the critical issues that may impact the success, or failure, of project.

Detailed analysis will be throughout the process to keep stakeholders informed on the project. This will also allow for immediate feedback and improvements to the analysis as it relates to specific stakeholders.

For the development of the detailed business case for the project, the focus of stakeholder engagement includes:

- Understanding of stakeholder perceptions of the service need, including updating from the options analysis (preliminary business case) if required
- Market sounding considerations, including an assessment of demand for water entitlements from the project, to define the project
- Consideration whether the reference project/s will provide equitable outcomes for stakeholders as part of the consideration of public interests, including identifying potential negative impacts of the project and their management and, where possible, adjusted to mitigate risks or realise opportunities
- Identifying positive and negative social and other impacts as part of the social impact evaluation, including establishing a social impact baseline.

This process with stakeholders will allow us to:

- confirm the service need and identify demand for water entitlements from the project and how their requirements can be considered in the final project recommendation
- provide clear communication pathways throughout the project – gathering information and providing consistent, frequent communications
- ensure stakeholders are fully informed, understand the purpose of the detailed business case and how they can provide meaningful input into the assessment process
- ensure outcomes of the detailed business case have a high level of support and confidence from all stakeholders.

This plan is a living document and will be adjusted throughout the business case development according to the projects needs and stakeholder specifications.

7.1 Key areas of stakeholder engagement

An initial Stakeholder Engagement Plan (SEP) has been developed taking into account all the information captured in the Stakeholder Analysis and the need to engage with stakeholders on:

- Service need
- Investment logic mapping
- Water demand assessment
- Social impact evaluation
- Public interest.

7.1.1 Service need

We will confirm and update the service need and the approach to address the problem reflecting the preliminary business case findings. This is crucial, as that describes the drivers for the project and outcomes sought and somewhat describes the project's vision that must be considered when developing/undertaking:

- reference design
- social impact evaluation
- economic analysis
- public interest considerations
- sustainability assessment
- environmental assessment.

Structured one-on-one interviews, group meetings and a workshop with key stakeholders will include a specific component to obtain a greater level of understanding on the service need, especially from those who were not active participants during the preliminary business case phase. This will include engagement with landholders on access to land for potential use for irrigation, and impacts to land use and availability associated with construction and operational matters (e.g., dam inundation areas etc.)

This process will capture insights from Traditional Owners, Flinders Shire Council, community groups, agricultural farmers/investors and local Board directors.

7.1.2 Investment logic mapping

A workshop focused on developing an investment logic map will be held with the appropriate stakeholders. This workshop will need to be adaptable, considering the investment logic map is only now being developed in the detailed business case phase.

7.1.3 Social impact evaluation

Confirming the project's service need and investment logic map will capture current social issues and stakeholder vision for change. However, there is a requirement for additional engagement to focus on the social impacts and drill down to a much greater level of understanding.

A social impact evaluation captures the positive contributions the project makes to the local community and region and details any negative impacts, including mitigation actions required to minimise the negative impacts.

To do this, the three-step process documented in Building Queensland Social Impact Evaluation Guide will be used:

- identify who will be affected by the project and how
- evaluate impact by identifying the social incremental change between baseline and post project delivery
- consider the evaluation findings and identify what needs to be incorporated into the detailed business case analysis on economics, environmental and sustainability.

Steps 1 and 2 will be completed during structured one-on-one interviews, group meetings and a workshop.

Step 3 will be actioned by the project team immediately thereafter.

The social impact evaluation tool provided by Building Queensland will be utilised to:

- capture and assess the social impacts
- document the incremental change in social impacts
- detail how the evaluation findings will be considered elsewhere in the project (i.e., integrated into the project).

Risks identified as a part of the social impact evaluation will be added to the Risk Register and managed accordingly.

Benefits identified will be added to the Stakeholder Benefits Register.

7.1.4 Aboriginal cultural heritage assessment

We will commence engagement with the Yirendali People early in the delivery of the detailed business case to gain an understanding of the Aboriginal objects, areas and values within the project area and to agree the framework for investigating and examining Aboriginal cultural heritage as part of the project.

In addition, this early engagement allows for collaboration for joint initiatives with the project, both in development and operation (e.g., employment opportunities during construction, water allocation opportunities). Typically, these activities will be after the completion of the detailed business case.

The key stakeholder engagement activities are:

Initial meeting / Terms of Reference

- Initial face-to-face meeting with the recognised representatives of the Yirendali people. This will be arranged via Dylan Lawyers, Townsville who are the lawyers for the Yirendali People. The purpose of this meeting will be to discuss the project, the expected cultural heritage related activities and to propose the development of a Terms of Reference (ToR) for cultural heritage activities to enable early ground investigations to be undertaken to inform the detailed business case.
- Preparation of a ToR for cultural heritage activities, which will set out the framework for managing cultural heritage matters through the detailed business case program (may be presented at the initial meeting or provided afterwards, depending on the outcome of the initial meeting)

Site activities

- Site walkover of project area / areas of particular interest or high-risk locations (if required and agreed)

- Engagement as required by the ToR in relation to planned site investigations (e.g., geotechnical investigations, soil investigations). This will be undertaken prior to investigative activities commencing to identify the level of participation and engagement required on the part of the Aboriginal party.

End of assessment

- Engagement at completion of site surveys and Cultural Heritage Risk Assessment to discuss the assessment findings and what will be included in the detailed business case. It will be important to identify any culturally sensitive information that should not be made publicly available in detailed business case documentation.
- Agree on next steps for the project subject to funding and a positive outcome following the completion of the detailed business case. Typically, these activities will include:
 - Preparation of a Cultural Heritage Management Plan as part of the project's Environmental Impact Statement phase
 - Further site survey activities involving the Aboriginal party
 - Indigenous Land Use Agreement negotiations.

7.1.5 Environmental assessment

Key engagement activities associated with the environmental assessment for the project will include:

- Initial discussions with local stakeholders to identify interest groups that should be consulted
- Contact with identified interest groups to gain feedback on environmental matters relevant to the project (e.g. Cairns and Far North Queensland Environment Centre)
- Arrange formal conversation where initial feedback received is materially significant to the environmental assessment of the project.

7.1.6 Water demand assessment

A lack of water security has been a major factor in preventing the investment in, and realisation of, agricultural opportunities in Hughenden and Flinders Shire. Unlocking a suitably reliable supply of water in the catchment and applying it to a suitable area of arable land would see significant investment, economic growth and social benefit in the region and Queensland and Australia.

A robust two-round demand assessment process was undertaken to identify the actual, realisable demand for water by prospective paying customers who could use water for commercial and community benefit. The demand assessment process was conducted in two separate rounds with extensive face-to-face and on-ground engagement with local and other sophisticated investors nationally and in other irrigation areas located in Queensland.

Appendix 5 presents a summary of the Round 1 Assessment and Appendix 6 presents a summary of the Round 2 Assessment.

7.1.7 Public Interest

One of the requirements under Building Queensland Business Case Development Framework is to undertake an assessment of public interest in the project. This provides evidence that the project will provide perceived or real equitable outcomes for all stakeholders. This aligns well with HIPC's objectives that the project benefits are retained within the local community and region and are shared equitably.

Public forums will continue to be held at Hughenden to disseminate information to the local community, gain a greater understanding on their interests, build trust, and listen and respond to their concerns. The project team will use these opportunities to promote sustainability and increase social licence to operate.

The HIPCo Board has directed that the project team must at all times provide 'balanced outcomes' for all stakeholders, especially the local community. This means providing outcomes valued by key stakeholders in an equitable manner.

7.2 Engagement schedule

Table 7.1 provides a high-level overview of the schedule of engagement activities that were planned to be conducted at the commencement of the preparation of the DBC.

Table 7.1: HIPCo DBC engagement schedule

Engagement	Date and location	Purpose	Attendees
Study area immersion visits			
Immersion Visit 1	18 – 22 January 2021, Hughenden	For the project team to visit the study region and engage with stakeholders and assist with detailed assessments. Assessments include options assessment, reference project, demand assessment, cultural heritage, social impact and benefits assessments.	HIPCo, Jacobs, local community and business
Immersion Visit 2	15 – 19 February 2021, Hughenden		
Immersion Visit 3	15 – 19 March 2021, Hughenden		
Immersion Visit 4	28 – 29 April 2021, Hughenden		
Immersion Visit 5	10 – 14 May 2021, Hughenden		
External workshops			
Investment logic mapping and service need No.1	8 February 2021, Brisbane	Confirm investment logic and service need for the project	HIPCo, Jacobs, DRDMW,
Investment logic mapping and service need No.2	17 February 2021, Hughenden	Confirm investment logic and service need for the project	HIPCo, Jacobs, Flinders Shire Council, Hughenden Chamber of Commerce, local community representatives
Risk and benefits assessment	March 2021	Consider the risks and benefits of the project in a workshop	HIPCo, Jacobs, local community representatives (TBC)
Social impact and public interest	April 2021	Assess the social impact and public interest of the project	HIPCo, Jacobs, local community representatives (TBC)
Sustainability assessment	April 2021	Consider the sustainability aspects of the project	HIPCo, Jacobs, local community representatives (TBC)
Traditional owner			
Initial face -to-face meeting	February 2021- Hughenden / Townsville / Brisbane (location depends on availability of attendees)	Discuss the detailed business case project, share information regarding Aboriginal objects/values in project area, discuss establishing a ToR for cultural heritage activities	Yirendali People representatives Dylan Lawyers HIPCo representative/s AHS (project archaeologist) Jacobs

Engagement	Date and location	Purpose	Attendees
Site walkover	March 2021 - project area	Identify Aboriginal cultural heritage objects, areas and values	Yirendali People representatives HIPCo representative/s AHS (project archaeologist) Jacobs
Meeting (if required)	End May 2021 / early June 2021 - Hughenden / Townsville / Brisbane	Discuss findings of site survey, Cultural Heritage Risk Assessment and what will be included in draft detailed business case relevant to Aboriginal cultural heritage. Including 'next steps' post the completion of the detailed business case	Yirendali People representatives HIPCo representative/s AHS (project archaeologist) Jacobs
Engagement with water entitlement holders located in the project area	June – July 2021 Brisbane	Identify key water entitlement holders in the region to engage and understand the appetite to sell water entitlements to the project.	Jacobs, AgRee Commodities & water entitlement holders

Environment

Engagement	Date and location	Purpose	Attendees
Local / regional interest group	February 2021 – via phone / email	Feedback on environmental considerations for detailed business case, including potential project impacts	Jacobs (inc subconsultants where relevant)
Government	February -April 2021 – phone / email / Brisbane	Feedback on environmental considerations for detailed business case, including potential project impacts	Jacobs (inc. subconsultants where relevant)
Ecological survey	April 2021	Survey conducted as part of projects environmental assessment.	Graeme Jardine - Jacobs Chani Wheeler - Niche Owen Budd – AHS Relevant property owners.
Business and community			
Community meeting No.1	18 February 2021, Hughenden	Provide an overview of the project, detailed business case project and how people can be involved.	HIPCo, Jacobs, local community and business
Additional community meetings	To be determined (date and frequency)	Provide an update on progress of the detailed business case	HIPCo, Jacobs, local community and business

Engagement	Date and location	Purpose	Attendees
Round 1 demand assessment	January – March 2021	The first phase capturing demand based on initial discussions with potential customers. This includes providing a range of potential capital and annual charges.	HIPCo, Jacobs, local community and business
Building Blocks for Irrigation to inform potential commercial customers (as part of Round 1 demand assessment)	16 February 2021, Hughenden and 17 February 2021, Hughenden	Provide information on irrigation fundamentals from establishing an irrigation block, to the opportunity that producing irrigated feed locally can offer grazing businesses.	HIPCo, Jacobs, local community and business
Round 2 demand assessment	March – May 2021 Public Meetings were conducted on 28 & 29 April 2021.	A second assessment of demand with those which expressed an interest in water during Round 1. Round 2 will include a more refined estimate of capital and annual charges.	HIPCo, Jacobs, local community and business
Geotechnical investigation			
Geophysical survey	11 – 26 May 2021	Work conducted on site as part of the project's Geotechnical investigation program	Jacobs Geotechnical team
Borehole Drilling	1 June to 15 July 2021	Work conducted on site as part of the project's Geotechnical investigation program	Logan Allan (Jacobs) Mathew McLoughlin (Jacobs) Jimmy Hill (Yirendali)
Access & Test Pitting	7 June to 14 June 2021	Work conducted on site as part of the project's Geotechnical investigation program	Jacobs Logan Allan Logan Allan (Jacobs) Mathew McLoughlin (Jacobs) Jimmy Hill (Yirendali) Owen Budd (AHS)
Cone Penetration Test	13 June to 22 June 2021	Work conducted on site as part of the project's Geotechnical investigation program	Logan Allan (Jacobs)
Terrestrial Fauna & Fish Passage Investigation Programs			
Fish Passage Survey	23 to 28 June 2021	Undertaking a survey at selects locations of the river and upstream and downstream waterholes to understand what species are present.	Tim Marsden (AFPS)

Engagement	Date and location	Purpose	Attendees
Flora & Fauna survey	2 August to 6 August 2021	Conducting as part of environmental assessment. <ul style="list-style-type: none"> ▪ documenting biological diversity ▪ determining the conservation value of particular areas or species 	Niche Consulting

7.3 Roles and Responsibilities

Table 7.1 outlines the roles and responsibilities of the project team.

Table 7.1: Project team stakeholder engagement roles and responsibilities

Project Team	Role and responsibility
HIPCo Board	<ul style="list-style-type: none"> ▪ Political stakeholder engagement ▪ Approval of the stakeholder management plan
HIPCo Project Control Group	<ul style="list-style-type: none"> ▪ Delivery of the stakeholder management plan ▪ Approval of the stakeholder engagement plan ▪ Stakeholder engagement with federal and state government departments, Flinders Shire Council and Traditional Owners ▪ All media enquiries ▪ Monitoring and reporting back to stakeholders.
Consult	<ul style="list-style-type: none"> ▪ Development of the stakeholder engagement plan ▪ Stakeholder engagement with potential agriculture businesses/investors and others as agreed with the HIPCo Project Control Group

7.4 Risk management strategies

It is important to understand and incorporate the view of all relevant stakeholders throughout the business case process. Ensuring adequate risk management strategies are included in engagement plan will mitigate the risk of not consulting and allow all stakeholders to feel they can give meaningful input to the assessment process.

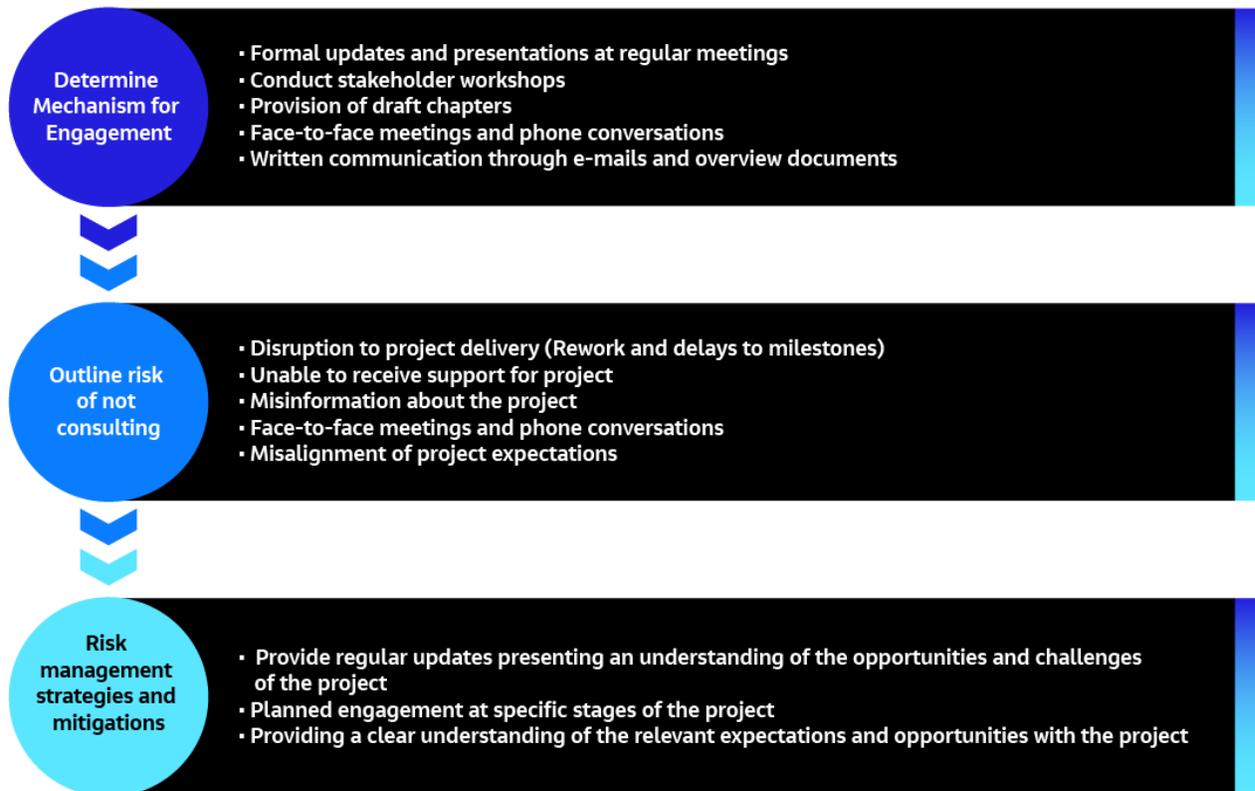
The risks and mitigation controls identified in the stakeholder analysis have been added to the project risk register and managed collectively with all the other project risks. These risks include:

- identifying foundation customers with a sufficient demand for water
- existing landowners voluntarily participating in the project
- introduction of new land use (high value irrigated agriculture) to region
- establishing a market for water with locals and external investors
- potential for lack of engagement and consistent information to key stakeholders
- risk of negative political perception of the project
- engaging with private landowners in or to access private land to conduct investigations

- engagement with owner(s) of irrigation area.

Figure 7.1 outlines a summary of some key methods for managing stakeholder risks.

Figure 7.1: Method for managing stakeholder risks



7.5 Impact of Covid 19

The impacts of Covid 19 to engaging with stakeholders will be monitored through the detailed business case process. Travel restrictions may prevent in-person and on-site meetings with stakeholders and some of the methods of consultation with the stakeholders may have to be amend or engagement delayed.

The changes to the plan resulting from potential impacts from Covid 19 include:

- Planned and scheduled meetings for the demand assessment reschedules or undertaken via telephone or videoconference.
- Public information sessions reverted from one large gathering to several smaller gatherings requiring an RSVP to adhere to social distancing measures. This resulted in the team conducting 16 meetings with 15 potential customers at a time.
- All engagements with stakeholders during any travel restriction period to be undertaken by teleconference or videoconferencing, including client and steering committee meetings, consultation with government departments, discussions with potential customers and meetings with other stakeholders.

7.6 Privacy

HIPCo and its consultants acknowledge the importance of protecting personal information collected as part of the SEP and will comply with The Information Privacy Act 2009 (Qld) (IP Act).

7.7 Detailed stakeholder engagement plan

Rank	Stakeholder entity	Interest level	Influence level	Score	Proposed mechanism and actions	Engagement Plan (frequency and timing)	Risk of not consulting (or risk of consulting)	Risk management strategies
=1	Lead state agency	H	H	12	<ul style="list-style-type: none"> Formal updates and presentations at monthly meetings Regular direct communication Invites to public meetings and other key discussions 	<ul style="list-style-type: none"> Formal monthly updates Ad hoc discussions on key matters 	<ul style="list-style-type: none"> Disruption to project delivery Rework and delays to milestones Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Ongoing constructive communication Share initial findings and seek feedback
=1	HIPCo Board and Project Control Group	H	H	12	<ul style="list-style-type: none"> Provision of draft chapters Invited to stakeholder workshops 	<ul style="list-style-type: none"> Monthly or more frequent if required on particular matters Ad hoc discussions on key matters Draft and Final chapters as per project plan 	<ul style="list-style-type: none"> Disruption to project delivery Rework and delays to milestones Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Ongoing constructive communication Share initial findings and seek feedback on draft DBC by chapter
=1	Potential customers	H	H	12	<ul style="list-style-type: none"> Regular communication through face-to-face meetings and phone conversations Invited to stakeholder workshops Supported with written communication through e-mails and overview documents 	<ul style="list-style-type: none"> Direct communications throughout project On an as-needs basis for specific matters 	<ul style="list-style-type: none"> Lack of project support Not delivering a project that meets customer requirements Misinformation about the project 	<ul style="list-style-type: none"> Regular engagement on the opportunities identified through the project Continuous engagement to gather input and response to proposed initiatives
4	Landholders	H	M	9	<ul style="list-style-type: none"> Invitation to participate in workshops 	<ul style="list-style-type: none"> Regular contact or more frequent when providing 	<ul style="list-style-type: none"> Disruption to project delivery 	<ul style="list-style-type: none"> Regular and honest engagement on the

Rank	Stakeholder entity	Interest level	Influence level	Score	Proposed mechanism and actions	Engagement Plan (frequency and timing)	Risk of not consulting (or risk of consulting)	Risk management strategies
					<ul style="list-style-type: none"> Regular contact with updates of the project and potential impacts to property 	<ul style="list-style-type: none"> an update on the progress of the project. 	<ul style="list-style-type: none"> Potential to be obstructive towards any future initiatives Misinformation about the project 	<ul style="list-style-type: none"> process and potential impacts Involvement in the process
=5	Other State departments, authorities and corporations	M	H	8	<ul style="list-style-type: none"> Regular updates on project status Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> Regular project updates On an as-needs basis for specific matters 	<ul style="list-style-type: none"> Disruption to project delivery Rework and delays to milestones Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Providing regular updates and presenting an understanding of the opportunities and challenges of the project
=5	Federal departments and authorities	M	H	8	<ul style="list-style-type: none"> Regular updates on project status via Queensland departments Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> Regular project updates On an as-needs basis for specific matters 	<ul style="list-style-type: none"> Disruption to project delivery Rework and delays to milestones Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Providing regular updates and presenting an understanding of the opportunities and challenges of the project
=5	Federal Departmental Ministers	M	H	8	<ul style="list-style-type: none"> Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> Regular project updates On an as-needs basis for specific matters 	<ul style="list-style-type: none"> Disruption to project delivery Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Providing regular updates and presenting an understanding of the opportunities and challenges of the project
=5	Federal elected representative	M	H	8	<ul style="list-style-type: none"> Specific and direct engagement on matters of 	<ul style="list-style-type: none"> Regular project updates 	<ul style="list-style-type: none"> Disruption to project delivery 	<ul style="list-style-type: none"> Providing regular updates and presenting an

Rank	Stakeholder entity	Interest level	Influence level	Score	Proposed mechanism and actions	Engagement Plan (frequency and timing)	Risk of not consulting (or risk of consulting)	Risk management strategies
					interest and/or areas requiring feedback and guidance	<ul style="list-style-type: none"> On an as-needs basis for specific matters 	<ul style="list-style-type: none"> Misinformation about the project Misalignment of project expectations 	understanding of the opportunities and challenges of the project
=5	State Premier and Departmental Ministers	M	H	8	<ul style="list-style-type: none"> Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> Regular project updates On an as-needs basis for specific matters 	<ul style="list-style-type: none"> Disruption to project delivery Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Providing regular updates and presenting an understanding of the opportunities and challenges of the project
=5	State elected representatives	M	H	8	<ul style="list-style-type: none"> Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> Regular project updates On an as-needs basis for specific matters 	<ul style="list-style-type: none"> Disruption to project delivery Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Providing regular updates and presenting an understanding of the opportunities and challenges of the project
=11	Community groups	M	M	6	<ul style="list-style-type: none"> Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> On an as-needs basis on specific matters (e.g., public interest and social assessment) 	<ul style="list-style-type: none"> Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Engagement at specific stages of the project
=11	Traditional owners / Aboriginal cultural heritage Yirendali Group	M	M	6	<ul style="list-style-type: none"> Direct and meaningful engagement on matters of interest Specific communication and site visits for specific project events during post DBC phase (e.g., ground truthing and investigations) Collaboration on opportunities 	<ul style="list-style-type: none"> Early engagement to develop plan and agreements As defined in plan or on an as-needs basis on specific matters 	<ul style="list-style-type: none"> Disruption to project delivery Potential to be obstructive towards the project 	<ul style="list-style-type: none"> Regular and meaningful engagement Engaging during potentially sensitive stage of the project (post-detailed business case phase)

Rank	Stakeholder entity	Interest level	Influence level	Score	Proposed mechanism and actions	Engagement Plan (frequency and timing)	Risk of not consulting (or risk of consulting)	Risk management strategies
=11	Potential contractors	M	M	6	<ul style="list-style-type: none"> Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> On an as-needs basis on specific matters 	<ul style="list-style-type: none"> Lack of interest or readiness for project Misinformation about the project 	<ul style="list-style-type: none"> Engagement at specific stages of the project Providing a clear understanding of the relevant expectations and opportunities with the project
=14	Industry peak bodies	M	L	4	<ul style="list-style-type: none"> Specific and direct engagement on matters of interest and/or areas requiring feedback 	<ul style="list-style-type: none"> On an as-needs basis on specific matters 	<ul style="list-style-type: none"> Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Engagement at specific stages of the project Providing a clear understanding of the relevant expectations and opportunities with the project
=14	Environmental groups	M	L	4	<ul style="list-style-type: none"> Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> On an as-needs basis on specific matters 	<ul style="list-style-type: none"> Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Engagement at specific stages of the project
=14	Business	M	L	4	<ul style="list-style-type: none"> Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> On an as-needs basis on specific matters 	<ul style="list-style-type: none"> Disruption to project delivery Lack of interest or readiness for project Misinformation about the project 	<ul style="list-style-type: none"> Engagement at specific stages of the project Providing a clear understanding of the relevant expectations and opportunities with the project
17	Media	L	M	3	<ul style="list-style-type: none"> Regular updates on project status Specific updates on project milestones and matters of interest 	<ul style="list-style-type: none"> On an as-needs basis on specific matters 	<ul style="list-style-type: none"> Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Providing regular updates and presenting an understanding of the opportunities and challenges of the project

8. Stakeholder Engagement Register

The following stakeholder engagement register has been developed to provide a summary of key findings arising from engagement with key stakeholders in the project region. The method of documentation for this project is in accordance with the stakeholder engagement plan and Building Queensland guidelines.

A requirement under the Funding Grant Deed (Annexure B) is that HIPCo must ensure stakeholder engagement is undertaken with relevant State and Federal agencies and that any feedback (as approved by the relevant agency) is included verbatim in the detailed business case in an annexure called "Consultation with State & Federal Agencies".

The register contains record of all stakeholders, contacts, dates of engagement with comments or summarised key findings.

Table 8.1: Stakeholder Engagement Register (SER)

Stakeholder entity	Stakeholder Group	Participants	Activity and date	Engagement objective	Summary of key findings
Landholders and potential customers	Community and business	Angus MacDonald - Jacobs Mal Frick - Peritus Ag Compton Downs McCoy Grazing Maroola Station Mick and Trish Sheahan	Phone calls and face-to-face discussions (Hughenden) 18 - 21 January 2021	Service need: Providing background on the project and the Round 1 demand assessment to graziers and feed producers in the wider region who could buy land and water from or are impacted by the project.	Some expressed a strong interest in expanding the family farming business, cattle feed production, commercial grain production. Options include selling property outside the region and consolidating their business in the study region. Others have limited interest in investing in irrigation for livestock feed production.
Landholders and potential customers Other landholders in the region Community bodies	Community and business	Jacobs Project team members HIPCo members Community attendees	Two public meetings (Hughenden) 19 and 20 January 2021	Service need, public interest, and sustainability: Public meeting to provide an update on the status of the project; introduction of the detailed business case project team; outline of next steps, areas of investigations and opportunities for engagement; expected detailed business case and project timeframes	Outlined the demand assessment process; an update on the status of the project; introduction of the detailed business case project team; outline of next steps, areas of investigations and opportunities for engagement; expected detailed business case and project timeframes

Stakeholder entity	Stakeholder Group	Participants	Activity and date	Engagement objective	Summary of key findings
Potential customers	Community and business	<p>Angus MacDonald - Jacobs Mal Frick - Peritus Ag</p> <p>Manbulloo Orchards Fresh Country Farms (PSP Invest) Donovan Investments Simpson Farms Stensgroup Greensil Farming Macadamias Australia Perfection Fresh Arrow Funds</p>	<p>Phone calls and face-to-face discussions (Brisbane, Bundaberg) 25 - 29 January 2021</p>	<p>Service need: Providing background on the project and the Round 1 demand assessment to agricultural corporations who currently undertake agricultural enterprises outside of the immediate project region and may be interested to expanding their horticulture and other operations subject to the availability of water and land in the project.</p>	<p>Some interest in exploring the opportunity further and participating in Round 1 and Round 2 of the demand assessment.</p> <p>Challenges include distance to market and risk of new (greenfield) area. Some expressed support through sharing expertise to others wishing to grow similar to crops to them in the new area or partner with an existing landholder to test an irrigated crop/tree (e.g. 5 to 10 ha).</p>
Potential customers	Community and business	<p>John Reeve - AgRee</p> <p>Argyle Water Partners Riparian Capital Partners Aust Agriculture Management (AAM) AgFood Fund Packhorse Investments Macquarie Bank Compass Agri QIC Milltrust AgroCorp SunRice Pegasus Commodities</p>	<p>Phone calls, e-mails and face-to-face discussions (Brisbane) January and February 2021</p>	<p>Service need: Providing background on the project and the Round 1 demand assessment to land and water investment funds from Australia and Asia who are interested in land and water opportunities.</p>	<p>Some interest in exploring the opportunity further and participating in Round 1 and Round 2 of the demand assessment.</p> <p>Challenges include distance to market and risk of new (greenfield) area. Some investors have only held water entitlements under a buy and lease arrangement and did not have an appetite to undertake agricultural production.</p>

Stakeholder entity	Stakeholder Group	Participants	Activity and date	Engagement objective	Summary of key findings
Potential customers & community	Community and business	<p>Angus MacDonald – Jacobs Mal Frick – Peritus Ag</p> <p>Community & Potential Customers</p>	<p>Public meetings held in Hughenden on 28 & 29 April 2021.</p> <p>Phone and follow up conversations occurred throughout April.</p>	<p>Provide a project update and start the Round 2 Demand Assessment process. New information presented incl:</p> <ul style="list-style-type: none"> ▪ Final Round 1 demand assessment results ▪ Engineering design and costing work completed since ▪ Environmental and cultural heritage activities ▪ Our further thinking on Queensland and Australian government funding scenarios ▪ Land development options, soil report and crop suitability update ▪ Water product reliability charts, drought-proofing for high priority ag customers and water trading ▪ Network design – flow rates and pipe pressure at property boundaries and network losses ▪ Revised water prices – customer capital contribution and annual charges. 	<p>Strong interest in participation of Round 2. New information was well received and important to provide context and show the work that has been done to date.</p>

Stakeholder entity	Stakeholder Group	Participants	Activity and date	Engagement objective	Summary of key findings
Potential customers	Potential customers	Customer who had withdrawn from Round 2 of the Demand Assessment	May – June 2021	To understand from customers why they had dropped out of the Round 2 LOI process and to assist them any concerns they had about the project.	<p>A portion of customers had dropped out due to a variety of reasons (price, change in circumstances and capability)</p> <p>Other customers were reconsidering participating in Round 3 and would do more investigation prior.</p>
Potential customers	Community and business	Public Forum hosted by HIPCo & incl. <ul style="list-style-type: none"> Angus MacDonald 	15 December 2021	Public briefing on activities to date and status of DBC development	Update on the status of the project; outline of next steps, areas of investigations and opportunities for engagement; expected detailed business case and project timeframes
Water entitlement holders in the project region	Water entitlement holders in the project region	<ul style="list-style-type: none"> Top 14 water entitlement holders located in areas that could benefit the project Angus MacDonald John Reeve (AgRee Commodities) 	June – July 2021 Virtual interviews & meetings	Identify key water entitlement holders in the region to engage and understand the appetite to sell water entitlements to the project.	<ul style="list-style-type: none"> 14 entitlement holders were spoken to at length over one to three interviews each. A series of targeted questions were asked in a non-binding expression of interest style form to indicate the likelihood the entitlement holder would sell water back to the project. Very few holders were interested in selling as most people or business that hold water entitlements in the study area would like to retain their current volumes and/or acquire more to underpin beef cattle property values. Entitlement owners who may consider selling – but only to enable the project to proceed – attached verbal or written

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					<p>conditions to the non-binding letter of intent to sell forms received.</p> <ul style="list-style-type: none"> Additional investigation was led by AgRee Commodities who met with the trusted advisors of significant water owners in the catchment. There was a series of interview/meetings conducted with these parties to prosecute their interest in selling water entitlements. Ultimately these investigations led to the directive of using the unallocated general reserve to support the project.
Various local earthmoving, quarry and civil contractors	Community and business	<p>Graeme Jardine - Jacobs</p> <p>Wieben Earthmoving Cheshire Contractors Pty Ltd SJ and SC Reddie Earthmoving Gromac Quarries Flinders Shire Council</p>	<p>Phone calls and face-to-face discussions (Hughenden) December 2020 and January 2021</p>	<p>Reference project and geotechnical assessment: Discussions with local contractors regarding the availability of support for geotechnical investigations and the potential construction materials (and their indicative rates) available locally.</p>	<p>Obtained information about location of suitable construction material (including concrete batching, aggregates, sand and clay) and below-ground conditions.</p> <p>This information will assist in potential construction options and providing estimated rates for input into the capital expenditure budget.</p>
Department of Regional Development, Manufacturing and Water (DRDMW)	Queensland Government	<p>Tom Vanderbyl (Badu Advisory) Craig Gordon (Regional Water Supply Planning, DRDMW)</p>	<p>Videoconference and e-mail 10 December 2018</p>	<p>Reference project: To identify names of DRDMW officers who might be able to assist in relation to understanding any regional water supply security (RWSS) issues as they might pertain to Hughenden and the Hughenden Irrigation Project (HIP)</p>	<p>General discussion of current status of RWSS planning across the state.</p> <p>In relation to Hughenden RWSS issues, Emma Brewis and Grant Horton were identified as potential contacts to follow up.</p>
Department of Agriculture and Fisheries (DAF)	Queensland Government	<p>Anne Cormack (Jacobs) Leon Hellberg (Jacobs) John Moore (Jacobs) Russell Paton (Water Resources) Tim Marsden (AFPS)</p>	<p>Videoconference 1 February 2022</p>	<p>Discuss –</p> <ol style="list-style-type: none"> Initial feedback on proposed fish passage solution initial feedback on fish passage design 	<p>Conceptual plan of Isolation Structure and Fish Lock within the drawing set.</p> <p>These issues were addressed and discussed in detail during the meeting. More detail regarding the design and the associated potential impacts on fish passage will be achieved through the next stage of project</p>

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				3. Expectations for wet season fish community survey	design and impact assessment. In particular, an EIS will be required for the project and will address fish passage in greater detail. The EIS will investigate and refine the design for the: dam and weir crest materials; the physical design and hydraulic analysis of culverts connection to the diversion channel; what the connection between Stewart Creek and Back Valley Creek with impoundments look like; safe downstream fish passage at Stewart Creek dam spillway and Back Valley creek by wash, At the next stage of impact assessment there will be a need to articulate timing and duration of flow at these locations and outline measures to either get the fish upstream or give them safe access downstream when flows recede.
Department of Regional Development, Manufacturing and Water (DRDMW)	Queensland Government	Tom Vanderbyl (Badu Advisory) Grant Horton (Director, Regional Water Supply Infrastructure, DRDMW)	Phone 18 December 2019	Reference project: To identify any departmental regional water supply infrastructure planning objectives or issues relevant to the HIP	General discussion of the recent history/background to the HIP, the reference project and the business case development process thus far. The unallocated water release process for the basin has been previously documented within letters from DRDMW to proponents – recommended discussing further with Shannon Dempster and Dan Goodchild from DRDMW.

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<p>Department of Regional Development, Manufacturing and Water (DRDMW)</p>	<p>Queensland Government</p>	<p>Tom Vanderbyl (Badu Advisory) Shannon Dempster (Water Planning Manager (North), DRDMW)</p>	<p>Phone 18 December 2020</p>	<p>Reference project: To identify any water planning objectives or issues relevant to the HIP</p>	<p>Discussed department's previous interactions with HIP consultants in relation to water plan requirements and potential mitigations (Engeny 12 months ago).</p> <p>Discussed letter from department to each proponent seeking information in relation to current activities, project customers/demands, intended funding sources/pathways to finding, owner/operator arrangements and other aspects relevant to the department's future consideration of the different projects including decisions re the potential release of unallocated water as well as assessments against water plan requirements (e.g. Environmental Flow Objectives or EFOs) – suggested that a copy of this correspondence be sourced from HIPCo (e.g. from Shane McCarthy).</p> <p>The total volume of water associated with all potential developments in the river basin is likely to exceed to total volume of unallocated water available – discussed the possibility of their being competition for the unallocated water between three major project proposals (HIP, Stanbroke (which is a coordinated project described on a website) and Richmond (which is a MIPP proposal).</p> <p>Also discussed the value of undertaking demand assessments to establish who might use water made available by the different projects.</p> <p>Discussed modelling undertaken by HIP consultants thus far, as well as the department's involvement in liaising with HIP</p>

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					<p>consultants in their development of the hydrologic modelling – suggested contacting Alex Loy of DES was the key departmental contact who has been involved in this thus far.</p> <p>Also discussed the importance of including climate change sensitivity as part of the hydrologic assessments of the project.</p> <p>Discussed the possibility of the government and department facilitating the necessary establishment/amendments to water planning instruments (e.g. ROL, water plan etc.).</p> <p>Discussed the options of creating either high and medium priority supplemented water allocations or unsupplemented water allocations coupled with medium and high priority water products, and noted the latter would be likely to be an easier pathway from the point of view of the water planning instruments that might need to be established or amended (department was neutral on these options).</p> <p>Recommended making contact next year (2021) with Dan Goodchild (who has just commenced with the department’s water markets team) in relation to the process of deciding to whom the unallocated water should be released.</p> <p>Discussed the relationship between irrigation projects, the downstream fishing/prawn industry and existing water entitlement holders from the perspective of competition for available water resources from the catchment.</p>

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Department of Environment and Science (DES)	Queensland Government	Daren Barma (Barma Water Resources) Alex Loy (Science Leader, Queensland Hydrology Unit, Science and Technology Division, DES)	Phone and e-mail 8 January 2021	Reference project: To explore the issues arising from – and the department’s preferred method for resolving – the inclusion of Stewart Creek inflows in the Flinders model whilst maintaining the downstream flow regime to that of the DES calibrated water planning base case model	<p>The issue has been described in the following terms:</p> <p>To allow the HIP to be simulated in the Flinders Source Model as part of the preliminary Business Case, the original DES model structure has been amended by HARC. The following changes were made:</p> <ul style="list-style-type: none"> - Stewart Creek inflows to Saego Dam were simulated using the inflow series in the mode for the Alstonvale gauging station on Betts Gorge Creek (i.e. same size and adjacent catchment to Stewart Creek). - To not introduce additional inflow into the system, the downstream residual inflows nodes (Nodes 009 and 904) were downscaled. The downscaling was performed by directly subtracting off the additional Stewart Creek inflow for each daily timestep, firstly off residual Node 009 and then any remainder off residual Node 904. However, because there was not enough flow between those two residual inflow series to compensate, further downscaling was required to ensure that the total additional inflow over the 122-year flow series was nil. In this second step, further downscaling of those two resulting daily flow time series was performed with a constant scaling factor of 89.7% applied to each. <p>The modification to the residuals (nodes 009 and 904) and inclusion of the Stewart Ck inflow has altered the flow regime downstream of the proposed storage. This is evident through a comparison of the original DES model flows to those of the HARC model (with the proposed storage and demand removed but the local inflow and residual flow</p>

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					<p>adjustment maintained).</p> <p>In order to proceed with modelling for the detailed Business Case a method for including Stewart Creek inflows in the model whilst maintaining the downstream flow regime to that of the DES base case model needs to be developed. This would require two issues to be addressed</p> <ul style="list-style-type: none"> - The most appropriate method to use to generate and explicitly include Stewart Creek Inflows to the proposed storage. - The most appropriate method to adjust residual inflows at nodes 009 and 904 to maintain the downstream flow regime to that of the DES original base case when Stewarts Ck flows are included but the proposed storage and demand are removed.