

Borumba Pumped Hydro Project

Community and Stakeholder Engagement Plan – Exploratory Works

NOVEMBER 2025

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Acknowledgement of Country

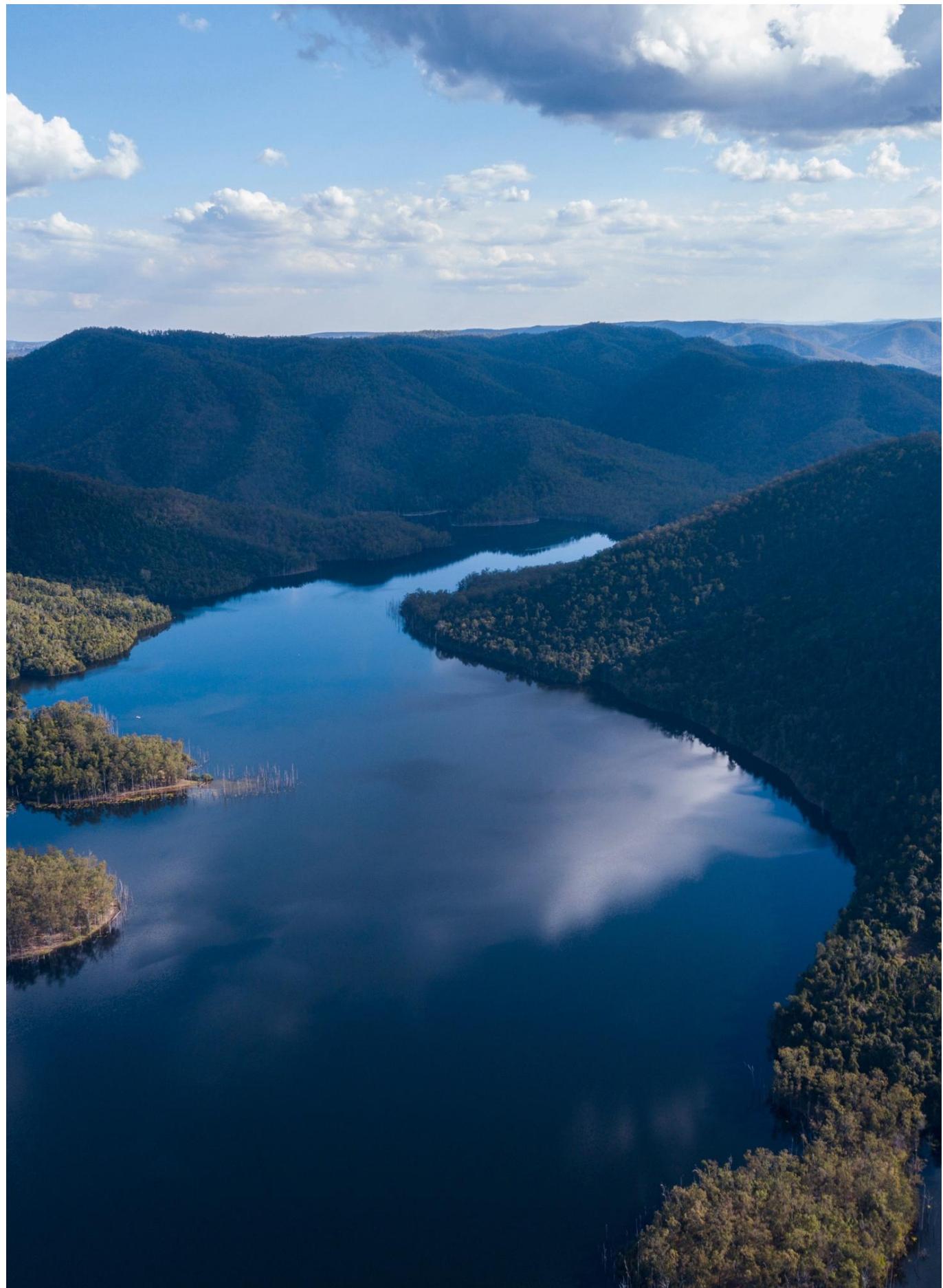
In the spirit of reconciliation, Queensland Hydro acknowledges the Traditional Custodians of the lands, skies and waters where we operate throughout Queensland.

The Borumba Pumped Hydro Project is being developed on the traditional lands of the Kabi Kabi People. Queensland Hydro acknowledges their spiritual and cultural belonging and their continuing connection to land, waters, and culture.

Queensland Hydro also acknowledges the Butchulla People, the Traditional Owners of the lands downstream of the Project. Queensland Hydro acknowledges their spiritual and cultural belonging and their continuing connection to land, waters, and culture.

We celebrate the diversity of Aboriginal and Torres Strait Islander peoples, and extend our respect to Elders past and present, and honour their continuing spiritual and cultural connections to Country.





Plan on a page

Commitment	To support the successful delivery of sustainable, clean energy by establishing and maintaining goodwill and trust with stakeholders and communities					
Engagement objectives	Establish meaningful and trusted partnerships to enhance our social licence and achieve community acceptance of the Project		Support a robust approvals process including opportunities for feedback on Project benefits, impacts and technical studies		Provide transparent, proactive engagement about exploratory works and main works activities	
Phases	Project awareness		Project approvals Exploratory works Main works Environmental Impact Statement (EIS)		Project delivery Exploratory works Subsequent main works (subject to approval)	
Key engagement activities	<p>Establish and build relationships with the community and key stakeholders through proactive and regular communication and engagement activities.</p> <p>Establish effective communication channels to enable responsive dialogue and communication during all Project phases.</p> <p>Provide key stakeholders and the community with information and tools to make informed decisions about the Project.</p> <p>Increase presence and Project awareness in local and regional communities.</p> <p>Assess, measure, and manage communication issues, risks and performance.</p>	<p>Regularly update our engagement approach to reflect community feedback/sentiment.</p> <p>Implement a Community Benefits Framework to deliver lasting benefits to local people and places.</p> <p>Work with key stakeholders including Powerlink and Seqwater to align engagement activities for the Project.</p> <p>Respond to community and stakeholder enquiries and concerns effectively.</p> <p>Inform stakeholders and the community about the exploratory works approvals process including community consultation periods and other opportunities to provide input.</p>	<p>Following exploratory works approval, inform stakeholders and the community about the works details.</p> <p>Inform stakeholders and the community about the main works approvals process including community consultation periods and other opportunities to provide input.</p> <p>Support the development and implementation of the Social Assessment Management Plan (SAMP) for exploratory works, and the Social Impact Assessment (SIA) and Social Impact Management Plan (SIMP) for the EIS.</p> <p>Use subject matter experts to communicate technical findings (for the EIS) with the community and key stakeholders.</p> <p>Engage with the Project team and contractors to minimise impacts of Exploratory Works.</p>	<p>Maintain and/or build relationships and trust with key stakeholders and community members through timely and transparent engagement about Project approvals.</p> <p>Provide timely notification of Exploratory Works and their expected impacts to affected landowners and communities.</p> <p>Engage with affected landowners about property access requirements for Exploratory Works and future main works.</p> <p>Incorporate local knowledge and feedback into the design and delivery of the Project and in environmental and social impact management strategies.</p> <p>Progress delivery of the Community Benefits Framework and conduct engagement on a Regional Development Framework.</p>	<p>Following main works approval, inform stakeholders and the community about the works details.</p> <p>Engage with the Project team and contractors to minimise impacts of exploratory and main works.</p> <p>Provide timely notification of works including expected impacts on affected landowners and communities.</p> <p>Continue to engage with affected landowners about property access requirements for Exploratory Works and main works.</p> <p>Support local industry engagement activities including involvement of local and Traditional Owner suppliers.</p>	<p>Continue delivery of the Community Benefits Framework and support delivery of a Regional Development Framework.</p> <p>Respond to community and stakeholder enquiries and concerns about construction works effectively.</p> <p>Incorporate community and stakeholder feedback and the Project team's lessons learned into the engagement program.</p> <p>Work with key stakeholders including Powerlink and Seqwater to align engagement during exploratory and main works.</p>
Key stakeholders and communities for all phases	<p>Affected landholders</p> <p>Affected road users</p> <p>Stakeholder Reference Group</p> <p>Focus Groups</p> <p>Traditional Owners and other First Nations people</p>	<p>Communities of place:</p> <p>Mary Valley region</p> <p>Gympie region</p> <p>Somerset and Sunshine Coast regions</p>	<p>Stakeholders of interest:</p> <p>Recreation users</p> <p>Community groups</p> <p>Environment groups</p> <p>Local businesses</p>	<p>Activist and advocacy groups</p> <p>Tourism and business</p> <p>Industry groups and peak bodies</p> <p>Education institutions</p>	<p>Local governments:</p> <p>Gympie Regional Council</p> <p>Somerset Regional Council</p> <p>Commonwealth and State Government agencies</p>	<p>Elected representatives</p> <p>Regulators</p> <p>Key stakeholders such as Powerlink and Seqwater</p> <p>Project team and contractors</p> <p>Media</p>
Tools and communication channels for all phases	<p>Engagement strategies and plans</p> <p>Stakeholder Reference Group</p> <p>Focus groups</p>	<p>Working groups</p> <p>Community Connect events</p> <p>Presentations</p> <p>Site tours</p>	<p>Traditional Owner consultation and engagement forums</p> <p>Industry engagement</p> <p>Communication mechanisms – 1800 number, email, website</p>	<p>Communication collateral – newsletters, work notifications, updates</p> <p>Social media</p> <p>Meetings and workshops</p>	<p>Industry events</p> <p>Citizen Science Program</p> <p>Ministerial announcements</p> <p>Media releases</p> <p>Advertisements</p>	<p>Community Benefits Framework</p> <p>Regional Development Framework</p> <p>Community and stakeholder surveys / sentiment studies</p>
Measures of success	<p>Positive relationships with stakeholders and host communities as measured by formal and informal feedback including surveys</p> <p>Positive feedback about the Project and our engagement approach provided to us</p>		<p>Positive media coverage and social media commentary about the Project and our engagement approach</p> <p>Efficient management and documentation of community and stakeholder enquiries and complaints</p> <p>Provision of well-considered, facilitated, and attended community and stakeholder events and activities</p>		<p>Provision of communication channels that reflect community and stakeholder needs and expectations as measured by website visitation, frequency of access to materials, response rates to surveys, duration of online views of materials, and other metrics</p>	

1. Introduction

Queensland Hydro's proposed Borumba Pumped Hydro Project (the Project) is a 2,000 MW pumped hydro energy storage system at Lake Borumba, located near Imbil, west of the Sunshine Coast in southeast Queensland.

Queensland Hydro has been engaging with key stakeholders and communities in the Mary Valley, Gympie, Somerset and Sunshine Coast regions since 2022 as part of an overarching engagement program for the Project.

We recognise that effective communication and engagement is critical to ensuring successful project delivery and positive outcomes for local people and communities. Developing genuine, open, and enduring relationships with our communities and key stakeholders will also help us to build understanding of and acceptance of our work.

This **Community and Stakeholder Engagement Plan – Exploratory Works (the Plan)** outlines the communication and engagement approach and activities for the Project's exploratory works phase. It provides a framework for ensuring that key stakeholders and communities are involved and engaged throughout the works.

1.1. Purpose

The purpose of this Plan is to ensure that key stakeholders and communities are involved and engaged during exploratory works. This includes building understanding, establishing meaningful partnerships, sharing outcomes of technical assessments and investigations, and integrating local knowledge and feedback.

The plan also:

- outlines how we will focus and prioritise our efforts, and how we plan to interact with our stakeholders
- identifies and analyses communities and stakeholders interested in and/or potentially affected by the Project to ensure we understand the communities in which we operate
- details the communication and engagement tools and processes to be used
- outlines opportunities for stakeholders and communities to participate in the Project and decisions about it
- outlines how we will address any feedback received from stakeholders during the public display period for the exploratory works Commonwealth approvals (*Environment Protection Biodiversity Conservation Act 1999*)
- presents evaluation mechanisms and reporting requirements.

The Plan aligns with the International Association for Public Participation's (IAP2's) Spectrum and reflects contemporary community and stakeholder engagement practices.

1.2. Objectives

Our key engagement objectives are to:

- achieve high levels of key stakeholder and community participation in the Project to build awareness and understanding
- ensure there is consistently accurate and plain English information about Queensland Hydro and the Project in the public domain to support key stakeholders and the wider community to provide informed feedback and comment
- ensure key stakeholder and community issues and concerns are proactively identified, monitored, and addressed in timely, consistent and transparent ways
- proactively deliver timely and coordinated communication and engagement, which is integrated into other engagement plans, including Environment Impact Statement (EIS) Consultation Plans, developing the Social Impact Assessment (SIA), Social Assessment Management Plan (SAMP), and Social Impact Management Plan (SIMP)
- provide multiple two-way, accessible communication channels, and opportunities which meet the needs and expectations of stakeholders

- collect and document sufficient and representative key stakeholder and community feedback, including feedback about the management of identified and potential impacts
- proactively explain how key stakeholder and community feedback received has been considered and addressed in exploratory works, approvals, Project planning, design, and proposed delivery method(s)
- ensure the communication and engagement approach and methods are continuously evaluated and adapted to meet key stakeholder and community needs and expectations, including updating all relevant engagement plans.

2. Project overview

Queensland Hydro is the proponent of the Borumba Pumped Hydro Energy Storage (PHES) Project (the Borumba PHES Project), a 2,000 megawatt (MW), 48,000-megawatt hour (MWh), hydroelectric scheme to store, generate, and supply energy through a pumped hydroelectric structure linked to the existing Borumba Dam (Lake Borumba). It is located approximately 13 kilometres (km) southwest of the township of Imbil, 48 km southwest of Gympie, and 180 km northwest of Brisbane, within the Yabba Creek sub catchment of the Mary River Basin.

Queensland Hydro owns/manages approximately 2,360 ha of land southwest of Lake Borumba, secured in the 1980s for a potential future PHES site. As such, most of the properties impacted by the Borumba PHES Project are either held by Queensland Government departments or Queensland Government-owned corporations.

The Borumba PHES Project includes two phases:

- Exploratory works – geological investigations to inform the development of the Borumba PHES Project and supporting infrastructure and activities required to support these investigations.
- Main works – the PHES Project, including the power infrastructure (powerhouse, water, and access tunnels), an upper reservoir, and a lower reservoir (Lake Borumba).

The purpose of the exploratory works is to undertake and facilitate critical geological technical investigations to confirm the suitability of the Borumba PHES Project location and design. Investigations are particularly required in areas where key subsurface Borumba PHES Project infrastructure will be constructed due to the limited technical geological information currently available posing considerable project risk. Refer Figure 1 for an overview.

The exploratory works are being delivered in stages (i.e. not all works will occur at the same time), with some early works having commenced, and comprise:

- Exploratory tunnel infrastructure – comprising a portal pad, staging pad, explosives store (magazine), and associated access tracks, and exploratory tunnels.
- Geotechnical investigations (including early investigations) – comprising test pits, boreholes (deep and shallow, including some being converted to groundwater monitoring bores), and geophysics.
- Spoil disposal – two dedicated areas (tunnel spoil disposal area and Kingaham spoil disposal area) for the storage and management of excess material from exploratory tunnelling, geotechnical drilling and construction activities, as well as stockpiling of stripped topsoil.
- Site access (including early works and supporting works) – activities associated with:
 - I. maintenance of and minor upgrades to Bella Creek Road, Borgan Road, Sunday Creek Road, and Yielo Road
 - II. construction of new access tracks and upgrades to existing tracks, including waterway crossings, to enable access to geotechnical investigation sites, spoil disposal areas, and supporting infrastructure
 - III. the realignment of a section of Bella Creek Road, referred to as the Kingaham Creek bypass.
- Other supporting infrastructure (including early works and supporting works) – establishment of temporary workers' accommodation camps, temporary water infrastructure, a civil construction compound (laydown area), security and access control facilities, temporary facilities for site personnel (e.g. demountables for offices, ablutions and crib shed), signage, drainage and scour protection, and telecommunication facilities.
- Works to support planning and environmental approvals, including compliance activities (e.g. cadastral surveys and cultural heritage assessments).

Except for the Kingaham Creek bypass, the exploratory works infrastructure is largely temporary in nature. Should the main works not proceed, the exploratory works infrastructure will be removed and impacted areas will be remediated where appropriate. Some access tracks will remain for property access and management.

The exploratory works do not include activities associated with routine management of Queensland Hydro land (such as fire breaks, property fencing, access track maintenance, and any other similar activities). However, these activities are ongoing and will occur during the exploratory works period.

Working Hours

Works for most exploratory works components are expected to occur predominantly during standard construction hours over a seven-day work week with a rotating roster. However, some works outside of standard hours are

expected during the exploratory works. These include the activities associated with the exploratory tunnels and associated enabling works (e.g. shotcrete batching, spoil relocation and management), and some geotechnical drilling investigations (e.g. deep boreholes at proposed dam locations). Work outside of standard hours is expected to occur 24 hours a day, seven days per week.

The exploratory works construction program will be based on the following standard construction hours (unless approved otherwise):

- General construction/surface works activities:
 - I. Monday to Sunday, 6.30 AM - 6.00 PM
 - II. No work on public holidays.
- Geotechnical drilling:
 - I. Monday to Sunday, 6.00 AM - 6.00 PM for boreholes less than 200 m deep (with some exceptions)
 - II. 24 hours a day, 7 days a week for boreholes equal to or more than 200 m deep and shallower boreholes by exception.
- Underground construction activities and associated enabling works:
 - I. 24 hours a day, 7 days a week.

Works outside of the above construction hours may occur during the exploratory works for the following reasons:

- movement of staff, as well as arrival and departure of construction staff during shift changes
- transport, assembly, or decommissioning of oversized plant, equipment, components or structures
- delivery of 'in time' material such as concrete, steel, and other construction materials delivered to site by heavy vehicles
- works requiring continuous construction support such as continuous concrete pours, pipe-jacking or other forms of ground support necessary to avoid a failure or construction incident
- on site movements of heavy plant, materials, and equipment
- works in a road reserve
- traffic control crews, including large truck mounted crash attenuator vehicles, medium rigid vehicles, and lighting towers
- emergency works and incident response including tow-trucks for light, medium, and heavy vehicles
- alternative construction rosters to suit delivery or in response to industrial relations issues
- various low-intensity activities.

Where work outside the standard hours (including night works) is required, the works will only proceed on an as required basis and with the appropriate approvals.

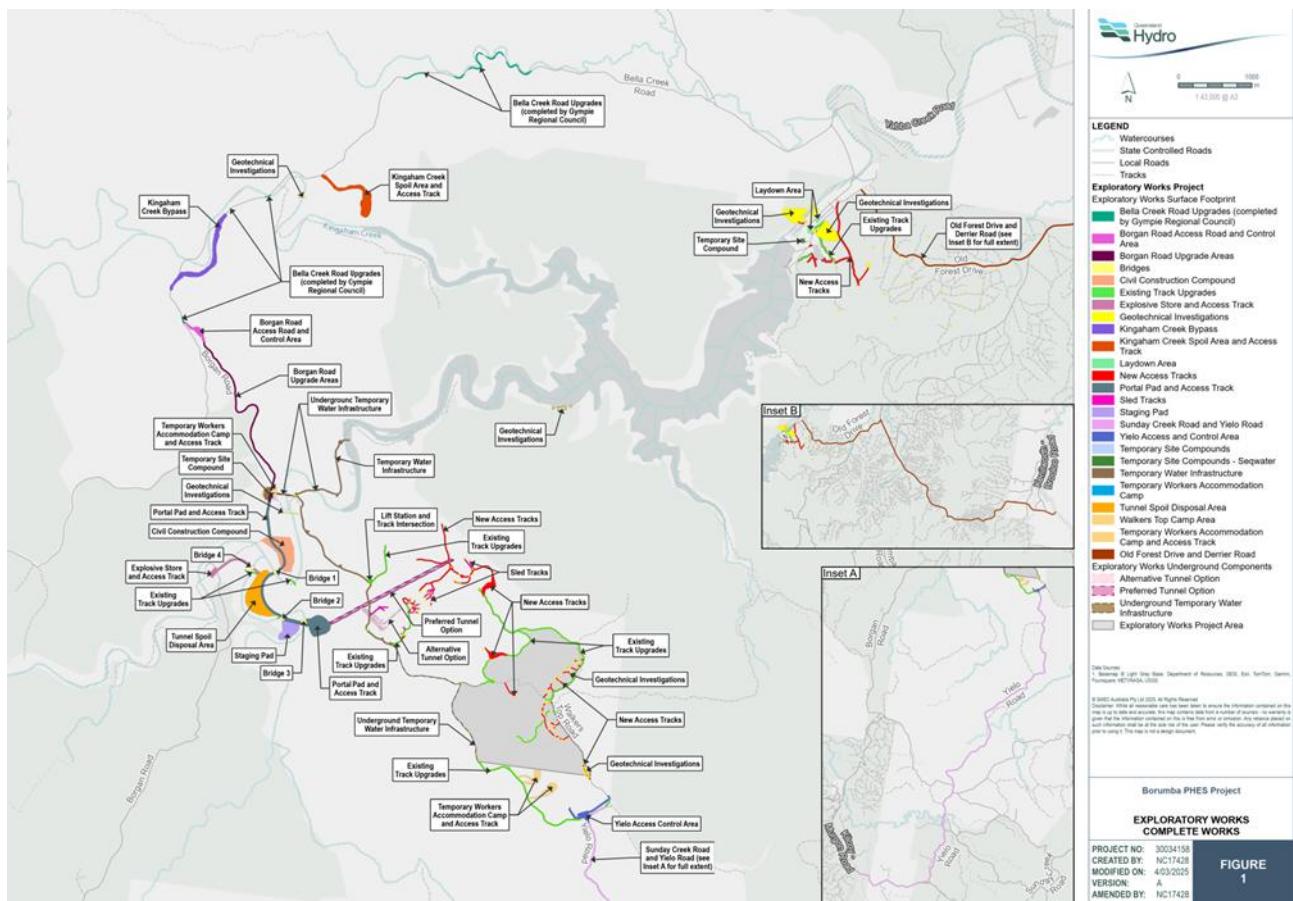


Figure 1 Project location and scope

2.1. State and Commonwealth approvals

The planning and environmental approvals process for major infrastructure projects is complex. For the Borumba Pumped Hydro Project, we require approvals from local, state and Commonwealth governments before we can proceed. The approval pathways include:

- **Exploratory works:** At a Commonwealth level, once a project is determined to be a controlled action, the Department of Climate Change, Energy, Environment and Water (DCCEEW) decides which method of assessment will be used to understand the proposed works, impacts and mitigation strategies under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). A range of permits and approvals are also required at a State Government level to deliver the exploratory works stage of the Project.
- For the exploratory works, DCCEEW decided that the assessment method was preliminary documentation. The draft preliminary documentation outlines the current state of the environment, the proposed exploratory activities, potential impacts of our activities on the environment, and any strategies that Queensland Hydro will use to avoid, minimise or mitigate impacts. Where significant residual impacts are likely following the implementation of mitigation measures, an offset solution has been proposed.
- Queensland Hydro has prepared a SAMP for exploratory works, as requested by the Office of the Coordinator-General, to identify and manage potential social benefits and impacts.
- **Main works:** Both the Commonwealth and State assessment for the main works are being progressed under a bilateral agreement which provides for a single, integrated EIS process that encompasses both Commonwealth and State assessment requirements.
- In October 2023, the Commonwealth Government and former State Government agreed that the proposed Project's main works met the criteria for assessment, and that the assessment would be via an EIS. In August 2024, the Queensland Coordinator-General released the final Terms of Reference for the Project's main works EIS.

- The Terms of Reference require the preparation of an SIA, and associated Health Monitoring and Management Plan (HMMP) and SIMP. Relevant feedback gathered during community and stakeholder engagement under this plan will be incorporated into these documents as appropriate.

2.2. How engagement integrates with the project development process

Queensland Hydro has developed an integrated engagement program for the Project's exploratory works and the EIS process for the main works.

This integrated approach is illustrated in Figure 2 and demonstrates strength in continuity across engagement programs to better identify emerging impacts.

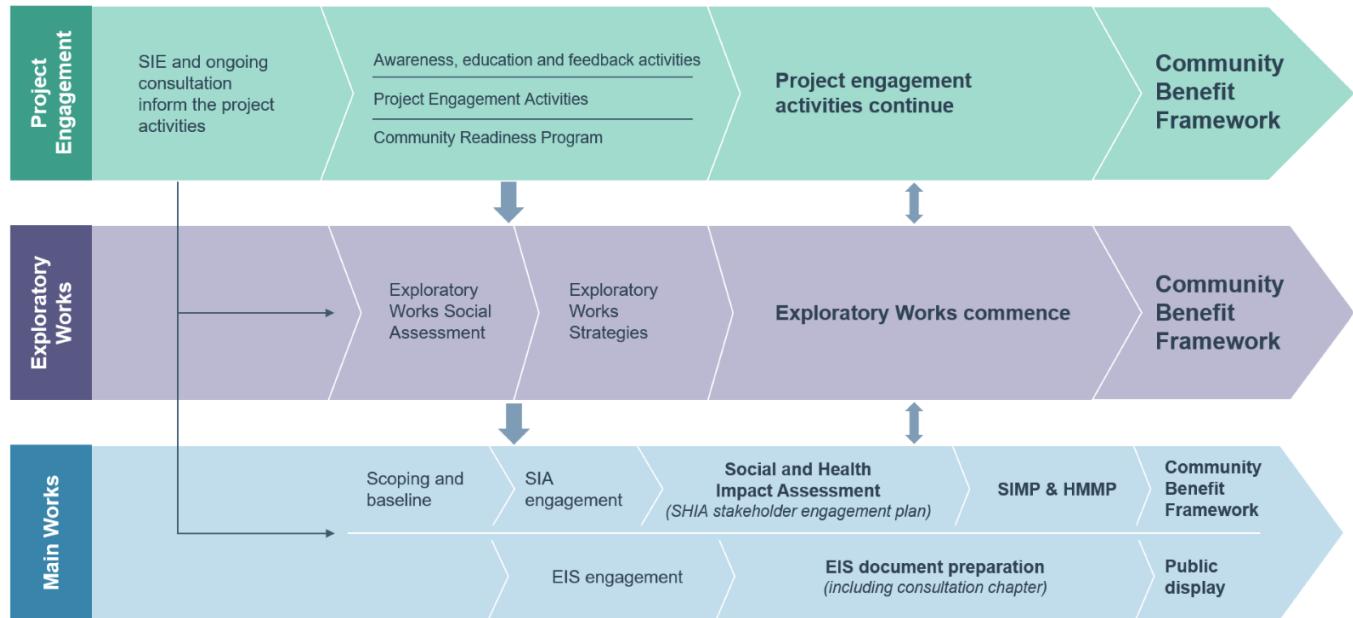


Figure 2 Integrated program overview

3. Engagement to date

3.1. Engagement summary

From 2022, Queensland Hydro has provided stakeholders with two-way engagement and communications opportunities to provide feedback through channels including phone, email, meetings, briefings, workshops, community events, the Imbil Project office, Community Connect events, and information sessions.

Information and consultation activities have included (but were not limited to):

- government briefings with local, state, and federal government agency representatives including emergency services providers (Queensland Police Service, Queensland Ambulance Service, Queensland Fire & Emergency Service)
- regular working group meetings with Gympie Regional Council and Somerset Regional Council
- regular working group meetings and day-to-day engagement with key stakeholders such as Seqwater and Powerlink
- regular consultation meetings with representatives of the Kabi Kabi First Nation Traditional Owners Native Title Claim Group (Kabi Kabi People)
- email and mail campaigns to distribute newsletters and monthly Project updates
- hosting community stalls at local and regional events
- regular Stakeholder Reference Group (SRG) meetings and as required extraordinary SRG meetings*
- regular focus group meetings
- advertisements in local print media outlets
- community information sessions and events in various locations near the project including Gympie, Imbil, Kilcoy and surrounds, and Imbil and Kilcoy business relationship check-ins
- industry briefings in Brisbane, Sunshine Coast, Kilcoy and Gympie
- maintaining the Project email address and general enquiries phone number
- meetings and discussions with landholders, leaseholders and agistees
- sharing fact sheets, newsletters and works notifications via the Project website and stakeholder emails.

**Note: In June 2024, Queensland Hydro started the process to reform the SRG and introduced a series of specific stakeholder and community focus groups through an Expression of Interest process. The reformed SRG and focus groups including a Community Benefits Panel commenced in October 2024.*

3.2. Feedback themes

Understanding stakeholder and broader community feedback and interest areas has helped Queensland Hydro develop the engagement approach for exploratory works.

Previous feedback provided to Queensland Hydro directly or associated with key documents such as the Detailed Analytical Report, Initial Advice Statement and draft Terms of Reference for the EIS is summarised in Table 1 below. More information about previous feedback is provided in the Appendix.

In September 2024, Queensland Hydro appointed an independent consultant to conduct a longitudinal study of community and stakeholder sentiment about the Project. This study involves a baseline survey and subsequent community and stakeholder 'pulse' surveys in the Project area.

Table 1 Feedback themes

Stakeholder group	Key themes	Interest areas
State Government / agencies Department of Resources	Environmental and planning approvals	Road changes including upgrades or closures Exploratory Works Traffic Impact Assessment

Stakeholder group	Key themes	Interest areas
Seqwater Department of Energy and Climate Department of Premier and Cabinet Department of Regional Development, Manufacturing and Water Department of Primary Industries Department of Environment, Tourism, Science and Innovation Queensland Parks and Wildlife Service Office of the Coordinator General Department of Transport and Main Roads Powerlink	Environmental offsets and rehabilitation Environmental issues including biosecurity, fauna, visual amenity and water allocations, availability and quality Social impact assessments Project design and scope including underground infrastructure, roads and supporting infrastructure Hydrology and flooding Workforce accommodation Land and property access including leases Design and engineering Community and stakeholder engagement Traffic and transport Community safety	State road network impacts including flood immunity Locations of access tracks for exploratory works including frequency of access Licence agreements for roadworks and temporary workers accommodation Housing and affordability in the region Downstream impacts including on the Butchulla people Dam safety Recreational impacts and offsets at Lake Borumba Traffic and school bus route impacts Traditional Owner engagement Coordination between Powerlink and Queensland Hydro Works notification process Stockpile sites during works
Local government - Gympie Regional Council	Project design and scope including roadworks Social issues including housing and accommodation Community and stakeholder engagement Waste management Traffic and transport	Local road upgrades Council flood recovery works programs Cultural heritage requirements Road design for exploratory and main works Community feedback on Project vehicle movements Borgan Road closure Local content, industry engagement and procurement opportunities Temporary workers accommodation Impacts on local housing availability Local events Imbil town planning and Community Benefits Framework Fauna safety on roads including Koala fencing Waste management
Local government - Somerset Regional Council	Project design and scope including roadworks Community and stakeholder engagement	Flood recovery works on Yielo Road Local road upgrades including pavement repairs, curve widening, grid maintenance, and call point signage Community and stakeholder engagement
Stakeholder Reference Group	Environmental issues including biosecurity, fauna, visual amenity and water allocations, availability and quality Opportunities for community and stakeholder engagement Workforce accommodation Environmental and planning approvals including assessments	Environmental impacts and monitoring Temporary workers accommodation Surface civil works packages Exploratory works scope and timing Works methods including equipment to be used Road and access upgrades and approvals Works management Biosecurity

Stakeholder group	Key themes	Interest areas
	<p>Environmental offsets and rehabilitation</p> <p>Project design and scope including hydrology and flooding, geology, roads, transmission lines, underground infrastructure, and dam safety</p> <p>Social issues including recreation and tourism</p>	<p>Road design for exploratory and main works</p> <p>Waste management</p>
Landholders	<p>Environmental and planning approvals</p> <p>Community and stakeholder engagement</p> <p>Land and property access including works on or near properties, changes, leases and gates</p> <p>Environmental issues including biosecurity and water quality</p> <p>Traffic and transport including haulage routes, construction traffic, traffic management, and driver behaviour</p> <p>Community safety</p> <p>Social – community investment and benefits, housing and accommodation</p> <p>Continuity of local business operations including forestry and associated road access</p>	<p>Roadworks notifications</p> <p>Land access for environmental assessments</p> <p>Property requirements</p> <p>Access agreements</p> <p>Tendering opportunities and local industry participation</p> <p>Cattle grid addition and removal</p> <p>Bore water usage</p> <p>Truck movements and local road usage</p> <p>Fire management</p> <p>Road condition</p> <p>Stock movements including access to water, fencing, and land use</p> <p>Lake Borumba boat ramp and facilities access during Exploratory Works</p> <p>Forestry operations, tenure and forestry road access</p>
Traditional Owners, Project Footprint - Kabi Kabi People via the Kabi Kabi Peoples' Aboriginal Corporation	<p>Cultural heritage</p> <p>Native title</p> <p>Environmental issues</p> <p>Environmental offsets and rehabilitation</p> <p>Environmental and planning approvals</p> <p>Social and economic impacts</p> <p>Community investment and benefits</p>	<p>Cultural heritage identification (including the role of Kabi Kabi in inspections and monitoring)</p> <p>Cultural heritage impacts (including the role of Kabi Kabi in determining culturally appropriate mitigation measures)</p> <p>Potential environmental impacts, including water, flora and fauna</p> <p>Impacts on native title rights and interests</p> <p>Participation in environmental studies for all phases of the Project</p> <p>Participation in offset planning and implementation</p> <p>Identifying, exploring, and progressing partnership opportunities during exploratory works</p>
Traditional Owners, Downstream Butchulla Native Title Aboriginal Corporation Butchulla Aboriginal Corporation	<p>Cultural heritage</p> <p>Environmental issues including water quality, allocation and availability, waste management, fauna impacts (terrestrial and aquatic), and contaminated land and soil</p>	<p>Consultation on the development of the EIS and the assessment of downstream impacts and development of management and mitigation measures</p> <p>Potential impacts on downstream Aboriginal Cultural Heritage, land, and waters</p> <p>Ongoing cultural heritage monitoring role</p>

Stakeholder group	Key themes	Interest areas
	Environmental offsets and rehabilitation Environmental and planning approvals Stakeholder engagement Social and economic impacts Community investment and benefits	Partnership opportunities
First Nations People, Project area and region	Community members, businesses and other First Nations Groups	Employment and business supply opportunities Cultural Heritage and values
Community and environmental Groups	Employment and business opportunities, skills and training Environmental and planning approvals Environmental offsets and rehabilitation Social issues including health and wellbeing Regional development including community infrastructure and services Community and stakeholder engagement Traffic and transport	Local industry participation opportunities Local skills development Engagement opportunities during exploratory works environmental approvals Traffic impacts Environmental assessments
General community	Traffic and transport Environmental planning and approvals Project design and scope including roads Environmental impacts Community and stakeholder engagement Employment Project procurement processes	Fire management Haulage routes for works Project scope and timeframes Traffic impacts Temporary workers accommodation Road upgrades Supporting works Employment opportunities Skills required for Project roles

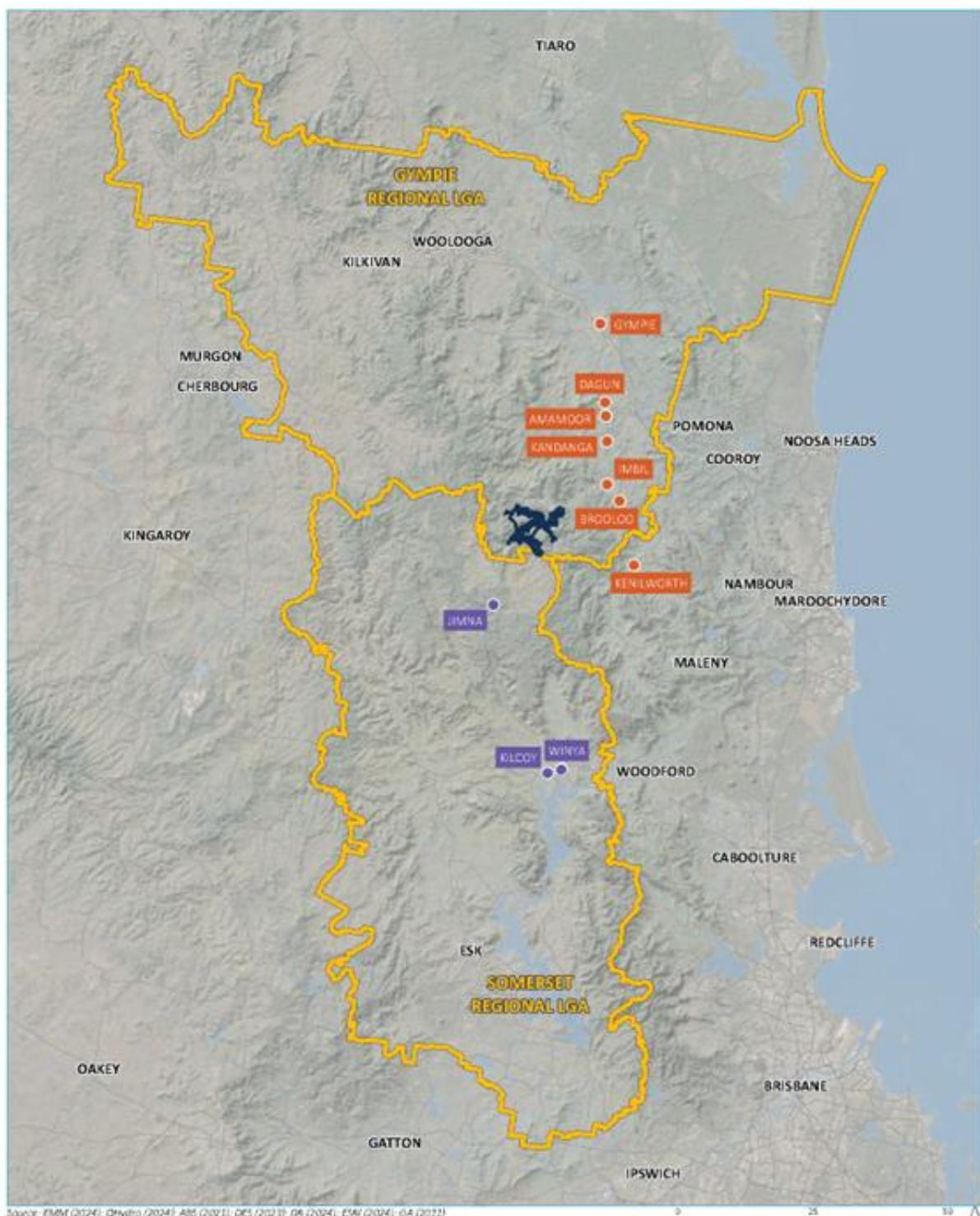
4. Our stakeholders and communities

Queensland Hydro defines a stakeholder as any individual, group of individuals, organisation or government agency with an interest in the Project and its decisions, or who may be directly or indirectly affected by these.

Impacted landholders include owners and interested holders of land which Queensland Hydro needs to secure, or directly affects, part or all their land for the delivery of exploratory works activities.

Affected stakeholders include those living, working or travelling near the exploratory works activities (see Figure 3 Project area) or on haulage routes whose properties, businesses, cultural heritage, employment, health, lifestyle or other interests may change as a direct result of the Project.

Local community are those stakeholders living in postcodes 4515, 4570 or 4574 including the following localities: Lake Borumba, Bella Creek, Imbil, Kilcoy, Jimna, Kingaham, Kenilworth, Moy Pocket, Bollier, Melawondi, Upper Kandanga or Kandanga Creek. These stakeholders may experience some changes (positive and negative) as a result of the project, but are not considered impacted or affected, i.e. their business, cultural heritage employment, health or lifestyle will not change.



SHIA study area
- nearby communities and project area

Borumba PHE Project
Social and Health Impact Assessment
Figure 1.1

Figure 3 Project area

4.1. Stakeholder groups

The following broad types of stakeholders (outlined in Table 2 below) have been identified as having an interest in the Project:

Table 2 Stakeholder groups

Landholders	Environmental groups
Local communities - Lake Borumba, Bella Creek, Imbil, Kilcoy, Jimna, Kingaham, Kenilworth, Moy Pocket, Bollier, Melawondi, Upper Kandanga or Kandanga Creek	Activist and advocacy groups
Regional area communities - Gympie, Somerset, Fraser Coast and Sunshine Coast	Education institutions
Queensland residents	Local and regional road users and transport operators
Traditional Owners	Hard to reach and vulnerable members of the community
Other First Nations people	Emergency and public services organisations
Local governments – Gympie and Somerset	Commonwealth and State Government agencies / regulators
Elected representatives	Regional media
Local businesses	Key project stakeholders / delivery partners such as Powerlink and Seqwater
Business, industry and tourism groups	Queensland Hydro Project team and contractors
Community groups	

Note: A detailed stakeholder analysis is provided in Appendix A, Table 11.

4.2. Communities in which we work

The immediate communities surrounding the proposed Project include the townships of Imbil (Gympie local government area) and Jimna and Kilcoy (Somerset local government area). Through engagement with members of these communities to date, it has been observed that Imbil is a close-knit community that exhibits strong social cohesion. Imbil township is revitalising and growing with the migration of new residents from coastal cities attracted to the lifestyle and surrounding natural environment offered. Residents have expressed the importance of tourism to the Mary Valley area, both from an economic generation and community development perspective.

Jimna is the closest town to the south-west of the proposed Project and is a small rural town with a strong character focused on its heritage buildings and natural setting within the Jimna State Forest. The forest offers camping facilities and walking trails through eucalypt forests and along local creeks.

The Project area has an older population than the state average, especially the Gympie local government area, with 25.3% of people over the age of 65 and a median age of 48. The Project area has generally higher rates of long-term health conditions, lower weekly incomes, and more households earning less than \$600 a week.

4.3. Regional context

The Project area encompasses the Mary River Catchment, covering almost 979,950 hectares and comprising more than 53,660 individual properties across four local government areas - Gympie, Somerset, Fraser Coast and Sunshine Coast (Queensland Reconstruction Authority, 2020).

As of 30 June 2023, the estimated resident population for the region was 566,299 people, with an average annual growth rate of 2.4% over five years (QGSO, 2024). The population is growing rapidly as new residents are attracted to the region for a range of lifestyle, employment, and financial reasons.

The Traditional Owners of the area are the Kabi Kabi and Butchulla People. The project is located on the lands of the Kabi Kabi People who are the determined Native Title holders. The Butchulla People are the determined Native Title holders downstream of the Project.

The region includes a broad cross-section of communities including small settlements and villages, service towns and hinterland towns, rural production areas, state forests, national parks, plantations and major urban settlements such as Gympie and Maryborough. Townships in the upper Mary Valley region include Montville, Maleny, and Mapleton at the top of the catchment. Kenilworth and Kandanga are located in the centre valley area. The lower Mary Valley region is approximately double the size of the upper reaches of the catchment, stretching from Gympie to Tiaro and through to Maryborough, then to the river mouth at River Heads.

While the population of the Mary Valley region is diverse, it shares many unifying factors which extend beyond geographic or catchment-based locations. These include shared key economic activities and industries, shared value sets and historical and cultural links.

4.4. Traditional Owners

4.4.1 Kabi Kabi People

Since December 2021, Queensland Hydro (and formerly Powerlink) has been engaging with the Kabi Kabi people, who are the determined native title holders and the cultural heritage party for the land and waters on which the project is located. Engagement was initially with the Registered Native Title Claimants on behalf of the Kabi Kabi First Nation Traditional Owners Native Title Claim Group. Following Kabi Kabi's successful native title determination in July 2024, consultation has continued with the Board of the Kabi Kabi Peoples Aboriginal Corporation (KKPAC) as the Registered Native Title Body Corporate.

This has included engagement in relation to both the Exploratory Works and Main Works stages of the Project. Specific to the Exploratory Works phase of the Project, Queensland Hydro and Kabi Kabi have entered into an Early Works Agreement and an Indigenous Land Use Agreement to manage cultural heritage and native title matters respectively.

A February 2025 consultation session provided a detailed overview of the Exploratory Works Preliminary Documentation to Kabi Kabi representatives and advisors. Regular engagement with Kabi Kabi has continued since this time, which has included further updates on the progression of the Exploratory Works design and approvals.

Engagement with Kabi Kabi to date has included, but has not been limited to:

- Information-sharing with regular briefings about Project elements, timeframes, and technical studies.
- Execution of an Early Works Cultural Heritage Agreement which guides how Kabi Kabi cultural heritage values can be identified, protected, and managed during the exploratory and early works phases of the Project.
- Commissioning of a detailed cultural heritage survey in mid-2022 to enable early identification of cultural heritage and places of significance within the proposed Project footprint (as known at the time of the study).
- Development of a Negotiation Protocol which is intended to guide and assist the negotiation of the main works Indigenous Land Use Agreement (ILUA) and Cultural Heritage Management Plan (CHMP). The Negotiation Protocol commits Queensland Hydro and KKPAC to good faith negotiations and stipulates negotiation on a range of matters including employment and training opportunities, business development, and contracting.

- Implementation of a Kabi Kabi Indigenous Impact Assessment (IIA) (ongoing) which outlines expected Project impacts on, and benefits to, the Kabi Kabi community. This will incorporate up to three rounds of community meetings to brief and receive feedback from the wider Kabi Kabi community.
- A standing invitation to the Kabi Kabi people to participate in the Project's Stakeholder Reference Group.
- Execution of an Investigative Works Indigenous Land Use Agreement to facilitate exploratory and early works.

To guide further engagement with Kabi Kabi and meet the requirements of the EIS Terms of Reference, Queensland Hydro has prepared a Consultation Sub-plan that provides a framework for ensuring that Kabi Kabi are involved and engaged throughout the EIS process. The Consultation Sub-plan is designed to support the development of the Social Impact Management Plan and the Kabi Kabi led Indigenous Impact Assessment (IIA). This CSEP and the Social Assessment (SA) do not attempt, ahead of the IIA being completed, to definitively document potential impacts or management measures as they relate to Kabi Kabi's IIA. As documented in the Consultation Sub-plan, Queensland Hydro acknowledges that participation in the EIS process does not imply Kabi Kabi support for, or endorsement of, the Project in any way.

4.4.2 Butchulla People

In October 2024, Queensland Hydro attended a community meeting with Butchulla Native Title Aboriginal Corporation (BNTAC) representatives to provide a project overview.

Both BNTAC and BAC were advised of the commencement of the public display period of the Preliminary Documentation for exploratory works.

4.4.3 Traditional Owner interest areas

Understanding Traditional Owner interest areas will help Queensland Hydro to develop tailored engagement approaches for the Project. Previous feedback from the Kabi Kabi people including in response to the Preliminary Documentation about the Project has identified the following main interests and areas for further consultation and engagement (Table 3 below).

Table 3 Traditional Owner interest areas

Key themes	Interest areas
Protection of Aboriginal cultural heritage	<ul style="list-style-type: none"> • Identification of cultural heritage in the Project area • Recording of cultural values in the broader Project area • Participation in cultural monitoring of exploratory and early works • Analysis and recording of identified cultural heritage
Housing and accommodation	<ul style="list-style-type: none"> • Impacts on rental housing availability
Environmental impacts	<ul style="list-style-type: none"> • Participation in the identification and planning for environmental offsets • Avoidance of further encroachment of invasive species in aquatic environments • Water quality • Flora and fauna impacts • Water availability, demand, and allocation
Project	<ul style="list-style-type: none"> • Project rationale and alternatives considered • Environmental and planning approvals • General project overview including timing and activities • Assessment of transmission lines project (Powerlink) • Cumulative impacts

Key themes	Interest areas
Economic opportunities and impacts	<ul style="list-style-type: none"> Business opportunities Jobs and training
Social and recreation	<ul style="list-style-type: none"> Amenity and lifestyle Economic opportunities Recreational facilities and use Community benefits
Project design	<ul style="list-style-type: none"> Hydrological modelling Inundation area Upper reservoir design Lower reservoir management National Park inundation Geotechnical information Geomorphology Flooding Downstream impacts Location of quarries and spoil areas

4.5. Landholder engagement

During the early stages of this Project, Queensland Hydro has engaged with landholders to access land to enable a range of geological, environmental, and social investigations. Queensland Hydro's preference is to access land through agreement with landholders without the need to purchase properties, wherever it is possible to do so.

The project has a dedicated team to work with landholders where access is required to undertake investigations or works such as road or stock grid maintenance. The team will regularly meet with landholders and provide updates through email, phone calls, and meetings. A dedicated phone number and email address is available for landholder enquiries. While the responsibility of engagement with directly impacted landholders lies within Queensland Hydro's land access team, the stakeholder engagement team supports the development and management of the landholder relationship and records feedback.

4.6 Stakeholder reference group and focus groups

The Borumba Project SRG is a consultative group which aims to capture stakeholder feedback about the Project, facilitating transparent, two-way community and stakeholder engagement. It is a core part of Queensland Hydro's engagement with community, ensuring that stakeholder input informs the Project's planning, design, construction, and operation. SRG meetings provide a forum for discussions about wide ranging project topics such as environmental assessments, Project design, potential impacts, community benefits, and more.

From the early stage of the Project, the SRG played an important role in facilitating two-way communication, ensuring the community had a formal way to have their voices heard. The inaugural meeting of the SRG was held on 21 April 2022.

In May 2024, Queensland Hydro surveyed existing members on how to improve the scope and operation of the group. The aim of the survey was to ensure the group continued to reflect the best needs of the community, and the meetings, content, and Terms of Reference were fit-for-purpose.

In response to feedback from existing group members, Queensland Hydro redeveloped the form of the SRG and established additional focus groups to facilitate in-depth discussion on key topics. A panel, consisting of community members, was also established to assess applications for the new Community Grants Program.

An Expression of Interest opened in early July 2024, asking community members to nominate for one of the three initiatives: the reformed SRG, the newly established focus groups, or the Community Benefits Panel.

This was an opportunity for local community champions and subject matter experts to express their interest in joining one of the initiatives, with the aim of the community network being to:

- keep stakeholders informed through the timely provision of project information
- respectfully listen and acknowledge the different needs, opinions and perspectives of stakeholders
- actively consider and respond to stakeholder concerns or issues
- undertake transparent and inclusive engagement activities within the community
- ensure that Queensland Hydro and the Queensland Government are aware of local issues related to the Project and that the interests of a broad range of stakeholders across all sectors are considering
- leverage community knowledge to fully understand potential local benefits and how they can be captured and delivered
- provide an opportunity for stakeholders to better understand the Project and share this increased awareness through their networks
- provide formal communication channels between Queensland Hydro and stakeholders to distribute and gather information from the community.

An EOI assessment panel, consisting of a third-party independent facilitator and representatives from Queensland Hydro considered all applications submitted during the EOI process. Following the closure of the EOI, members were selected and committed to:

- attending at least 75 per cent of meetings during the term of the group
- actively participating in discussions
- presenting the interests, concerns or views of their organisation, group or community network
- distributing information back to the organisation, group or community network they represent to enable the two-way flow of information between Queensland Hydro and the community
- maintaining all confidentiality requirements
- adhering to the Terms of Reference of the group.

Membership of all groups is on a voluntary basis and no financial remuneration is paid to members. Members for all three group types signed a formal Terms of Reference document. They will serve a two-year term, with meetings held quarterly. The timeframes of meetings were agreed by group members, and this also ensures adequate time to convey information and feedback to the members' networking groups, between meetings.

4.6.2 Focus groups

While the SRG covers a broad range of topics and updates, focus groups are designed to capture community and stakeholder feedback through facilitated in-depth discussions on dedicated topics. While each focus group will have a membership that is tailored to the specific topic, Queensland Hydro will seek to distribute interests, and skill sets across the focus groups to ensure a diversity of perspectives are shared.

Focus groups that have been developed include the Imbil and Surrounds focus group, Regional focus group, and Environment focus group. A Kilcoy, Jimna and Surrounds focus group is being developed.

4.6.3 Community benefits panel

The Community Benefits Panel includes members independent of Queensland Hydro. The Panel will review, assess, and recommend eligible grant funding applications for funding for endorsement by Queensland Hydro. This ensures that funding decisions are made for the community, by the community.

5. Engagement approach

5.1. Our approach to engagement

Our engagement approach is based on respect for our stakeholders and communities, a commitment to collaboration to enhance community and Project outcomes, and effective communication. This is summarised in Figure 4.

Respect	Collaborate	Communicate
 <ul style="list-style-type: none">• We will engage early, proactively and transparently with our communities and stakeholders to form relationships based on respect and understanding.• We will undertake engagement sensitively, will listen carefully, and consider and balance the needs of our communities, stakeholders and the Project.• We will respectfully acknowledge the contribution and feedback of Traditional Owners.	 <ul style="list-style-type: none">• We will work constructively with our communities, stakeholders, and specialist advisors to gain a greater understanding of the region, its environment and people, and the things that matter most to locals.• We will create opportunities for involvement in the Project for people from diverse backgrounds and in different locations.• We will develop strong partnerships that support positive social outcomes and a legacy for the people of Queensland.	 <ul style="list-style-type: none">• We will listen to community members and stakeholders to understand their interests, concerns, and opportunities they see for community benefits.• We will provide timely, accurate, and useful information to our communities and stakeholders so that they may stay informed and engaged about the Project.• We will communicate in ways that promote a deeper understanding of one another including face-to-face.• We will advise community members and stakeholders if and how their feedback has informed the Project and mitigations.

Figure 4 Engagement approach

Our aim is for engagement to be timely and accessible, and tailored to overcome barriers to public participation. The frequency and format of engagement activities will take into consideration community and stakeholder locations, values, concerns, and attitudes.

We expect that our engagement activities will result in diverse and valuable community and stakeholder feedback on different aspects of the exploratory works, approvals, and broader Project. We will consider all feedback and integrate it into Project plans, processes, and decisions wherever feasible and demonstrate how feedback helped shape the Project in publicly available reports, materials, and presentations.

5.2. Principles and practices

Queensland Hydro's approach to engagement relies on engaging transparently, ethically, and proactively with Project stakeholders and communities. It is based on respect for our stakeholders and communities, and a commitment to collaborate and enhance community and Project outcomes.

Our approach is informed by the IAP2 Spectrum, Figure 5 below, and contemporary industry thinking and engagement practices such as the:

- Quality Assurance Standard for Community and Stakeholder Engagement (IAP2, 2015)
- AA1000 Stakeholder Engagement Standard (AccountAbility, 2015)
- Infrastructure Engagement Excellence Framework: A Framework for Optimal Community and Project Outcomes (Next Generation Engagement, 2019).

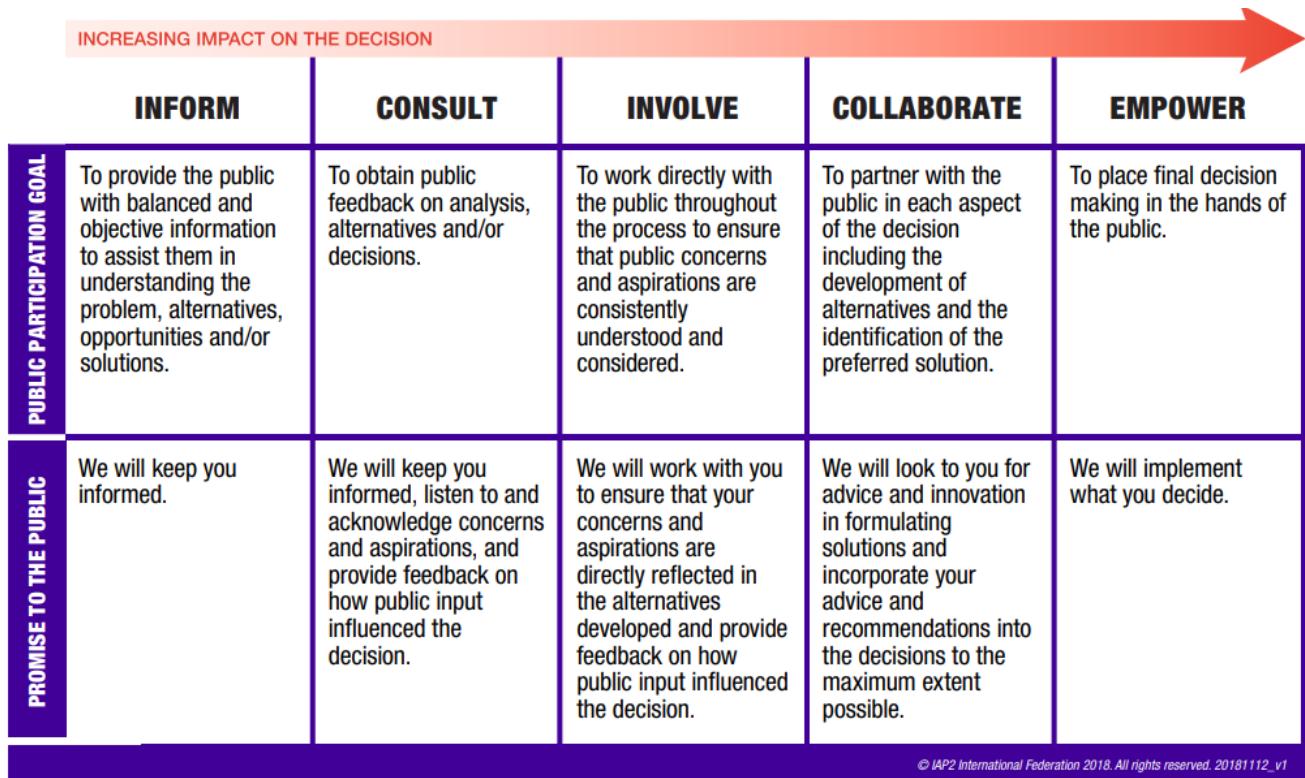


Figure 5 IAP2 Public Participation Spectrum

Queensland Hydro has developed a set of engagement principles and behaviours which we expect our employees and contractors to follow, as outlined in Table 4 below. We share these in Project documents and through team member inductions and forums.

Table 4 Engagement principles and behaviours

Our principles	Our behaviours
Respectful	<ul style="list-style-type: none"> • Value people's time, knowledge, and connection to places. • Practice cultural respect and maintain an open dialogue with Traditional Owners. • Engage early and often and seek to include a diversity of ideas and contributions. • Set clear objectives and choose ways to engage that are accessible for stakeholders and fit for purpose. • Strive to build positive, long-term relationships with stakeholders, leaving lasting benefits for the communities we work in.
Responsive	<ul style="list-style-type: none"> • Address stakeholder concerns as they arise, responding to stakeholders in a timely manner, and following through on our commitments. • Adapt our approach to engagement by listening, collaborating, and learning to respond to the needs of our stakeholders.

	<ul style="list-style-type: none"> Refine, improve, and build on our processes and practices to continuously improve stakeholder outcomes and deliver genuine and appropriate engagement.
Transparent	<ul style="list-style-type: none"> Provide information to stakeholders that is accessible and easy to understand. Communicate clearly and openly about what is negotiable and non-negotiable, and what stakeholders can and cannot influence. Provide certainty as early as we can, recognising that our Project has long lead times, develops over time, and can have a large impact on communities. Share our decision-making frameworks with stakeholders for a deeper understanding of our decisions. Build trusted relationships with our people, communities, and stakeholders.
Authentic	<ul style="list-style-type: none"> Listen to stakeholders to understand their feedback, priorities, and concerns. Show stakeholders we have listened by providing feedback that closes the loop. Create opportunities for partnership, collaboration, and co-design of Project elements through relationships built on trust and respect. Operate within the boundaries of our authority. We do not make commitments or promises we are not authorised to make or set expectations that cannot be met.
Informative	<ul style="list-style-type: none"> Support a strong awareness among the local community and key stakeholders around the need for energy security, our Project, and its benefits to local and broader communities. Effectively engage the local community and stakeholders, resulting in high levels of participation in engagement events and across communication channels. Ensure a socially inclusive approach to engage a broad range of stakeholders so that feedback is representative of the diversity of our communities and stakeholders. Provide a range of communication channels, tools, and events that meet stakeholders where they are at, and how they prefer to be engaged.

5.3. Roles and responsibilities

A range of groups and people have key roles in the planning and implementation of community and stakeholder engagement for this Project, as summarised in Table 5 below.

Table 5 Roles and responsibilities

Role	Communication and engagement responsibilities
Queensland Coordinator-General	<ul style="list-style-type: none"> Coordinator of the EIS process including assessment of the EIS (including this Plan, the SIA and the SAMP) by State and Commonwealth regulators. Monitoring of community and stakeholder engagement activities and outcomes for the Project.
Executive General Manager Delivery	<ul style="list-style-type: none"> Corporate Leadership of Queensland Hydro's delivery team including all facets of construction from planning, scheduling, and delivery
Executive General Manager Approvals Queensland Hydro	<ul style="list-style-type: none"> Corporate leadership of Queensland Hydro's environment, land, indigenous partnerships, communication, social performance, stakeholder engagement, and government relations policies and programs. Engaging with Traditional Owner groups and people to seek input on Project issues such as cultural heritage, design, construction, procurement, and community benefits.
Head of Stakeholder Engagement and Local	<ul style="list-style-type: none"> Stakeholder engagement, social performance, communications, reputation and social risk governance, strategy, and planning.

Communication, Queensland Hydro	<ul style="list-style-type: none"> Corporate management of Queensland Hydro's engagement and communication program. Engagement, social performance, and communications leadership and resource management. Monitoring and reporting on engagement, social performance, and communication performance for the Project. Governance, strategy, and planning for the Community Benefits Framework. Building and maintaining relationships with other corporate organisations developing projects in proximity to the Borumba Pumped Hydro Project to inform the assessment, mitigation, and management of cumulative impact risks and opportunities.
Stakeholder Engagement and Social Performance Manager, Queensland Hydro	<ul style="list-style-type: none"> Championing the social management system. Coordinating the Social Impact Assessment and associated management plans. Implementing the Community Benefits Framework including the community grants, sponsorship, partnership, and community development programs. Facilitating the Community Benefits Panel. Coordinating a longitudinal sentiment study for the Borumba Project and Queensland Hydro. Managing the stakeholder management database, Borealis. Devising and managing the engagement toolkit of policies, procedures, strategic planning, templates and reporting.
Borumba Engagement Lead, Queensland Hydro	<ul style="list-style-type: none"> Managing day-to-day activities for the Borumba engagement and communications team. Planning engagement strategies, plans, activities, and materials. Collaborating with Project leaders and contractors to encourage consistent, effective engagement. Chairing the Project's Stakeholder Reference Group and focus groups. Managing engagement resources. Identifying and sharing outcomes and lessons learned. Evaluating and reporting on engagement performance.
Borumba Engagement and Communications team, Queensland Hydro	<ul style="list-style-type: none"> Preparing engagement and communications plans. Delivering approved engagement plans, materials and activities. Coordinating the Project's Stakeholder Reference Group and focus groups. Managing community and stakeholder enquiries and complaints. Reporting on engagement activities and performance. Supporting other Queensland Hydro teams, such as the Regional Development team, as required to conduct community and stakeholder engagement to support the development of strategies, plans, and initiatives.
Workforce Development and Local Industry Participation Lead, Queensland Hydro	<ul style="list-style-type: none"> Build and maintain relationships with industry stakeholders, contractors, suppliers and government agencies to support developing and delivering local content and social procurement opportunities and commitments. Ensuring local, indigenous, and social enterprise businesses have full, fair, and reasonable opportunity to contribute to the Project. Implement Workforce Strategies and workforce development activities ensuring alignment with the Jobs, Skills and Industry Participation Strategy and First Nations Participation Plan.

	<ul style="list-style-type: none"> Gather market intelligence and supply chain insights to increase the visibility and utilisation of subject matter expert (SME), and local/regional and indigenous businesses across Queensland Hydro's tiered supply chain. Implement supplier capability building initiatives to enhance the capability of local, social, and Indigenous suppliers, as well as targeted training and development to enhance their skills and capacity.
Stakeholder Engagement and Local Communications Business Unit, Queensland Hydro	<ul style="list-style-type: none"> Coordinating investments and actions to support improved wellbeing and living standards in the region. Helping to create pathways from education to career opportunities across the region. Developing the Regional Development Framework including impacted community infrastructure.
Consultant for the Borumba SAMP, SIA and SIMP	<ul style="list-style-type: none"> Researching and preparing the SAMP, SIA, and SIMP. Conducting community and stakeholder engagement to support development of these documents and ensure that stakeholder and community feedback is reflected.
Consultant for the Borumba Project longitudinal study of community and stakeholder sentiment	<ul style="list-style-type: none"> Conducting independent community and stakeholder surveys to obtain feedback on Queensland Hydro's activities including communication and engagement.
Community members and stakeholders	<ul style="list-style-type: none"> Providing feedback and input to Queensland Hydro about matters of interest or concern to them. Sharing Project information with their communities. Reviewing key Project documents such as the EIS during statutory consultation periods.

5.4. Legislative requirements and guidelines

Our engagement approach is designed to ensure it complies with the requirements of relevant Commonwealth and State Government legislation and guidelines including the:

- Requirements for a 'coordinated project' under the Queensland Government's *State Development and Public Works Organisation Act 1971* (Department of State Development and Public Works (SDPWO) Act), which requires:
 - Consulting stakeholders and community members who may be impacted by the Project.
 - The Stakeholder Engagement Plan for the EIS phase will cover other specific engagement legislative requirements under this Act and can be found here [Borumba-PHES_Overarching-EIS-Stakeholder-Consultation-Plan_V0.1-WEB.pdf](#)
- Strong and Sustainable Resource Communities Act 2017* (SSRC Act) and Social Impact Assessment (SIA) Guideline (Department of State Development, Infrastructure, Local Government and Planning (DSDILGP), 2018).
- The SAMP forms part of the Queensland Government's requirements for Exploratory Works Assessments and Management Plans under the Project Works Regulation Report. The SAMP addresses key matters within the SIA Guideline.
- The SAMP provides a framework for Queensland Hydro and its stakeholders to identify and assess the social impacts which may occur in local and regional communities during exploratory works. The SAMP covers the following areas:
 - identify and assess the social impacts which may occur in local and regional communities during Exploratory Works
 - detail the social impact mitigation and benefit enhancement measures (collectively referred to as "management measures") required to manage significant potential social impacts identified

- provide a framework for Queensland Hydro and its stakeholders to mitigate, monitor, and assess the effectiveness of measures into the future.
- The SAMP is structured according to the key matters within the Queensland Government's SIA Guideline, including:
 - community and stakeholder engagement
 - workforce development and management
 - housing and accommodation
 - business and industry
 - health and community wellbeing.

6. Activities and methods

6.1. Overview

Our engagement activities and methods are summarised in the Plan on a Page at the start of this document (which covers both phases of the Project), and in this section of the Plan. An engagement implementation plan including proposed activities, communication channels / tools, and timing is provided in Section 9.

Overall, our engagement activities are grouped into three streams or areas of focus. In part, this reflects:

- current Project and legislative requirements
- community and stakeholder areas of interest
- our desire to integrate engagement activities where possible, avoid duplication or 'consultation fatigue' in our host communities.

The engagement streams are shown in Figure 6 below.

Environment and approvals stream	Community benefits and readiness stream	Exploratory Works
<p>Engagement activities for:</p> <ul style="list-style-type: none">• Works Regulation• EPBC referral for Exploratory Works• SAMP for Exploratory Works• Other regulatory approvals• Native title and cultural heritage matters <p>Supporting strategies and plans such as:</p> <ul style="list-style-type: none">• Environmental Management Plans and Offsets Strategy• First Nations and Industry Engagement Plan• Butchulla People Consultation Sub-Plan• Kabi Kabi People Consultation Sub-Plan	<p>Engagement activities for:</p> <ul style="list-style-type: none">• Community readiness program• Community engagement events program• Local business engagement• Education program• Community wellbeing program• Community Benefits Program• Regional Development program• Sentiment study <p>Supporting strategies and plans such as:</p> <ul style="list-style-type: none">• SAMP• Community Benefits Framework• Local Council engagement plans• Regional Development Framework	<p>Engagement activities for:</p> <ul style="list-style-type: none">• Procurement and works planning• Exploratory works program• Landholder engagement• Key stakeholder relationship engagement• Project team and contractor engagement <p>Supporting strategies and plans such as:</p> <ul style="list-style-type: none">• SAMP• Exploratory Works engagement plans• Property-specific management plans• Relationship management plans• Works contractor engagement plans• Incident and emergency response plan• Construction phase Environmental Management Plans and other operational plans

Figure 6 Engagement streams

6.2. Activities

Consultation activities and tools have been selected to align with community and stakeholder interests and needs identified to date and have been planned, taking into consideration the IAP2 Spectrum (see Figure 5). Table 6 below presents the key activities and tools to be used for engaging with stakeholders during Exploratory Works.

Table 6 Key activities

Activity / tool	Objectives	Targeted stakeholders
Stakeholder Reference group (SRG)	<p>Continue to build trust in the relationships between Queensland Hydro and SRG members through consultation and involvement in the Project wherever possible.</p> <p>Inform SRG members about key Project decisions, milestones, benefits and impacts, and encourage two-way transfer of knowledge between the Project team and community.</p> <p>Respond to feedback from members on behalf of their communities / interest groups and demonstrate how the Project team has considered this feedback.</p>	SRG members
Community Connect and neighbourhood check-in events	<p>Inform community members about key Project decisions, milestones, benefits and impacts and encourage two-way transfer of knowledge between the Project team and community.</p> <p>Consult community members about local issues of interest or concern and address these in a timely way.</p> <p>Continue to build trust in the relationships between Queensland Hydro and community members through consultation and involvement in the Project wherever possible.</p> <p>Inform community members about the Project and connect them with relevant support services as needed.</p> <p>Consult with local businesses, including accommodation providers, to provide advanced notice of local business supply opportunities and mitigation measures to manage project impacts.</p>	First Nations people Community – local Landholders Businesses – local Community groups – local Environment groups – local Emergency services
Focus groups and working groups	<p>Inform focus group and working group members about key Project decisions, milestones, benefits, and impacts and encourage two-way transfer of knowledge between the Project team and community.</p> <p>Consult members about key areas of interest or concern for regulatory processes such as the SIA.</p> <p>Inform members about impact management measures and outcomes.</p> <p>Respond to feedback from members on behalf of their communities / interest groups and demonstrate how the Project team has considered this feedback.</p> <p>Involve members in community building and place-making activities in local areas.</p> <p>Strengthen relationships and collaborate wherever possible to address issues, risks, and opportunities.</p> <p>Incorporate feedback into Queensland Hydro practices.</p>	Traditional Owners Community – local Landholders Businesses – local Road users Industry – local Environmental groups Local government

Community benefits	<p>Inform stakeholders and communities about Queensland Hydro's commitment to deliver lasting benefits for the community.</p> <p>Collaborate with key stakeholders and communities to develop a program and initiatives that reflect their needs and wants.</p> <p>Provide inclusive opportunities for community input into, and involvement in, the program.</p> <p>Build trust with key stakeholders and the Project communities through consultation and involvement in the Project wherever possible.</p>	First Nations people Community – local Businesses – local Community and environment groups Local government Road users
Wellbeing program	<p>Respond to relevant SAMP and SIA feedback about impacts on landholders and local communities.</p> <p>Consult local communities about their mental health needs and provide access to community services as needed.</p>	Landholders Community – local
Traditional Owners and industry engagement program	<p>Consult Traditional Owners to identify and reflect their perspectives in Project planning and design.</p> <p>Invite and involve stakeholders in community activities and industry events.</p> <p>Collaborate with stakeholders to advertise and promote job creation for local people, including Traditional Owners.</p> <p>Collaborate with local businesses to encourage entrepreneurial and economic opportunities.</p>	Traditional Owners Contractors Businesses – local Community – local

6.3. Communication channels and tools

Queensland Hydro will use a range of channels to communicate and engage with communities and stakeholders as shown in Table 7 below. We will continue to look for innovative ways to create awareness, share information and generate participation.

Table 7 Communication tools and techniques

Tools	Techniques
Traditional media	Media events, media releases, media interviews, newspaper/magazine advertisements, radio advertising, business industry publications.
Digital media	Advertisements, emails, e-newsletters, podcasts, videos, web copy, webforms, webinars, website articles, works notifications, 3D web-based visualisations, Social Pinpoint interactive mapping tool.
Social media	Paid and organic social media posts, geotargeted posts.
In-person meetings	Community Connect events, information sessions, event stalls, visitor hours at Project offices, presentations, site tours, and community, local business, and neighbour check-in activities.
Collaboration platforms	Stakeholder Reference Group (SRG), focus groups, working groups and educational, technical and other workshops.
Collateral	Fact sheets, newsletter, maps, branded promotional items, diagrams, visual imagery, artists impressions.
Analog engagement	Letters/post, works notifications, sponsorships, paid advertising, 3D printed visualisations, 1800-phone line, survey/polls/feedback forms.
Internal	Team meetings, workshops, action plans, surveys, online engagement platforms.

6.4. Tailored methods for diverse groups

Our communication and engagement methods will be tailored according to the specific needs of our stakeholders including diverse communities.

We consider diverse communities to include culturally diverse people: people with a disability; potentially vulnerable people such as those who have low capacity to participate in Project processes for socio-economic reasons such as age, socio-economic status, disability, culture, language and mobility; and people from different age groups and backgrounds. We will consider accessibility requirements when selecting engagement methods, which may include:

- promoting translation and interpreter services on all online and printed materials
- selecting meeting venues that offer access for people with a disability or offering alternative meeting arrangements such as online meetings
- providing sound systems, visual materials and other aids at community events and forums to ensure that participants can see and/or hear information and participate in discussions
- offering screen reader and accessibility functions through the website and online platforms
- providing hard copy materials upon request for those without or limited access to the internet
- captioning and transcribing videos, animations and other materials to ensure Project information is accessible and, where appropriate, providing Auslan interpreters to support engagement and outreach activities
- continuing outreach with local Councils and community groups to better connect with and represent culturally and linguistically diverse, disability advocacy and vulnerable groups.

6.5. Key messages

Key messages have been developed to explain the scope, purpose and commitments for the Project, support the development of communication materials and help resolve key stakeholder and community enquiries in a timely manner.

Current key messages are below and will be updated as the Project progresses and at key milestones:

- The proposed Borumba Pumped Hydro Project is a long duration pumped hydro energy storage project being developed at Lake Borumba and the surrounding areas between Imbil and Jimna, west of the Sunshine Coast.
- Queensland Hydro is currently undertaking early works on site while it seeks regulatory approvals for the exploratory works phase of the Project.
- The Borumba site was identified more than 40 years ago in the 1980s as having significant potential for a pumped hydro scheme because of ideal topography, an existing reservoir, and geological stability.
- The proposed project site is on State land and is on the traditional country of the Kabi Kabi People.
- Our current focus is delivering a refreshed business case and commercial assessment for the proposed Borumba Project that is aligned to the Queensland Government's five-year energy roadmap strategy and meets the State's future energy needs. The refreshed business case is expected to be completed by mid-2026. For Queensland Hydro, this scope means a long-duration pumped hydro system.
- Queensland Hydro is currently undertaking early works onsite, technical investigations, project planning, design and community work while important regulatory approvals are progressed.
- Our high-level program of work continues to focus on assessing the design to improve cost and schedule certainty and minimise any potential impacts on natural, cultural and community values.
- The proposed Borumba Project is intended to be delivered in two stages known as exploratory works and main works. Exploratory works occur before main works.

- Exploratory works are critical activities that will confirm geotechnical conditions and characteristics of the Borumba Project site, building on the vast knowledge we have gathered throughout the investigations stage. These activities are critical to inform the detailed design of the Borumba Project.
- The exploratory works are focused on geotechnical investigations including drilling, test-pitting and tunnelling. To enable that activity, the exploratory works also include the establishment of temporary workers' accommodation camps and the construction and upgrades of access tracks, including the installation of temporary bridges. The temporary workers' accommodation camps are intended to ensure we do not have an impact on local housing or visitor accommodation during the exploratory works.
- We know that the proposed Borumba Project is ultimately better off when we have input from our neighbours, stakeholders, and local communities.
- We are dedicated to enhancing the environment and enriching the communities we serve, ensuring our project leaves a lasting, positive impact and provides meaningful community benefits.
- Queensland Hydro is unwavering in its commitment to be nature positive by delivering benefits to the environment over and above the long-term climate benefits that are achievable when pumped hydro schemes are operational. Our plan is to deliver conservation outcomes that improve the overall environment.
- We will honour the cultural heritage and First Nations custodians of the land on which we work by engaging closely at all stages of the Project. Providing a platform for the voice of Traditional Owners to be heard is a key part of creating a clean energy future that we can all be proud of and benefit from.

7. Managing enquiries and complaints

Queensland Hydro is committed to keeping stakeholders, including landholders and community members, well-informed throughout the Borumba PHES Project. The Queensland Hydro Complaints, Enquiries and Feedback Policy (available on the project website) outlines the principles and guidelines employees and contractors will follow and informs stakeholders about the process for submitting a complaint or providing feedback.

7.1. Approach and key principles

Supporting the policy is the Complaints, Enquiries and Feedback Management Procedure (internal Queensland Hydro document) that outlines a consistent, accountable, and transparent approach to address complaints and enquiries regarding Queensland Hydro projects, services, employees and/or operations.

The procedure is a guide for all employees and contractors to effectively handle and resolve complaints and enquiries, ensure clear understanding of different roles and responsibilities in the complaint and enquiries management process, and provide appropriate escalation channels. Stakeholders may request an escalation of the complaint to a higher level within Queensland Hydro. If the stakeholder is not satisfied with the resolution post-internal review, the complainant is advised of the opportunity to escalate the issue through external organisations acting as intermediaries, such as the Department of Environment, Tourism, Science and Innovation (DETSI), the Department of Transport and Main Roads (TMR) or local council. This process is further expanded in the Social Assessment Management Plan, Table 5.4. Channels for enquiries and complaints

Queensland Hydro communication channels will be monitored between 8:30am and 5pm, Monday to Friday, excluding public holidays. The channels include:

- **email:** community@qldhydro.com.au (enquiries can also be received via the project email address, borumba@qldhydro.com.au)
- **phone:** toll free Borumba project hotline on 1800 433 939 (this may be monitored 24 hours a day, seven days a week during exploratory works, if required)
- **website:** submit an online form at <https://qldhydro.com.au/contact-us/feedback-and-complaints/> (a copy of Queensland Hydro's Complaints, Enquiries and Feedback Policy can also be accessed via the website)
- **in person:** face-to-face interaction with Queensland Hydro representatives or contractors (e.g. at Imbil project office, community drop-in session or meeting)
- **in writing:** address complaint or enquiry to Stakeholder Engagement Manager, Queensland Hydro, PO Box 12278, George Street, Queensland 4003.

7.2. Contact card

The Queensland Hydro contact card will be provided to key stakeholders and community members by Project staff during interactions with them as required. Our people have been informed that interactions are best managed and documented via the Stakeholder Engagement team, and the contact card lists their details (email borumba@qldhydro.com.au and Project phone line 1800 433 939).

7.3. Record keeping

All community and stakeholder interactions over the life of the Project, including exploratory works, will be documented using a range of tools such as databases and meeting records.

7.3.1 Stakeholder database

The project's stakeholder database is used to record the engagement activities taking place between team members and stakeholders.

The database is used to record all interactions with all project stakeholders, their status and outcome; and is available to the Project team. Evaluation of these interactions will allow for the tracking of trends and will feed into the ongoing review of this Plan.

Any required actions listed in the database will be identified and tracked on a weekly basis. This will ensure actions are followed up and monitored through to completion.

The database is used to:

- document and report on proactive communication and stakeholder enquiries, complaints and feedback received, including key issues and themes
- track all open matters as part of monitoring, managing, and resolving all enquiries and complaints in a timely manner
- document how key stakeholder and community feedback received has been considered and addressed including the proposed management measures
- continuously evaluate and adapt the engagement program to meet key stakeholder and community needs and expectations, as required
- identify trends and monitor community sentiment
- provide information to assist with responses to media and Ministerial correspondence and briefings.

7.4. Issues management

Queensland Hydro's multi-disciplinary Project team will work collaboratively to proactively identify and manage site-specific and Project-wide communication and engagement risks and opportunities. This includes developing communication and engagement measures to address identified issues such as meeting with stakeholders, and producing key messages, frequently asked questions (FAQs), fact sheets and visual materials to explain key concepts. Activities will include:

- analysing industry-wide media coverage analysis (using the Meltwater tool)
- undertaking regular issues, risk and opportunities assessments with the communication and engagement team
- facilitating key stakeholder meetings as a regular 'temperature check'
- seeking community and stakeholder feedback during and following engagement events
- monitoring community enquiries and complaints data from the stakeholder database, email and 1800 number records.

While Project-level risks and opportunities are recorded in Queensland Hydro's corporate risk register, communication and engagement risks and opportunities for specific Project activities are presented in relevant *Community and Stakeholder Engagement Action Plans* (CSEAPs) which are internal plans that help detail planned engagement for specific activities.

Queensland Hydro's *Crisis and Emergency Management Framework* (a Queensland Hydro internal document) will be used in the event of a major incident or crisis at the Project site or offices.

7.5. Works notifications

For exploratory works, Queensland Hydro will provide advanced notice to directly affected stakeholders and affected stakeholders prior to work occurring.

This work may include activities such as construction of Temporary Workers Accommodation Camps, geotechnical drill rig activities, or road upgrades.

Queensland Hydro has developed a matrix to identify the level of impact and notification timeframes for specific activities. This matrix will detail notification timeframes, with minimum of one weeks notice for works impacting stakeholders. Where work is identified as low impact, notifications may have a shorter timeframe, whereas works identified as high impact may have a longer timeframe (i.e., three weeks in advance).

Works notifications may be delivered via email, letterbox drop, phone calls, web and social media alerts. While every effort will be made to provide timely and adequate notice for upcoming works, activities and dates may be subject to change due to circumstances outside of Queensland Hydro's control (i.e., weather or construction conditions impacting works schedules). Notifications to landholders where work takes place within a property would

be managed on a case-by-case basis, dependent on the individual's notification preferences, requirements and access agreement with Queensland Hydro.

8. Evaluation and reporting

8.1. Evaluation

Evaluation and continuous improvement are foundations of our delivery approach for this Project. To evaluate engagement effectiveness and success during the Project, Queensland Hydro will:

- measure, monitor, and report on stakeholder views/perceptions after activity completion
- monitor Project web page visits, social media hits, and information downloads
- analyse engagement actions and indicators and assess delivery against engagement objectives
- collect feedback from stakeholders, Ministers, government agencies, and the wider community
- measure the level of stakeholder participation in the engagement process
- conduct media and social media monitoring.

The methods for evaluating our engagement activities are outlined in Table 8 below. These measures align with Project approvals (EIS including SIA) guidelines and requirements.

Table 8 Evaluation

Outcome	Target	Verification methods
High levels of community and stakeholder participation are achieved.	Engagement activities are conducted with 100% of stakeholders (highly affected landholders, directly impacted stakeholders on haulage routes, properties with business operations) affected by the Project's known or potential social and health, environmental, and economic impacts.	Database records SRG member feedback
Sufficient and representative key stakeholder and community feedback is collected including about potential Project impacts and management measures.	100% of all feedback is adequately addressed. Note: Stakeholders may be dissatisfied about how feedback has been addressed. This may not be a measure of the adequacy of the response/s provided.	Database records Project communication materials and EIS documentation explain how feedback received has been considered and addressed Sentiment study data
Minimal issues are escalated to elected representatives, or the media and few public objections (negative submissions) are received in response to the EIS.	95% of all enquiries are managed within the stakeholder engagement team, without the need for escalation to the EGM Delivery.	Database records Media coverage sentiment EIS submissions received
Stakeholder enquiries and feedback are addressed in timely, consistent and transparent ways.	95% of stakeholder enquiries are acknowledged within two working days of receipt and closed out as soon as practicable.	Database records SRG member feedback Media coverage sentiment Sentiment study data
The communication and engagement methods implemented meet the communication needs of stakeholders, including all relevant affected and	80% of stakeholder feedback indicates that the engagement program is effective.	Database records SRG member feedback

Outcome	Target	Verification methods
interested persons, bodies and regulatory authorities.		Consultation summary reports at key approvals milestones, including an evaluation of the engagement program Media coverage sentiment Sentiment study data

8.2. Reporting

All stakeholder engagement activities will be recorded in the stakeholder database. Data will be incorporated into the SAMP quarterly reporting, which captures the number of engagement activities carried out, feedback themes received through community engagement, community sentiment and ways feedback has been incorporated into the Project design and delivery methods.

Additionally, regular reporting on key feedback themes, issues and events are undertaken in line with the reports outlined in Table 9 below. Reporting requirements will be evaluated and updated as required and reflected in SAMP quarterly reporting.

Table 9 Reporting requirements

Deliverable	Responsibility	Frequency
Communication and Stakeholder Engagement team weekly report	Engagement Lead	Weekly
Ministerial Quarterly report	Head of Stakeholder Engagement and Local Communications	Quarterly
Queensland Hydro Board meeting and report	Head of Stakeholder Engagement and Local Communications	Monthly
Executive Leadership Team Reports	Head of Stakeholder Engagement and Local Communications	Monthly
Risk review	Engagement Lead	Monthly
Content and Social Media Report	Engagement Lead	Monthly
SAMP Quarterly Report	Engagement Lead	Quarterly

9. Implementation plan

This section presents the communication and stakeholder engagement activity schedule for exploratory works. Activities and key milestones are subject to change and the schedule. Table 10 below will be updated to reflect changes.

Community Stakeholder Engagement Action Plans (CSEAP's) will be developed by Queensland Hydro's stakeholder engagement team to enable delivery of different activities or programs in the schedule.

Table 10 Implementation schedule

Dates	Project engagement	Exploratory Works
2024	Local business relationship check-ins Information sessions Community Connect events Education programs SRG regular meeting Quarterly newsletter Monthly EDMs (e-newsletters) Monthly site works updates Sensitive receptor / directly impacted stakeholder meetings Key stakeholder meetings Industry events Community sponsorships and event involvement Website updates Media releases Social media posts Traditional Owner consultation meetings	Community Readiness Program (detailed communication and engagement) Local business relationship check-ins Landholder engagement Fact sheets Road signage Targeted engagement with residents and businesses along proposed haulage routes Engagement with key stakeholders Monthly site works updates Site works notifications Contractor engagement Community information sessions SRG and focus group meetings Stakeholder meetings
2025	Local business relationship check-ins Information sessions Community Connect events Education programs SRG regular meeting Quarterly newsletter Monthly EDMs (e-newsletters) Monthly site works updates Sensitive receptor / directly impacted stakeholder meetings Key stakeholder meetings Industry events Community sponsorships and event involvement Website updates Media releases Social media posts Traditional Owner consultation meetings	Community Readiness Program (detailed communication and engagement) Local business relationship check-ins Landholder engagement Fact sheets Preliminary Documentation overviews with the Kabi Kabi People, SRG and Focus Group members Preliminary Documentation public display and comment period for exploratory works approvals (March 2025) Road signage Targeted engagement with residents and businesses along proposed haulage routes Engagement with key stakeholders Monthly site works updates Site works notifications Contractor engagement SRG and focus group meetings Stakeholder meetings
2026	Local business relationship check-ins Information sessions	Community Readiness Program (detailed communication and engagement)

Dates	Project engagement	Exploratory Works
	Community Connect events Education programs SRG regular meeting Quarterly newsletter Monthly EDMs (e-newsletters) Monthly site works updates Sensitive receptor / directly impacted stakeholder meetings Key stakeholder meetings Industry events Community sponsorships and event involvement Website updates Media releases Social media posts Traditional Owner consultation meetings	Local business relationship check-ins Landholder engagement Fact sheets Road signage Targeted engagement with residents and businesses along proposed haulage routes Engagement with key stakeholders Monthly site works updates Site works notifications Contractor engagement Community information sessions SRG and focus group meetings Stakeholder meetings
2027	Local business relationship check-ins Information sessions Community Connect events Education programs SRG regular meeting Quarterly newsletter Monthly EDMs (e-newsletters) Monthly site works updates Sensitive receptor / directly impacted stakeholder meetings Key stakeholder meetings Industry events Community sponsorships and event involvement Website updates Media releases Social media posts Traditional Owner consultation meetings	Community Readiness Program (detailed communication and engagement) Local business relationship check-ins Landowner engagement Fact sheets Road signage Targeted engagement with residents and businesses along proposed haulage routes Engagement with key stakeholders Monthly site works updates Site works notifications Contractor engagement Community information sessions SRG and focus group meetings Stakeholder meetings
2028	Local business relationship check-ins Information sessions Community Connect events Education programs SRG regular meeting Quarterly newsletter Monthly EDMs (e-newsletters) Monthly site works updates Sensitive receptor / directly impacted stakeholder meetings Key stakeholder meetings Industry events Community sponsorships and event involvement Website updates Media releases	Community Readiness Program (detailed communication and engagement) Local business relationship check-ins Landholder engagement Fact sheets Road signage Targeted engagement with residents and businesses along proposed haulage routes Engagement with key stakeholders Monthly site works updates Site works notifications Contractor engagement Community information sessions SRG and focus group meetings Stakeholder meetings

Dates	Project engagement	Exploratory Works
	Social media posts Traditional Owner consultation meetings	

Appendices

Appendix A – Stakeholder analysis

Project stakeholders have been identified and classified based on their potential levels of interest in the Project and potential influence on Project decisions, approvals or community sentiment about the Project. The matrix in Figure 7 was used to classify stakeholders in this way.

This classification, as well as the IAP2's Public Participation Spectrum (inform, consult, involve, collaborate, and empower) has enabled Queensland Hydro to match stakeholders with appropriate consultation activities and tools as shown in the Implementation Plan in Section 9.

The stakeholder classifications and analysis will be reviewed over the life of the Project including:

- at key Project delivery milestones
- in response to key stakeholder and community feedback and new or emerging issues.

		Interest		
		High	Medium	Low
Influence	High	High potential involvement	Medium potential involvement	Medium potential involvement
	Medium	High potential involvement	Medium potential involvement	Low potential involvement
	Low	Medium potential involvement	Low potential involvement	No potential involvement

Figure 7 Stakeholder interest and influence matrix

The following table (Table 11) provides an overview of identified stakeholders including the anticipated or potential impacts of the Project on stakeholders, their interests in the Project and the likely level of engagement required with each stakeholder group based on the IAP2's Inform, Consult, Involve, Collaborate, and Empower levels.

Table 11 Stakeholder classification

Stakeholder group	Stakeholder/s	Interest / influence level	Engagement approach	Anticipated and potential impacts/interests	Engagement level – inform, consult, involve, collaborate, empower
Traditional Owners	<ul style="list-style-type: none"> Registered Native Title Bodies Corporate and Cultural Heritage Parties including the Kabi Kabi Peoples Aboriginal Corporation, Butchulla Native Title Aboriginal Corporation, and Butchulla Aboriginal Corporation Traditional Owners within the project location and downstream – the Kabi Kabi People, Butchulla People #2 and Butchulla People Land & Sea Claim #2 	High / high	High potential involvement	<p>Identification, protection, management, and access to Aboriginal cultural heritage significance</p> <p>Native Title rights and interests</p> <p>Inclusivity of the Project's communication and engagement process</p> <p>Environmental and economic project impacts and benefits</p> <p>Fish passage and ecology</p> <p>Business and employment / training opportunities</p> <p>Water management</p>	Inform, consult, involve, collaborate, empower
Other First Nations People	<ul style="list-style-type: none"> Other First Nations people and groups who do not have statutory authority under the <i>Native Title Act 1993</i> (Cth) or the <i>Aboriginal Cultural Heritage Act 2003</i> (Qld) First Nations service providers including North Coast Aboriginal Corporation for Community Health, Refocus, and Queensland South Native Title Services First nations owned or managed businesses 	High / Medium	High potential involvement	<p>Protection, management, and access to areas of Aboriginal cultural heritage significance</p> <p>Inclusivity of the Project's communication and engagement process</p> <p>Environmental and economic project impacts and benefits</p> <p>Business and employment / training opportunities</p>	Inform, consult, collaborate
Impacted landholders and occupiers	<ul style="list-style-type: none"> Queensland Hydro Department of Environment, Tourism, Science and Innovation 	High / high	High potential involvement	<p>Land access requirements</p> <p>Voluntary acquisitions</p> <p>Agistment agreements</p> <p>Project approvals</p>	Inform, consult, involve

Stakeholder group	Stakeholder/s	Interest / influence level	Engagement approach	Anticipated and potential impacts/interests	Engagement level – inform, consult, involve, collaborate, empower
	<ul style="list-style-type: none"> Department of Local Government, Water and Volunteers Queensland Parks and Wildlife Service Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development Seqwater Seqwater permittees (water customers) Private landholders, tenants, lessees and agistees in the Project footprint (refer to Figure 3) including residents on rural and semi-rural properties, and businesses such as Lake Borumba Caravan and Camping Grounds, Borumba Deer Park, HQ Plantations, Stirling's Crossing Equestrian Complex and Superior Wood Schools and camps such as Brisbane Girls Grammar School's Marrapatta Memorial Outdoor Education Centre Associations such as Lake Borumba Fish Stocking Association, Yabba Creek Rural Fire Service and fishing, boating, water skiing, bushwalking, horse riding, cycling and car driving groups Landholders, businesses, tenants, lessees and agistees directly affected by Project roads, road closures and haulage routes being those located on: Yabba Creek Road, Bella Creek Road, Little Bella Creek Road, Derrier Road, Old Forest Road, Araucaria Road, Coonoongibber Creek Road, Old Yabba Road, Yielo Road, Sunday Creek Road and Mary Valley Road 			<p>Licence agreements</p> <p>Impacts on National Park and State Forest</p> <p>Impacts of exploratory works and future main works such as noise, dust, and traffic movements</p> <p>Workforce accommodation on site</p> <p>Local road use</p> <p>Project team conduct</p> <p>Safety and incident management</p> <p>Local jobs and training</p> <p>Environmental management and offsets</p> <p>Economic benefits</p> <p>Community benefits</p> <p>Dam safety</p>	

Stakeholder group	Stakeholder/s	Interest / influence level	Engagement approach	Anticipated and potential impacts/interests	Engagement level – inform, consult, involve, collaborate, empower
Stakeholder Reference Group (SRG), focus groups and working groups	<ul style="list-style-type: none"> SRG members Focus Group members Environment Working Group members 	High / high	High potential involvement	Project approvals Water and environmental impacts Impacts of exploratory works and future main works Community benefits Economic benefits Community interest Safety Local and regional benefits Community engagement process	Inform, consult, involve, collaborate
Federal Government Departments and Agencies	<ul style="list-style-type: none"> Department of Climate Change, Energy, Environment and Water 	Medium / high	Medium potential involvement	Project approvals (under the EPBC Act) Environmental impacts	Consult, involve, collaborate
State Government – Approval body	<ul style="list-style-type: none"> Office of the Coordinator General 	High / high	High potential involvement	Development approvals Environmental impacts Regional development Community benefits Community engagement <p><i>Note: The Office of the Coordinator General (OCG) is responsible for managing engagement with certain agencies regarding approvals, as well as statutory public comment processes (public display, notifications, and submissions) with Queensland Hydro carrying out supporting engagement activities in close collaboration.</i></p>	Involve, collaborate

Stakeholder group	Stakeholder/s	Interest / influence level	Engagement approach	Anticipated and potential impacts/interests	Engagement level – inform, consult, involve, collaborate, empower
State Government Departments and agencies	<ul style="list-style-type: none"> • Department of Environment, Tourism, Science and Innovation • Department of Primary Industries • Department of Local Government, Water and Volunteers • Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development • Department of Transport and Main Roads • Department of Housing and Public Works • Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism • Queensland Emergency Services, Queensland Health, Queensland Police Service, Queensland Fire and Emergency Services • Department of Trade, Employment and Training • Queensland Parks and Wildlife Service • Powerlink • Seqwater 	High / high	High potential involvement	Project approvals Water management Regional development Community benefits Social and health impacts of the Project Economic impacts of the Project Renewable energy targets and government commitments	Involve, collaborate
Federal and State elected representatives	<ul style="list-style-type: none"> • Federal member for Wide Bay, Llew O'Brien MP • State member for Nanango, Deb Frecklington MP • State member for Gympie, Tony Perrett MP 	Medium/ high	Medium potential involvement	Project approvals Regional development Community benefits Social and economic impacts Workforce accommodation Affected constituent sentiment	Inform, consult

Stakeholder group	Stakeholder/s	Interest / influence level	Engagement approach	Anticipated and potential impacts/interests	Engagement level – inform, consult, involve, collaborate, empower
				Renewable energy targets and government commitments	
Local Government Authorities - directly affected Councils	<ul style="list-style-type: none"> • Gympie Regional Council • Somerset Regional Council • Council CEOs • Mayors and Councillors 	High / high	High potential involvement	Project approvals Operational and adjoining land access and management Road use, traffic and transport impacts Workforce accommodation Water supply and security Waste management Local human services Community benefits Regional development Pumped hydro industry Local industry participation	Inform, consult, involve, collaborate
Local Government Authorities - indirectly affected Councils	<ul style="list-style-type: none"> • Noosa Shire Council • Sunshine Coast Council • South Burnett Regional Council • Fraser Coast Regional Council • Council CEOs • Mayors and Councillors 	High / low	Medium potential involvement	Project approvals Water supply and security Community benefits Regional development Workforce accommodation Pumped hydro industry Local industry participation	Inform, consult

Stakeholder group	Stakeholder/s	Interest / influence level	Engagement approach	Anticipated and potential impacts/interests	Engagement level – inform, consult, involve, collaborate, empower
Local government authorities in SEQ	<ul style="list-style-type: none"> Brisbane City Council Lockyer Valley Regional Council Western Downs Regional Council Moreton Bay Regional Council Toowoomba Regional Council 	Medium / low	Low potential involvement	Project approvals Pumped hydro industry Regional development	Inform
Affected stakeholders	<ul style="list-style-type: none"> Residents and businesses in Imbil, Kilcoy and Jimna (Community Receptors) Nearby communities close to Project transport routes including Brooloo, Dagun, Kenilworth, Amamoor, Kandanga, Gympie and Winya Users of local roads in the Project area Local tourism and recreation facility operators 	High / high	High potential involvement	Project approvals Land and amenity impacts Water and environmental impacts Traffic and transport impacts Community benefits Regional development Social and economic impacts Workforce accommodation Local industry participation Jobs and training opportunities Traffic and transport plans and impacts Haulage routes Impacts of exploratory works and future main works such as noise, dust, and traffic movements Recreational impacts (dam use) Dam safety Water supply scheme operation during works Project team conduct	Inform, consult, involve

Stakeholder group	Stakeholder/s	Interest / influence level	Engagement approach	Anticipated and potential impacts/interests	Engagement level – inform, consult, involve, collaborate, empower
Potentially affected stakeholders	<ul style="list-style-type: none"> • Sunshine Coast • Fraser Coast • Gympie 	High / low	Medium potential involvement	Workforce accommodation Local industry participation Community benefits Regional development Recreational impacts (dam use)	Inform, consult
Stakeholders of interest	<ul style="list-style-type: none"> • Tourism operators • Accommodation providers • Local businesses • Recreational users • Community groups • Activist and advocacy groups • Environmental groups • Educational facilities • Sporting groups • Transport providers • Real estate agents • Unions • Emergency and health service providers • Training providers • Vulnerable groups • Mary Valley Chamber of Commerce • Gympie Chamber of Commerce • Somerset Business Chamber 	High / high	High potential involvement	Project approvals Social and economic impacts Employment and supplier opportunities Regional development Proposed infrastructure Community benefits Workforce accommodation Environmental impacts Recreational impacts (dam use)	Inform, consult, involve

Stakeholder group	Stakeholder/s	Interest / influence level	Engagement approach	Anticipated and potential impacts/interests	Engagement level – inform, consult, involve, collaborate, empower
Media	<ul style="list-style-type: none"> • Burnett Today • Cooroy Rag • Gympie Living • Gympie Times • Hello Sunshine Magazine • IN Noosa Magazine • Mary Valley News / Voice • Noosa Today • The Pineapple • View News 	Potentially high / high	High potential involvement	Project approvals Community and other local benefits Regional development Recreational impacts (dam use) Environmental impacts Dam safety Workforce accommodation Project team conduct	Inform
Project team, contractors, suppliers and potential goods and services providers	<ul style="list-style-type: none"> • Project team • Industry groups • Businesses 	High/low	High potential involvement	Jobs and training Procurement Project approvals Regional development Economic benefits Project timeframes Scope of works	Inform, consult, collaborate

Appendix B – Guiding documents and protocols

Table 12 Engagement toolkit

Document	Intent
Community Benefits Framework	This document provides a strategic approach for engaging and supporting communities while contributing to local well-being and development. It encompasses a systematic approach involving targeted initiatives aimed at enhancing the community in which the Project is located. The framework and program ensure activities have a positive and sustainable impact on the community, promoting economic, social, and environmental benefits while fostering a sense of social responsibility and accountability.
Industry Engagement Framework	This document will provide a strategic approach for engaging with industry with a focus on readiness of local, regional, international, and indigenous industry participants for the Project.
Regional Development Framework	This document will provide a strategic approach to regional development which seeks to enhance well-being and living standards by supporting Queensland Hydro initiatives that do not fit directly within the Project. Activities such as addressing housing and community infrastructure fall within this strategy.
Crisis Management Plan	The Plan will provide a roadmap for how Queensland Hydro will work with its internal and external partners to have a coordinated and aligned communication response in a crisis. This document provides a strategy and set of protocols developed to manage and respond to critical incidents. The purpose of the plan is to manage and mitigate negative consequences.
Borealis Guidelines	This document provides the management procedure for handling stakeholder data as an organisation. It details data entry and quality management, governance, security, and audit procedures.
Complaints and Enquiry Policy and Procedure	All complaints or issues raised by stakeholders will be recorded within our customer relationship management system (CRM), Borealis, within 24 hours of the initial interaction occurring. Stakeholders should be provided with a response within 10 business days. The Project team member is to inform the Borumba Engagement Lead within two hours of the complaint being raised. Refer to the Queensland Hydro Complaints and Enquiries, Complaints and Feedback Policy Procedure , for further detail on the complaints process.
Borumba Fast Facts	This document will contain the key messaging for the Borumba Pumped Hydro Project to use in communications material.
Landholder Engagement	Provides guidance on the team's requirements in attaining access to private properties.
Operational Minimum Requirements	Will provide guidance to contractors on community and engagement expectations when interacting with community members and stakeholders on behalf of Queensland Hydro. It includes guidance on how to interact with protestors, the media, accessing private properties, and on and offsite.
Review and Approvals	Queensland Hydro applies the Responsible, Agree, Input, Decide, Execute, and Communicate (RAIDEC) model to support the review and approval process of key deliverables to ensure rigour and relevant input is provided during the development phase. This model will be adapted for each key deliverable, depending on the content and approval level required. This document outlines the RAIDEC approval process and associated responsibilities.

Document	Intent
Safety Management Policies	Safety management policies and procedures will be developed separately in partnership with the Queensland Hydro Safety team.
Social Assessment Management Plan	This plan is a tool used to proactively address social and environmental issues, engage stakeholders, and demonstrate commitment to responsible and sustainable practices.

13. Negotiables and non-negotiables

Identifying negotiables and non-negotiables is vital for building social licence. It allows for building trust by demonstrating a willingness to collaborate and enhancing decision-making efficiency. Recognising what aspects are open to negotiation enables a targeted communication approach, reducing risks associated with stakeholder engagement. What is negotiable and non-negotiable will be clearly communicated to the community at each Project phase, and the rationale behind non-negotiables will be explained to demonstrate openness and transparency, and to build and maintain trust.

13.1 Negotiables

The project matters considered ‘negotiable’ as part of community consultation activities are identified in Table 13 below.

Table 13 Negotiables

Topic	Details	What the community can impact on this topic
Community benefits package	Community partnerships, sponsorships, and benefits	We are seeking community feedback on how Queensland Hydro can best leave a positive and enduring legacy for our communities.
Methods of communication	Feedback channels, engagement activities, communication methods	We will adapt our approach to engagement by listening, collaborating, and learning to respond to the needs of our stakeholders.
Frequency of communication	Timing and frequency of communication	The frequency of communication and updates can be negotiated based on stakeholder preferences, expectations, project phases, and urgency.
Mitigation measures	Construction impacts and mitigations for noise, dust, access, traffic, accommodation.	We will apply tailored mitigation measures for community and stakeholder concerns about traffic and transport, dust, noise, accommodation, and access during construction activities.
Elements of the EIS scope	EIS TOR and scope open for public comment	Stakeholders and the community will have the opportunity to provide feedback on the EIS TOR and scope of technical studies. Stakeholder reference group (SRG) members may have additional input into the EIS and EIS TOR, prior to submissions being made.
EIS	EIS consultation, including assessment and proposed impact mitigation	Stakeholders and the community will have the opportunity to provide feedback on the EIS, including the impact assessment and mitigation measures proposed.
Elements of the project design	EIS consultation, including project design and construction methodology	Stakeholders, landholders, and the community will have the opportunity to provide feedback on some elements of the project design and construction methodology.
Celebration of culture	Visual amenity treatments, signage, and other features	Input will be sought from Kabi Kabi People to help influence the design of visual amenity features and signage for the Project.

13.2 Non-negotiables

The project matters considered ‘non-negotiable’ as part of community consultation activities are shown in Table 14 below.

Table 14 Non-negotiables

Topic	Details	Messaging around why the topic is a non-negotiable and process for receiving feedback on this topic
Approvals process	The Exploratory Works and EIS approvals process	The OCG is responsible for coordinating and facilitating assessment processes to support the exploratory works and EIS approvals process, including the public comment period, submissions process
Legal and regulatory compliance	Regulations and industry standards	Adherence to laws, regulations and industry standards is non-negotiable
Project location	Project site	The Project location is driven by industry design specifications for pumped hydro energy storage
Safety and risk mitigation	Safety and risk mitigation throughout all phases	Ensuring the safety of Queensland Hydro staff, our contractors and the community is a priority.

14 Lessons learned

Reviewing lessons learned throughout, and after carrying out, each engagement action plan is crucial in assessing our engagement program success, as it provides valuable insights into what is working and what isn’t. It allows us to be responsive to our stakeholder’s needs to gain social licence for Queensland Hydro.

We are able to examine lessons learned through the evaluation process, included in our action plans. The evaluation section of each action plan requires us, prior to undertaking the engagement campaign, to state our objectives and metric for meeting the objective. Following the campaign, it requires us to note how successfully we met this objective and how we could have met this objective more successfully.

Appendix C – Background information

Demographic profile

The Project is primarily located within the Gympie Regional Council local government area (LGA), approximately 13 kilometres (km) south-west of Imbil, the nearest township, and 49 km south-west of Gympie, a major service and administration centre of the region. Table 15 provides a demographic overview of the suburbs and localities (SALs) of Gympie, Imbil, and Kenilworth, as well as Gympie LGA and Somerset LGA with Queensland provided for comparison.

It should be noted that this does not define the social locality, which will be determined during the SHIA process. Other nearby localities that may be considered in the future include Jimna, Kandanga, Kilcoy, and Manumbar.

Table 15 Demographic overview

Indicator	Gympie	Imbil	Kenilworth	Gympie LGA	Somerset LGA	Queensland
Population	11,355	1,071	604	53,242	25,057	5,156,138
Population change (2016 – 2021) (%)	+5.1	+15.9	+8.2	+7.4	+1.9	+9.6
Median age	42	49	51	48	45	38
Population aged 14 years or younger (%)	18.3	16.3	13.8	16.5	18.3	18.7
Population aged 65 years or older (%)	24.0	23.4	27.6	25.4	21.5	17.0
First Nations (%)	5.6	3.5	4.0	4.4	4.7	4.6
Median household weekly income (\$)	\$1,022	\$1,141	\$1,187	\$1,115	1,312	\$1,675
Occupation (top 3 responses)	Labourers (15.8%)	Technicians and Trades Workers (16%)	Managers (18.7%)	Technicians and Trades Workers (15.3%)	Labourers (16.7%)	Professionals (21.4%)
	Technicians and Trades Workers (15.6%)	Managers (15.2%)	Technicians and Trades Workers (18.0%)	Labourers (14.8%)	Technicians and Trades Workers (15.5%)	Technicians and Trade Workers (13.7%)
	Community and Personal Service Workers (14.9%)	Labourers (14.2%)	Labourers (14.2%)	Community and Personal Service Workers (12.9%)	Managers (13.4%)	Clerical (12.7%)
Households where a non-English language is used (%)	5.5	4.1	4.0	4.2	6.1	15.6
SEIFA decile ¹	1	2	3	2	3	n/a
Households earning less \$650 per week (%)	28.1	23.5	20.2	5.9	20.3	16.4
Unemployment (%)	7.0	6.7	1.3	5.9	5.3	5.4

¹The Socio-Economic Indices for Areas (SEIFA) Index of Relative Socio-economic Advantage and Disadvantage summarises information about economic and social conditions, derived from Census variables including income, percentage in skilled occupations, housing expenditure and educational attainment. The SEIFA deciles range from 1 (most disadvantaged) to 10 (most advantaged).

Other projects in the region

Cumulative impacts from multiple projects can result in construction and engagement fatigue, due to a cumulation of engagement as well as impacts such as noise, traffic, flooding, visual amenity, dust, and vibration. The following major projects and possible associated cumulative impacts have been identified.

Energy projects

The table below (Table 16) outlines other proposed energy projects in the region. Cumulative impacts may include concerns about environmental impacts, impacts on Aboriginal cultural heritage, and noise, dust, and traffic impacts. Consultation fatigue surrounding renewable energy and storage projects is also a consideration.

Table 16 Energy projects in the region

Project name	Owner
Tumuruu Solar Farm (South Burnett Region)	Australian Solar Enterprises
Harlin Solar farm Stage 1 (Somerset Region)	Sunshine Energy Australia
Harlin Solar farm battery storage (Somerset Region)	Sunshine Energy Australia
Woolooga Energy Park (Gympie Region)	LGI
Woolooga Battery (Gympie Region)	Equis
Lower Wonga Solar Farm (Stage 1) (Gympie Region)	Lightsource BP Australia
Lower Wonga Solar Farm (Stage 1) battery storage (Gympie Region)	Lightsource BP Australia
Munna Creek Solar Farm (Fraser Coast Region)	Renewable Energy System Technologies
Southern REZ Battery	Stanwell Corporation
Tarong Battery	Stanwell Corporation

Bella Creek Road upgrade

Gympie Regional Council carried out roadworks as part of the Reconstruction of Essential Public Asset relief measures available under the Disaster Recovery Funding Arrangements. Construction occurred from mid to late 2024.

Powerlink transmission connections

Powerlink has been engaged by Queensland Hydro to develop potential transmission line corridors to connect the proposed Borumba Pumped Hydro Project to the existing electricity transmission network. This project will significantly influence our Project and have a cumulative effect on some communities.

Due to the potential generation and storage capacity of the Borumba Pumped Hydro Project, new transmission infrastructure will be needed from the proposed pumped hydro facility at Lake Borumba to Woolooga in the north, and Halys in the south-west.

Stanwell Tarong Power Station

The Tarong power stations, owned and operated by Stanwell, are one of Queensland's largest electricity generating sites. Meandu Mine, near South Nanango, is central to Stanwell's long-term plan for the Tarong Power stations. Stanwell maintains relationships with communities and Traditional Owners. Cumulative impacts may include concerns about environmental impacts, impacts on Aboriginal cultural heritage, and noise, dust, and traffic impacts.

Social Assessment & Social Assessment Management Plan

A Social Impact Evaluation (SIE) was undertaken as part of the Detailed Analytical Report (DAR) in 2023. A Social Assessment and Social Assessment Management Plan was drafted in 2025. A Social Impact Management Plan will be undertaken as part of the EIS.

These documents should be read and align to engagement activity of the CSEP.

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