



**ENGENY WATER MANAGEMENT
HUGHENDEN IRRIGATION
PROJECT COMMUNICATION
PLAN**





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HUGHENDEN IRRIGATION PROJECT

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1 PROJECT CONTEXT

The Hughenden Irrigation Project Corporation (HIPCo) was established in 2017 with the objectives of identifying an appropriate dam site to support a viable irrigation scheme at Hughenden and developing a Preliminary Business Case to secure funding for undertaking an environmental impact study, detailed design and construction of dam and associated infrastructure. A 2018 study¹ commissioned by HIPCo confirmed that a location at Alstonvale, approximately 30 km north west of Hughenden, was a suitable site for a dam.

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 Scheme, also known as the Hughenden Irrigation Project (HIP); subject to ongoing requirements of the National Water Infrastructure Fund. This was followed by the announcement of the establishment in March 2019 of a dedicated North Queensland Water Infrastructure Authority (NQWIA) to provide the strategic planning and coordination needed to deliver water security and boost agriculture throughout the region. One of the key performance criteria for the NQWIA in 2018 / 2019 is to ensure the Preliminary Business Case for the HIP is underway. In 2019 /2020 and beyond, the NQWIA is responsible for ensuring ongoing engagement and coordination between the project proponents and government stakeholders for this the HIP.

The funding for announced by the Minister for Infrastructure, was widely reported as being part of a deal between the Prime Minister, the Hon Scott Morrison MP and the local member for Kennedy, Mr Bob Katter. The reported intent of this deal was to secure Mr Bob Katter's vote on matters of confidence and supply once the Federal Government entered minority status, following the Wentworth by election in October 2018. Mr Katter, has been a strong supporter of dams in North Queensland dating back to his maiden speech in May 1993.

The proposed HIP consists of constructing a 500 GL dam on Betts Gorge Creek, with diversions from both Galah Creek and Flinders River. It is intended that the HIP will provide 80 GL of water yield with a 90% reliability to irrigate up to 10,000 hectares of open, fertile black soil plains and an unlimited town water supply. Investigations into the viability of renewable energy generation as part of the HIP are also included.

If additional energy was to be generated, it would add to the existing related activity in the region, linking the HIP; the Kennedy Energy Park; the North West Minerals Province (NWMP); and the proposal

¹ Grace Detailed GIS Services, June 2018.

to connect the National Electricity Market (NEM) to the NWMP via the proposed Copper String 2.0 project.

There are a number of other proposed schemes along the Flinders River, including the

- 15 Mile Irrigation Scheme at Hughenden, where the Flinders Shire Council is the proponent;
- Richmond Agriculture Project; led by the Richmond Shire Council and the Mount Isa Townsville Economic Zone (MITEZ); and
- Three Rivers Irrigation Project; proposed by Stanbroke Pty Ltd.

There are additionally, a number of other dam projects in North Queensland which are attracting interest, including:

- Cave Hill Dam; Cloncurry; supported by MITEZ and the Cloncurry Shire Council; and
- Hells Gates Dam, including the Big Rocks Weir; led by Townsville Enterprise.

There may be other projects along the Flinders River, under the Queensland Gulf Water Plan (2007), or in the greater region which do not yet have publicly available details.

The HIP currently has the public support of the Prime Minister; Katter Australia Party (KAP) Federal Member Bob Katter; KAP State Leader and Traeger MP Robbie Katter; the State Opposition Leader Deb Frecklington MP and the Flinders Shire Council. However, the drivers of this support are variable and as the HIP takes shape; are not guaranteed. Indeed, public advocates may become future opponents of the HIP as it becomes further defined and depending on the relative success of other projects and interests in the area.

A Preliminary Business Case is currently being prepared, led by Engeny Water Management, which will further examine the feasibility of the preferred option of a dam at Alstonvale, including an economic assessment of potential agriculture and energy generation streams; a socio economic assessment; and a desktop environmental assessment. Technical studies to support Stage 1 of this Preliminary Business Case are due to be completed at the end of June 2019.

HIPCo are seeking to enhance the sustainability of economic development in the Flinders region, which like many parts of rural and regional Australia, have suffered through years of extreme weather events and declining populations, and affiliated services. While there are multiple projects, which could be seen to be in competition with each other, the purpose of this Preliminary Business Case is to determine if the proposed Alstonvale dam and affiliated irrigation scheme will achieve this goal of enhanced socio economic sustainability for the Flinders region.

Given the political momentum behind this project, particularly following the recent Federal election victory by the Morrison Government and the recent appointment of Richard McLoughlin as CEO of NQWIA; stakeholder engagement is ongoing while the technical studies to support the Preliminary Business Case are being completed.

The purpose of this Communications Plan is therefore to provide support to the ongoing stakeholder engagement while Stage 1 technical studies are being completed, as well as providing a roadmap for further development of this Plan once the outcomes of these studies are known.

1.1 COMMUNICATION PLAN OBJECTIVES

Achieving the ultimate goals of the HIPCo of improved socio economic sustainability for the Flinders region, will require the HIP to negotiate a complex path to secure Federal, State and Local political support; regulatory approvals and social licence to operate throughout the Flinders catchment and beyond. Success for this project will be secured over a prolonged timeframe, therefore a staged and coordinated approach to communications is essential through all phases of the project.

This strategy will need to be reviewed and updated upon receipt of any further clarity from the Australian Government in relation to its requirements for, amongst other things:

- a) What is needed before the \$180 million of capital funding would be allocated?
- b) What would be required for more than \$180 million to be allocated?
- c) What is the role, if any, of the Queensland Government, noting that other Australian Government funding for bulk water infrastructure projects has required matching State Government funding (eg Rookwood Weir)?
- d) Will Infrastructure Australia have a role in assessing the preliminary business case and, if so, at what stage?

The objectives of this plan are therefore to:

- Identify the key stakeholders, understand their drivers and ensure a no surprises approach in communications;
- Ensure consistency of current messaging across all stakeholders, in a way which supports the future success of the project; and
- Ensure key messages are developed and refined over time to address current and potential stakeholder concerns.

1.2 RISKS AND OPPORTUNITIES

Table 1 outlines the initial risks and opportunities which will be mitigated this phased plan. This is expected to expand, once the technical studies to support Stage 1 of the Preliminary Business Case are completed and other risks (environmental, social, cultural) are identified.

Table 1: Communication Risk and Opportunities

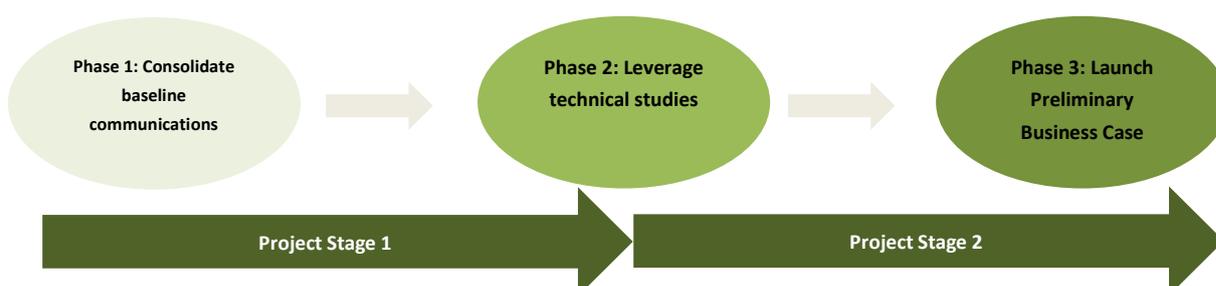
Reputational risk / opportunity	Rating (L / M / H)	Stakeholders	Mitigation/leveraging strategy
Relationship between members of HIPCo and Local, State and Federal Politicians: Opportunity for direct and high-level access while the project is delivering outcomes aligned with their views may turn to a risk if project diverges from their views.	H	<ul style="list-style-type: none"> ▪ Flinders Shire Council ▪ Robbie Katter ▪ Bob Katter 	<ul style="list-style-type: none"> ▪ Message as providing a socio economic solution to region, not about picking winners within schemes ▪ Consistent messaging across all stakeholders, using evidence base, not emotive base ▪ Build network of other informed stakeholders, who provide credibility to this project ▪ Ensure CEO of NQWIA is regularly and appropriately informed
Large number of dams competing for limited North Queensland dam funding	H	<ul style="list-style-type: none"> ▪ North Queensland Local Governments ▪ Queensland Government ▪ Federal Government ▪ MITEZ, Townsville Enterprise 	<ul style="list-style-type: none"> ▪ Message as providing socio economic solution to region, not about picking winners within schemes ▪ Consistent messaging across all stakeholders, using evidence base, not emotive base ▪ Ensure CEO of NQWIA is regularly and appropriately informed
Potential impact on other water users and environmental flows in Flinders River, particularly during periods of drought	H	<ul style="list-style-type: none"> ▪ Local Governments ▪ Representatives of downstream users (Flinders, Richmond, McKinlay, Carpentaria) ▪ Gulf Water Users ▪ Queensland Government 	<ul style="list-style-type: none"> ▪ Ensure technical studies to support Primary Business Case adequately assess this risk ▪ Consistent messaging across all stakeholders, using evidence base, not emotive base ▪ Early engagement with stakeholders to better understand concerns ▪ Build network of other informed stakeholders, who provide credibility to this project
CEO of NQWIA is not informed in an appropriate or timely way, leading to misinformation and withdrawal of support for project	H	<ul style="list-style-type: none"> ▪ CEO of NQWIA 	<ul style="list-style-type: none"> ▪ Develop a particular engagement strategy within HIPCo to ensure CEO of NQWIA is regularly and appropriately informed

2 COMMUNICATIONS APPROACH

To date, most communications have taken place directly between HIPC Co Board members and stakeholders face to face, supported by phone calls and letters as required. This strategy has clearly been effective to date, in garnering political support. As the project has now received up to \$182 million in funding, subject to ongoing conditions, and is moving to the next phase, it is appropriate to refine this approach. This will also increase credibility for the proposed HIP scheme and move it away from being about HIPC Co members into being about the HIP.

The first part of this, Phase 1 (**Figure 1**), is to consolidate baseline communications, building on the existing relationships and information which is available ahead of the completion of the Stage 1 technical studies at the end of June 2019. Phase 2 will involve leveraging these existing technical studies to secure the funding to complete Stage 2. Phase 3 is the launch of the preliminary business case following completion of Stage 2.

Figure 1: Phased Communications Approach



2.1 KEY COMMUNICATION CHANNELS

HIPC Co currently has a social media presence on Facebook, which has more than 1000 followers and a small Twitter following of 11 followers. However, other than this social media, there is little other public information available about either the Hughenden Irrigation Project Company or the Hughenden Irrigation Scheme, beyond references in Federal Government, Local Member and Local Government Media releases, and the associated reporting of these releases.

To support the strategy of consistent and evidenced based, rather than emotive, communications building a stronger digital footprint would help mitigate risks of misinformation, particularly given the number of competing schemes; and differentiate between HIPC Co and HIP (as it is referred to in Government releases). This would provide all stakeholders, including the community and media, with access to a fact base which can be updated as the project evolves; as well as providing consistent factsheets which can be utilised by HIPC Co and their representatives during face to face meetings.

To achieve this, it is recommended that once the contents of this Communications Plan are endorsed by HIPCo, the key messages are used as the basis for the construction of a basic website which would include:

- About HIPCo – Goals and objectives for the socio economic sustainability of the Flinders region;
- About HIP – differentiate the scheme from HIPCo, by defining how the scheme will meet the goals and objectives;
- Factsheets – Basic two page factsheets as downloadable PDFs about the proposed scheme, newsletter updates and FAQs. This can be added to once technical studies are complete with factsheets about regulatory pathways etc;
- News – Links relevant releases etc; and
- Contact Us – while initially this may be the current email and phone number as found on Facebook, it provides an opportunity for the contact details, particularly for media or community interest to be updated as the project evolves.

All public facing material will require a process for regular review and maintenance of messaging.

Supporting this public facing information, it is recommended that HIPCo develop and implement an appropriate stakeholder management tool (customer relationship manager or similar), which will support this communications approach. This could be a well-designed Excel spreadsheet, or off the shelf software.

2.1.1 Media

It is not proposed that media be proactively engaged until Phase 3 (**Figure 1**), subject to the findings of the technical studies. However, given the level of funding supplied to the project and the competing interests of other dam projects, this should be reconsidered after the completion of Stage 1 of the Preliminary Business Case.

However, a formal media monitoring program including of competing projects and downstream users should be implemented as soon as practicable.

3 STAKEHOLDER ANALYSIS

An internal workshop involving staff from Epic Environmental, Engeny Water Management and Nine Squared in late May 2019, involved a preliminary stakeholder identification and assessment which is presented in **Table 2**. At a high level, these are mapped as part of the stakeholder management strategy (**Figure 2**).

This workshop identified that for a number of stakeholders, it would be important to cross check this perspective with members of HIPCo and also with Richard McLoughlin, as CEO of NQWIA. The proposed management strategy will change as the project moves through the Phases and should be reassessed as part of the continued update of this plan, particularly as the Project moves to Stage 2 and possibly a Stage 3.

Table 2: Key Audience Snapshot

Audience	Phase 1 Management Approach	Key communication and engagement considerations
Internal - HIPCo		
<ul style="list-style-type: none"> • Shane McCarthy (Chair) • Jeffery Reid • Clayton Maclean • Gregory Jones • Leslie Carter • Keith Wesley 	Manage Closely	<ul style="list-style-type: none"> • Need to understand local, state and federal political connections and communications • Roles vary between strategy, process, governance • Nominated spokesperson needs to remain aligned with key messaging
Government - Political		
Federal Government <ul style="list-style-type: none"> • Prime Minister Scott Morrison, Agriculture Policy Advisor • Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development, Michael McCormack MP • Minister for Agriculture, Senator Bridget McKenzie • Minister for Energy and Emissions Reduction, Hon Angus Taylor • Minister for Resources and Northern Australia, Senator the Hon Matthew Canavan • Minister for Water Resources, Drought, Rural Finance, Natural Disaster and Emergency Management, David Littleproud MP 	Keep Informed	<ul style="list-style-type: none"> • Very early in the process • Check current need for interaction with Ministers with CEO NQWIA • Keep Minister’s offices informed and establish early relationships with key advisors in each office, including energy
Federal Member for Kennedy, Bob Katter	Manage Closely	<ul style="list-style-type: none"> • Ensure consistency of messaging to both local MPs (State and Federal) and other stakeholders • Ensure expectations about final dam configuration are managed
Senator Pauline Hanson	Monitor	<ul style="list-style-type: none"> • Monitor for ongoing interest in Bradfield Scheme

Audience	Phase 1 Management Approach	Key communication and engagement considerations
State Government <ul style="list-style-type: none"> • Minister for Natural Resources, Mines and Energy, Anthony Lynham MP • Minister for State Development, Manufacturing, Infrastructure and Planning, Cameron Dick MP • Minister for the Environment, Leeanne Enoch MP • Minister for Agricultural Industry Development and Fisheries, Mark Furner MP • Assistant Minister for State Development, Julieanne Gilbert MP 	Monitor	<ul style="list-style-type: none"> • Too early for broadscale briefings, until regulatory pathways and interactions with other agencies are better understood • Exception is Minister Lynham, where cancelled meeting should be rescheduled. Meeting with DNRME should take place prior
State Member for Traeger, Robbie Katter	Manage Closely	<ul style="list-style-type: none"> • Ensure consistency of messaging to both local MPs (State and Federal) and other stakeholders • Ensure expectations about final dam configuration are managed
Opposition Leader Deb Frecklington	Keep Informed	<ul style="list-style-type: none"> • Has committed to progressing those projects and will establish a new government-owned corporation based in Townsville to construct new dams if elected • Consider meeting after meeting Minister Lynham
Flinders Shire Council (FSC) <ul style="list-style-type: none"> • Mayor Jane McNamara • Deputy Mayor Sean O'Neill • Cr Bill Bode • Cr Clancy Middleton • Cr Graham Sealy • Cr Kate Downie • Cr Kelly Carter 	Manage Closely	<ul style="list-style-type: none"> • Publicly support Project, but may not be privately supportive • FSC supported 15 Mile Project • Elections to be held in March 2020
Regional Councils <ul style="list-style-type: none"> • McKinlay Shire Council • Cloncurry Shire Council • Carpentaria Shire Council • Richmond Shire Council • North West Queensland Regional Organisation of Councils (NWQROC) 	Manage Closely	<ul style="list-style-type: none"> • Politically powerful • Representative of downstream users and alternate schemes • Conflicts about funding for multiple schemes • Concerns about environmental flows • NWQROC may present logistical pathway to access regional Mayors
Government - Departmental		
North Queensland Water Infrastructure Authority, CEO Richard McLoughlin	Manage Closely	<ul style="list-style-type: none"> • Key stakeholder, needs to be informed regularly and accurately on current project status as risk mitigation • Number of projects under NQWIA, will need to balance competing priorities • Well connected and well respected, need to leverage relationships to understand how to target strategy
Federal Government – Other Agencies <ul style="list-style-type: none"> • Infrastructure Australia, Romilly Madew • Northern Australia Infrastructure Facility • Office of Northern Australia, Mark Coffey • ARENA 	Keep Informed	<ul style="list-style-type: none"> • Consult with NQWIA on relationships with other agencies • Consider early inform for future relationship reasons

Audience	Phase 1 Management Approach	Key communication and engagement considerations
State Department of Natural Resources and Mines	Manage Closely	<ul style="list-style-type: none"> • Early feedback from DNRME is that they do not support this project • Would become a regulator if Project were to be built • Meet to follow up on recent letter
State Government - Other <ul style="list-style-type: none"> • Department of Agriculture and Fisheries • Department of State Development - Brisbane • Department of State Development - Townsville • Office of the Coordinator General • Building Queensland 	Monitor	<ul style="list-style-type: none"> • Too early to engage, monitor only
Flinders Shire Council <ul style="list-style-type: none"> • CEO • Director of Engineering 	Keep Informed	<ul style="list-style-type: none"> • Potential interest in town water supplies • Will be interested in more detailed studies
Water Service Provider		
Sun Water <ul style="list-style-type: none"> • Chair • CEO • Technical / Business Development 	Manage Closely	<ul style="list-style-type: none"> • Possible future owner / operator if successful • Need to build on initial briefing of Chair with meeting with CEO and then other staff with increasing levels of detail • Increasing levels of detail, during stage 2 and especially stage 3, by which point it would have a more formal role
Regulatory Stakeholders		
NA		<ul style="list-style-type: none"> • No additional regulatory stakeholders have been identified. • This will be reviewed and added as part of Phase 2 of the project
Industry and Representative Groups		
AgForce	Keep Informed	<ul style="list-style-type: none"> • Identify suitable contact, via HIPCo, and provide briefing
Hughenden Chamber of Commerce (HCC)	Keep Satisfied	<ul style="list-style-type: none"> • Understand from HIPCo about relative importance of Chamber and other relationships within Flinders community
MITEZ	Manage Closely	<ul style="list-style-type: none"> • Proponent for other projects • Strong relationship with regional Mayors
Townsville Enterprise (TEL)	Manage Closely	<ul style="list-style-type: none"> • Proponent for Hells Gates project • Politically powerful
Regional Development Australia Townsville and North West Queensland (RDA)	Keep Informed	
Gulf Water Users		
<ul style="list-style-type: none"> • Queensland Seafood Industry Association • Northern Prawn Fishery Industry Association • Commercial, recreational, charter and indigenous fishers and fishing related businesses 	Manage Closely	<ul style="list-style-type: none"> • Concerns about environmental flows and impacts • Early engagement to understand work already underway on how flooding impacts the industry
Indigenous Groups		
Yirendali Aboriginal Corporation	Keep Satisfied	<ul style="list-style-type: none"> • Native title not present in the area, however early consultation to ensure there are no other issues is essential
Media		

Audience	Phase 1 Management Approach	Key communication and engagement considerations
<ul style="list-style-type: none"> • ABC North • ABC North West • North West Star • Townsville Bulletin 	Monitor	<ul style="list-style-type: none"> • Monitor for interest in this and competing projects • Increase availability of facts • Consider release when technical study complete

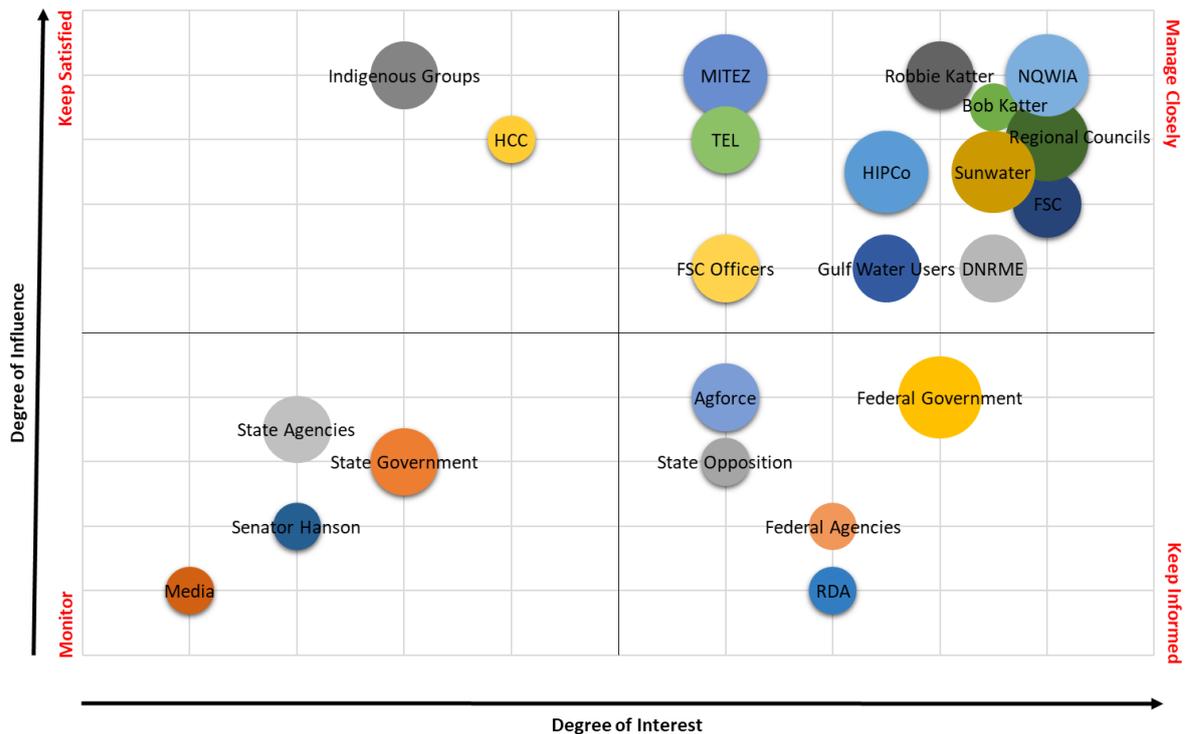


Figure 2: Key Audience Mapping by Management Strategy

4 KEY MESSAGES

In defining language around these key messages, it will be important to decide whether to reframe the project as being the Hughenden Irrigation Scheme (HIS) consistent with the identified Government funding rather than being about the company HIPCo, using the term Hughenden Irrigation Project (HIP). The existing use of both terms in the media, combined with other schemes in the Flinders Shire, may already be the cause of confusion. Changing to HIS would move the language away from being about relationships held by HIPCo, towards the Scheme itself and using this scheme to resolve the socio economic sustainability challenges faced by the region. However, for simplicity the project is referred to as the HIP below.

Overarching Narrative

1. A project, known as the Hughenden Irrigation Project (HIP) is currently underway to assess the most suitable option to build a dam and associated irrigation infrastructure in the Flinders Shire, North West Queensland.
2. The project is seeking to enhance the sustainability of economic development in the Flinders region, which like many parts of rural and regional Australia, have suffered through years of extreme weather events and declining populations, and affiliated services.
3. Stage 1 of a Preliminary Business Case, due to be completed at the end of June 2019, will further examine the feasibility of a dam at Alstonvale, including an economic assessment including assessment of potential agriculture and energy generation streams; a socio economic assessment and a desktop environmental assessment.
4. While there are multiple dam projects in north Queensland, the purpose of this Preliminary Business Case is to determine if the proposed Alstonvale dam and affiliated irrigation scheme will achieve the goal of enhanced socio economic sustainability, so that the HIP and other schemes can continue to be assessed on their merits.

Consistent with other parts of North West Queensland, Hughenden is a town in decline.

- The proposed project is located in the town of Hughenden, in the Flinders Shire, Queensland;
- The town of Hughenden has a population of 1136 as of the 2016 census. The population has the 4th highest rate of decline in Australia, down by 29% from 1998 to 2018;
- While the unemployment rate within Flinders Shire is relatively low, this is driven by population decline, rather than representative of a high level of employment opportunities in the region.
- According to the Australian Bureau of Statistics, the Flinders Shire exhibits greater disadvantage than more than half (57%) of the Local Government Areas in Australia;
- In 2017 the median age of the Flinders population was 43.1 years, which is above the Australian average of 37.5 years, indicating an ageing population;

- This has had flow on impacts of declining employment opportunities; business decline and declining services in the region; and
- The Hughenden Irrigation Project is intended to contribute to the reversal of this decline, and the current Preliminary Business Case is investigating the extent to which this can be supported.

There is the potential to harness unallocated water in the Flinders river to create economic growth opportunities in the region.

- More than 35% of employment in the region is in the agricultural and affiliated industries, so utilising the existing core skills in the Flinders Shire, in a future agricultural irrigation scheme, would be of competitive advantage;
- The region has a combination of soil types which would allow for product diversification across perennial, annual and opportunistic crops. Further analysis of these options is included in the Stage 1 Preliminary Business Case;
- Unlike much of the Flinders River catchment, which is largely flat, numerous studies have shown that the area near Hughenden has suitable geology, topography and hydrology for dams
- The region is well connected with infrastructure including the Townsville to Mount Isa rail link, Flinders Highway and Kennedy Developmental Road providing connections to Ports as well as Mount Isa and the Northern Territory; and
- The location of the Kennedy Energy Park, a utility-scale hybrid wind, solar and energy storage project, just outside of Hughenden, integrated access into the National Electricity Market.

The Preliminary Business Case for the Hughenden Irrigation Project aims to examine options for this scheme which would turn around this socio economic decline.

- The Hughenden Irrigation Project was allocated up to \$182 million in Federal funding in late 2018, subject to meeting ongoing conditions. The first phase of this funding is to be used on completion of a Preliminary Business Case. \$2 Million was allocated in a phased approach for the completion of this Preliminary Business Case, which is being led by Engeny Water Management;
- This preliminary business case will include:
 - Conducting preliminary site investigations.
 - Early stage financial, economic, environmental, agronomic and energy feasibility assessments.
 - Building a financial and economic model to assess these options;
- This work is aligned with Building Queensland methodologies and is to be completed in two stages.
 - Stage 1 to be completed by end June 2019.
 - Stage 2 should be completed no later than end 2019; and

- Upon completion of Stage 1, the project will be seeking the release of the remaining \$1.1M to allow for the completion of the Preliminary Business Case, in order to be able complete the assessment of the ability for the HIP to support a return to socio economic sustainability in the region.
- The proponents of the Hughenden Irrigation Project are working closely with the CEO of the North Queensland Water Infrastructure Authority, Richard McLoughlin, as the agency charged with overseeing the allocation of this Federal funding.
- The proponents are also ensuring that local, state and federal stakeholders are appropriately informed about the importance of the proposed Hughenden Irrigation Project to restoring socio economic sustainability to the region.

The initial focus is on a configuration of dams of up to 500GL, which could support an irrigation area of up to 10,000 ha of diversified crops.

- The main focus of preliminary investigations is on Alstonvale Dam of (300- 500GL) on Betts Gorge Creek, about 30 km north west of Hughenden, and a smaller Canterbury Creek Dam (100-300GL) to receive stream flows diverted out of the Flinders River and Galah Creek (**Figure 3**);
- Multiple configurations and other dam sites are also being examined for feasibility and prudence of investment;
- These will be further refined during Stage 2 in the second half of 2019 and likely to include assessment of smaller infrastructure options and the supplementation of surface water with ground water sources;
- Environmental assessments of any potential impacts of these dams are currently underway;
- This option may yield from 40 GL/year to 100 GL/year but CAPEX for the large dams is nominally around \$800M and may irrigate up to 10,000 hectares depending on the crop mix chosen;
- The design may also provide opportunity for energy recovery and possible pumped hydro scheme;
- The proposed dam (s) would require land resumptions;
- The irrigation scheme location, around 30 km from Hughenden on land currently held by X [to be confirmed by HIPCo];
- The proposed dam(s) are located about 50 km downstream of the Porcupine Gorge National Park and are not expected to impact this area; and
- As more details on the project are known, impacted stakeholders will be consulted and if the project were to proceed, this would include public consultation. Timing for this is not yet known.

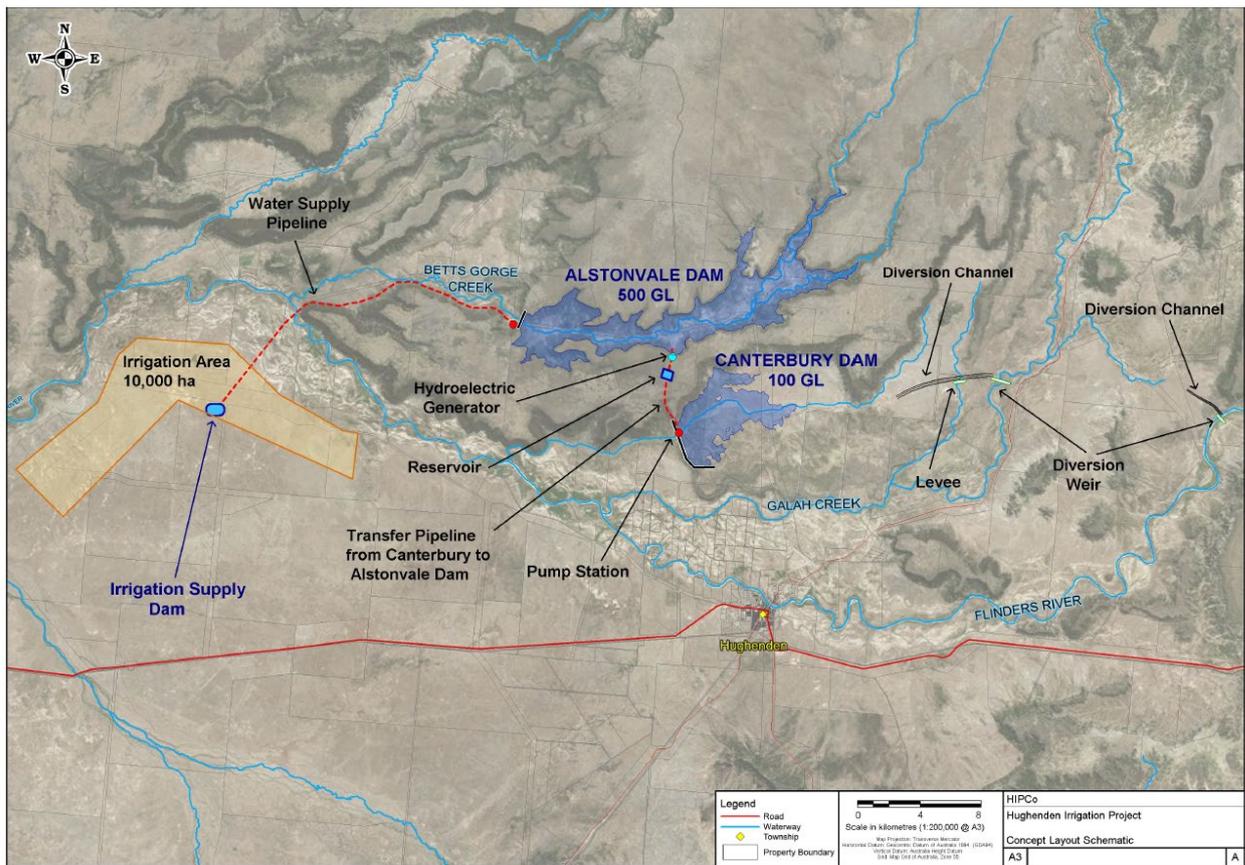


Figure 3: Hughenden Irrigation Project Concept Layout

4.1 QUESTIONS AND ANSWERS

This is a list of potential questions and answers. Ultimately, all answers should be drawn from the Key Messages, however, it may be too early in the project to be able to answer some questions. These Questions and Answers will be refined as the project develops and with stakeholder feedback.

Where is the Hughenden Irrigation Project

The main focus of preliminary investigations is on Alstonvale Dam of (300- 500GL) on Betts Gorge Creek, about 30 km north west of Hughenden, and a smaller Canterbury Creek Dam (100-300GL) to receive stream flows diverted out of the Flinders River and Galah Creek. The irrigation scheme location is around 30 km from Hughenden. Multiple configurations and other dam sites are also being examined for feasibility and prudence of investment. These will be further refined during Stage 2 in the second half of 2019 and likely to include assessment of smaller infrastructure options and the supplementation of surface water with ground water sources.

Is the dam / irrigation area on private property (ie will there be land resumptions)

The proposed dam (s) would require land resumptions. The irrigation scheme location, around 30 km

from Hughenden is on land currently held by X and therefore would / would not require land resumptions.

How long will the next study take?

The Hughenden Irrigation Project received up to \$182 million in Federal funding in late 2018, subject to meeting ongoing conditions. The first phase of this funding is to be used on completion of a Preliminary Business Case. \$2 Million was allocated in a phased approach for the completion of this Preliminary Business Case. This work is aligned with Building Queensland methodologies and is to be completed in two stages the first stage of which will be completed by end of June 2019. Subject to receiving additional funding, the second stage should be completed no later than end 2019.

Who is conducting the next study?

The Preliminary Business Case is being led by Engeny Water Management. It is expected that this will continue for Stage 2 of this Preliminary Business Case.

How is this different to all the other dam projects in North Queensland?

While there are multiple dam projects in North Queensland, the purpose of this Preliminary Business Case is to determine if the proposed Alstonvale dam and affiliated irrigation scheme will achieve the goal of enhanced socio economic sustainability.

This is not about picking winners or losers in terms of new North Queensland water infrastructure projects, but enhancing the sustainability of economic development in the Flinders region, which like many parts of rural and regional Australia, have suffered through years of extreme weather events and declining populations, and affiliated services.

The proposed dam has modest CAPEX compared to some other dams, nominally around \$800M and may irrigate up to 10,000 hectares depending on the crop mix chosen.

Stage 1 of a Preliminary Business Case, due to be completed at the end of June 2019, will further examine the feasibility of a dam at Alstonvale, including an economic assessment including assessment of potential agriculture and energy generation streams; a socio economic assessment and a desktop environmental assessment. These will be further refined during Stage 2 in the second half of 2019 and likely to include assessment of smaller infrastructure options and the supplementation of surface water with ground water sources

How will this impact downstream users / potential other projects in Richmond / McKinlay ?

The main focus of preliminary investigations is on Alstonvale Dam of (300- 500GL) on Betts Gorge Creek, about 30 km north west of Hughenden, and a smaller Canterbury Creek Dam (100-300GL) to receive stream flows diverted out of the Flinders River and Galah Creek. However, multiple configurations and other dam sites are also being examined for feasibility and prudence of investment. This option may yield from 40 GL/year to 100 GL/year.

As more details on the project are known, impacted stakeholders will be consulted and if the project were to proceed, this would include public consultation. Timing for this is not yet known.

What interactions has HIPCo had with the State and Federal Governments ?

The proponents of the Hughenden Irrigation Project are working closely with the CEO of the North Queensland Water Infrastructure Authority, Richard McLoughlin, as the agency charged with overseeing the allocation of this Federal funding.

The proponents are also ensuring that local, state and federal stakeholders are appropriately informed about the importance of the proposed Hughenden Irrigation Project to restoring socio economic sustainability to the region.

Further discussions with both the State and Federal Governments will occurring during Stage 2 of the project, later in 2019.

As more details on the project are known, impacted stakeholders will be consulted and if the project were to proceed, this would include public consultation. Timing for this is not yet known.

How is this different to all the other studies which have already been done? Why do we need another study?

The purpose of this Preliminary Business Case is to determine if the proposed Alstonvale dam and affiliated irrigation scheme will achieve the goal of enhanced socio economic sustainability.

This preliminary business case will include

- Conducting preliminary site investigations;
- Early stage financial, economic, environmental, agronomic and energy feasibility assessments; and
- Building a financial and economic model to assess these options.

This work is aligned with Building Queensland and Infrastructure Australia methodologies and is ensuring multiple configurations and other dam sites are also being examined for feasibility and prudence of investment.

When will you be consulting? When can I have my say?

Work for the Preliminary Business Case is being undertaken in two stages with Stage 1 to be completed by end June 2019; and Stage 2 should be completed no later than end 2019. As more details on the project are known, impacted stakeholders will be consulted and if the project were to proceed, this would include public consultation. Timing for this is not yet known.

What are the next steps?

Work for the Preliminary Business Case is being undertaken in two stages with Stage 1 to be completed by end June 2019; and Stage 2 should be completed no later than end 2019. As more details on the project are known, impacted stakeholders will be consulted and if the project were to proceed, this would include public consultation. Timing for this is not yet known.

Where can I find more information?/ Who can I contact

A website for the Project is currently under construction and should be available from XXX. This will include more information as well as contact details if you have any additional questions. In the meantime, please either call 0427 411 564 or email admin@hipco.com.au.

5 COMMUNICATIONS ROADMAP

This high level roadmap (**Table 3**) outlines the key communications and stakeholder engagement activities during the completion of the Preliminary Business Case.

Table 3: Communications Roadmap

	Phase 1:	Phase 2:	Phase 3:
Focus	Consolidate existing messaging and increase communications rigour appropriate with the level of funding provided, while Stage 1 is being completed.	Increase range and depth of communications to provide increase project credibility and visibility, based on outcomes of Stage 1 report.	Launch of Preliminary Business Case and determination of future phases.
Timing	May – June 2019	July 2019 – December 2019	December 2019 onwards
Key project activity	Complete technical studies for Stage 1 report.	Leverage Stage 1 report to gain access to finance to complete Stage 2.	Determine regulatory and financial pathways required for project delivery, and stakeholder interactions to support this.
Communication and engagement activities	<ul style="list-style-type: none"> Achieve internal alignment on communications plan Engage with CEO NQWIA to seek alignment with approach Complete meetings with identified early engagement targets who are identified for close management 	<ul style="list-style-type: none"> Review communications plan and stakeholder identification Engage with broader range of stakeholders, based on feedback from Phase 1 and outcomes of Stage 1 	<ul style="list-style-type: none"> First proactive media engagement Development of broader engagement program, including possible consultation with regulatory authorities or potentially impacted parties
Key outputs	<ul style="list-style-type: none"> Agreed communications plan and processes (including planning and recording of meetings) Key messages approved ahead of preparation of collateral including factsheets and website 	<ul style="list-style-type: none"> Launch of website and associated collateral Maintain consistency of message to Manage Closely Stakeholders, particularly if the preferred outcome deviates from their preferences Use outputs of Stage 1 Report as reason to meet with key “inform” and “satisfied” stakeholders 	<ul style="list-style-type: none"> Development of media launch plan, including associated stakeholder interactions for next phase of project Identification of stakeholder interactions required for regulatory pathway

5.1 PHASE 1 – DETAILED PLANER

Table 4: Detailed Planner - Phase 1

Activity	Audience	Date	Purpose	Who	Status
Phase 1:					
Review and endorsement of Communications Plan	HIPCo	June 2019	Ensure alignment of proposed approach and messaging within HIPCo	Jim Pruss, Engeny Water Management	
Informal syndication with CEO NQWIA	CEO NQWIA	June 2019	Informally engage with CEO NQWIA to confirm if stakeholders identified in Table 2 are being appropriately managed and if there are additional stakeholders	Jim Pruss and Shane McCarthy, HIPCo	
Meeting following letter	DNRME	June 2019	Meet with Linda Dobe (DNRME) following letter from April 2019	Jim Pruss and Shane McCarthy	
Rescheduled Meeting	Minister Lynham	June 2019	Following meeting with DNRME and previously cancelled meeting, reschedule Ministerial meeting for as soon as practical for early inform	Jim Pruss and Shane McCarthy	
Preparation of collateral	Public	June / July 2019	Use endorsed key messages to prepare copy for factsheets, website and other collateral identified in Section 2.1 EPIC Environmental could support this work but outside current scope	TBC (HIPCo)	
Development and use of CRM	HIPCo	June / July 2019	Develop and implement an appropriate stakeholder management tool (CRM or similar) and capture to the extent possible historic meetings, commitments and actions EPIC Environmental could support this work but outside current scope	TBC (HIPCo)	
Implement media monitoring	HIPCo	June / July 2019	Implement formal media monitoring, if not already in place, including of competing projects and potential downstream water users.	HIPCo	
Regional Engagement	NWQROC	June / July 2019	Contact NWQROC to understand ability and timing to access regional Mayors	Jim Pruss	
Sunwater	Chair / CEO	June / July 2019	Follow up on prior conversations with Chair and schedule meeting with CEO	Jim Pruss and Shane McCarthy	
Stakeholder Engagement	Other – Federal, State, Local	June / July 2019	Following engagement with CEO NQWIA, consider any additional early briefings required beyond those already identified which should be undertaken before Phase 2	Jim Pruss and Shane McCarthy	
Phase 2:					
To be completed following finalisation of Stage 1 report in June 2019.					
Phase 3:					
To be completed following finalisation of Stage 2 report in December 2019. Incorporating any requirements for ongoing funding of Stage 3 will be included in this plan.					

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The Epic team provides a wide range of skills and experience on numerous environmental management issues, across a wide range of public, commercial and industrial projects. At Epic, we focus on the practical aspects of environmental planning, engineering and science, offering comprehensive services in:

- Strategic advice and project support;
- Contaminated site assessment, management and remediation;
- Asbestos assessment and advisory;
- Clandestine drug laboratory assessment and remediation advice;
- Contaminated land auditing services (QLD –Contaminated Land Auditor; NSW – Contaminated Site Auditor);
- Statutory planning and impact assessment covering QLD, NSW and Commonwealth legislation;
- Environmental approvals and permitting – full array;
- Ecological (fauna, flora and habitat) site assessments;
- Site suitability assessments;
- Environmental offset assessments and development of management strategies;
- Waste auditing and management;
- Landfill design and management;
- Compliance and auditing;
- Erosion sediment control; and
- Hydrogeology.

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