

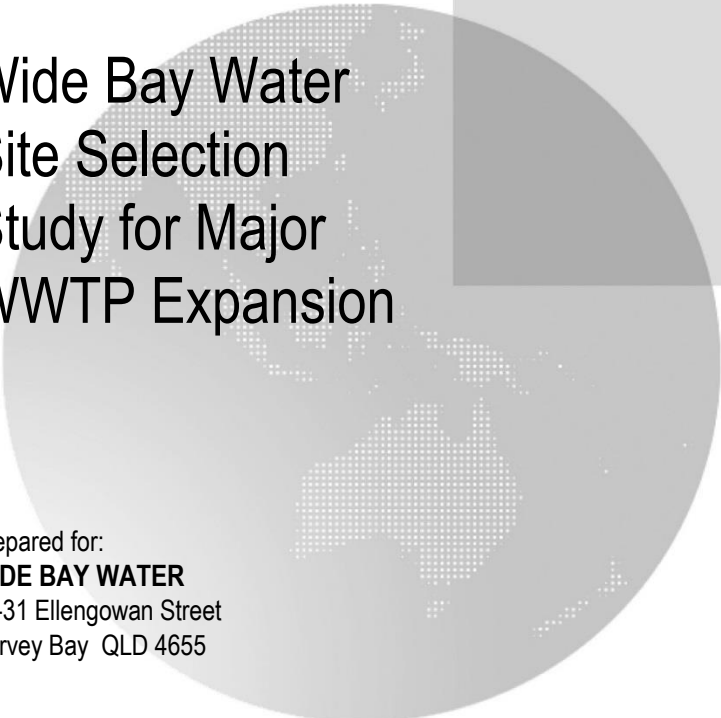
KBR

Wide Bay Water
Site Selection
Study for Major
WWTP
Expansion

We Deliver

Stakeholder Engagement Strategy

**Stakeholder
Engagement Strategy**



**Wide Bay Water
Site Selection
Study for Major
WWTP Expansion**

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Limitations Statement





The sole purpose of this report and the associated services performed by Kellogg Brown & Root Pty Ltd (KBR) is to detail the Stakeholder Engagement Strategy in accordance with the scope of services set out in the contract between KBR and Wide Bay Water ('the Client'). That scope of services was defined by the requests of the Client and by the time and budgetary constraints imposed by the Client.

KBR derived the data in this report primarily from meetings with the Client and desktop research. The passage of time, manifestation of latent conditions or impacts of future events may require further exploration and subsequent data analysis, and re-evaluation of the findings, observations and conclusions expressed in this report.

In preparing this report, KBR has relied upon and presumed accurate certain information (or absence thereof) relative to the existing treatment plants in Hervey Bay and the sewage and effluent reuse Scheme provided by government officials and authorities, the Client and others identified herein. Except as otherwise stated in the report, KBR has not attempted to verify the accuracy or completeness of any such information.

This report has been prepared on behalf of and for the exclusive use of the Client, and is subject to and issued in connection with the provisions of the agreement between KBR and the Client. KBR accepts no liability or responsibility whatsoever for or in respect of any use of or reliance upon this report by any third party.

Revision History

Revision	Date	Comment	Signatures			
			Originated by	Checked by	Technical Approval	Project Approval
A	16/01/2018	Draft Issue for client review	T Venturini B Nichol	K Thomas	J Lamb	B Nichol
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1 Purpose

This Stakeholder Engagement Strategy has been developed to guide the stakeholder engagement and communication activities undertaken as part of the Site Selection Study for Major Wastewater Treatment Plant (WWTP) Expansion project (the project) on behalf of Wide Bay Water (WBW).

This strategy will:

- ensure engagement and communication activities are aligned and consistent, to build awareness and understanding of the project before the primary environmental approvals phase.
- identify key stakeholders, issues and risks, with accompanying management and mitigation strategies to ensure the project is in safe hands, and the reputation of WBW is protected.
- recommend a variety of ways to engage stakeholders throughout the project's development.

This strategy is a living document, and will be reviewed at regular project milestones to incorporate new and emerging issues or trends as the project progresses.

This strategy is an overarching guide for engagement during the life of the project, with individual project phases requiring specific Communication and Engagement Plans (CEPs).

1.1 ENGAGEMENT SCOPE AND DEFINITIONS

The stakeholder engagement scope for this strategy is to guide purposeful and consistent engagement throughout the life of the project.

As part of understanding the purpose of this overarching strategy, it is important to acknowledge the difference in the various terms that will be used throughout the project's life and associated documents.

Engagement refers to the **process** by which an organisation involves those who may be impacted by operational decisions or projects, whereby they can influence, understand or become aware of such decisions and projects.

Communication is a **tool** that enables engagement with interested stakeholders to take place, and can take on many varying forms (i.e. verbal, written, visual).

Consultation is another **tool** within the engagement process that enables interested stakeholders to contribute to or provide input on decisions or projects. Feedback obtained from the consultation process helps the organisation refine its decisions or helps understand how stakeholders feel about decisions, a project or operations. Consultation is not suited to all projects and is best employed when there are negotiable elements of the project that stakeholders can influence.

This strategy should be read in conjunction with the CEP prepared for each project phase, which will provide detailed objectives, risks and activities for each phase of works. This strategy also includes an Implementation Plan for the early engagement phase of this project.

2 Project context

2.1 PROJECT BACKGROUND

It is projected that by 2022, the Hervey Bay Sewerage Scheme will be at capacity, and one of the two existing wastewater treatment plants located at Nikenbah and Pulgul, will require an upgrade to accommodate the increased wastewater loads. The Hervey Bay Sewerage Scheme treats all residential, commercial and industrial waste produced within the Eli Creek catchment, Nikenbah catchment and the Pulgul catchment areas.

Hervey Bay's population is predicted to increase by a total of 12,400 equivalent dwellings by 2031, with the larger population growth area to be around the Pulgul area. Therefore, to service the projected increase in load on the sewerage scheme, an upgrade of around 10,000 equivalent dwellings is required, which will increase the volume of treated effluent requiring management.

The existing Hervey Bay Sewerage Scheme comprises the following:

- three wastewater treatment plants
- effluent storage dams
- effluent distribution pipe network and pump stations
- hardwood plantation (and pasture) irrigation scheme managed by WBW.

The scheme also includes wastewater reuse by private entities, which includes irrigation for sugar cane crops, golf courses, turf farms, and water offtakes for dust suppression.

WBW has commissioned a site selection study to identify the preferred option to achieve the capacity increase. The aim of the study is to identify which of the two WWTPs would be the most appropriate for upgrade and how best to manage the increase in effluent and treated wastewater.

2.2 OPTIONS

A site selection and options technical assessment has been completed, using a Multi-Criteria Analysis (MCA) to reach the most suitable outcome. Table 2.1 outlines the six options that were selected for further assessment. Figure 2.1 shows the options spatially.

Table 1: Options selected for further development and assessment

Option	Process	End use	Additional Storage [^]	Additional Irrigation area [*]
1	Nikenbah WWTP Trickle Filter Upgrade	Nikenbah Expanded Irrigation	1,810 ML	1,050 ha
2	Nikenbah WWTP Duplication	Nikenbah Expanded Irrigation	1,810 ML	1,050 ha

Option	Process	End use	Additional Storage [^]	Additional Irrigation area*
3	Pulgul WWTP External Nitrification Upgrade	Pulgul Outfall + Expanded Irrigation	Accommodated within existing storages	312 ha sugar cane Vanderwolf Rd Private Users
4	Pulgul WWTP External Nitrification Upgrade	Pulgul Outfall	Not required	Not required
5	Pulgul WWTP Membranes Upgrade	Pulgul Outfall + Expanded Irrigation	Accommodated within existing storages	312 ha sugar cane Vanderwolf Rd Private Users
6	Pulgul WWTP Membranes Upgrade	Pulgul Outfall	Not required	Not required

*1,050 ha irrigation is for hardwood trees.

[^] 190ML of storage incorporated into existing dam at Cassava – otherwise 2,000ML would be required.

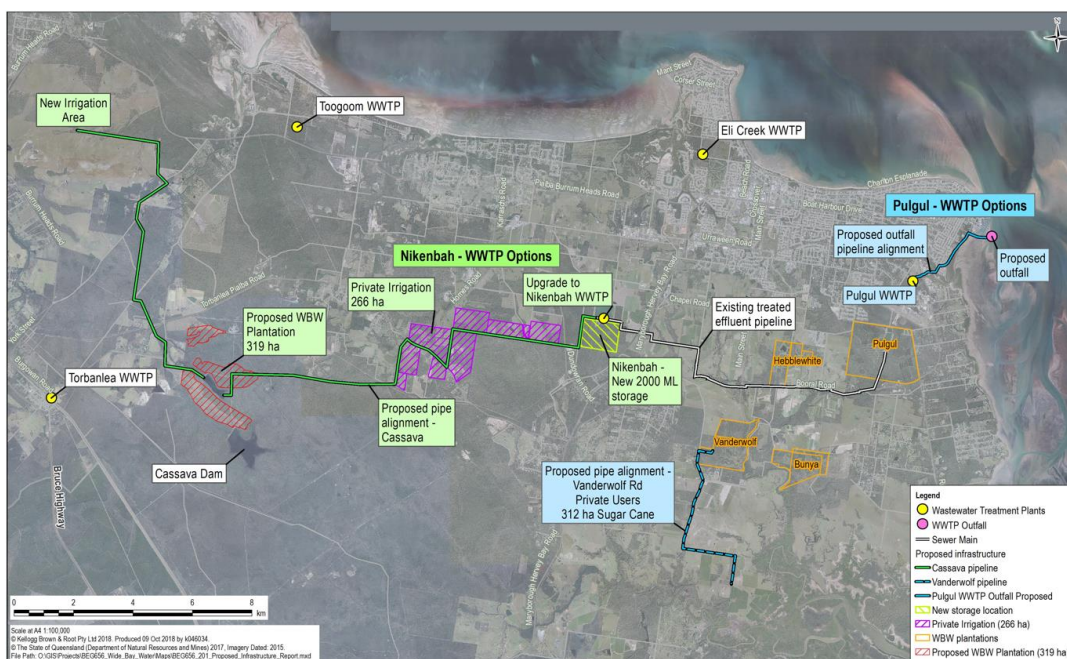


Figure 2.1: Reuse options selected for further assessment in MCA

2.3 PROJECT TIMEFRAMES

Table 2 below provides an indicative timeframe for the various phases of the project.

The timeframes presented are indicative only and are subject to change based on the direction of WBW or Fraser Coast Regional Council (FCRC), or the timing of internal approvals.

Stakeholder and community engagement will be ongoing throughout the development of this project.

Table 2: Project phases and indicative timeframes

Phase	Phase description	2018				2019				2020				2021				2022				2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Site selection process	X	X	X																					
2	Council approvals				X				X																
3	Concept Design					X	X	X	X	X	X	X													
4	Community Engagement				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
5	Environmental approvals process				X	X	X	X	X	X	X	X	X	X	X										
6	Detailed Design												X	X	X	X									
7	Construction																X	X	X	X	X	X			

3 Stakeholder analysis

Stakeholders were identified and analysed via desktop research, and upon advice from WBW and FCRC. Tables 4 and 5 outline the various internal and external stakeholders that have some interest and influence over the project. The stakeholder level of engagement has been classified as per the International Association of Public Participation (IAP2) Spectrum.

The IAP2 Public Participation Spectrum is a continuum of stakeholder and community engagement activities, as shown in Table 3 below. The Spectrum is designed to assist with selecting the most appropriate level of engagement required to meet the strategic objectives for a project, and be inclusive of a range of stakeholder interests. One end of the Spectrum outlines one-way and informative interactions with stakeholders designed to inform. As you progress across the spectrum, interactions become two-way, where stakeholders play a more active role and exert more influence.

KBR has adapted the Spectrum to represent what is possible as part of this project.

Table 3: Public Participation Spectrum

	Inform	Consult	Involve	Collaborate
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To actively engage with the public in each aspect of the decision including the options analysis, and the process to identify the preferred solution.
Call to action	We will keep you informed.	We will keep you informed, listen and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are incorporated where possible and provide feedback on how public input influenced the decision.	We will look to you for advice in terms of the solution, and incorporate your advice and recommendations into the final outcome to the maximum extent possible.
Examples of Tools	Fact sheets Newsletters Website Residents' letters Presentations	Surveys Feedback forms Information sessions	Focus groups Workshops Feedback reports	Working groups, with independent facilitators Community Reference Committees Meeting minutes Feedback reports

*Adapted from the IAP2 Public Participation Spectrum.

3.1 INTERNAL STAKEHOLDERS

Table 4: Internal Stakeholders

Organisation	Name/ Role/ Department	Level of interest/ influence	Level of engagement
Wide Bay Water (a commercialised Business Unit of Fraser Coast Regional Council)	Water Advisory Committee	High	Collaborate
	Leadership Team, Management	High	Collaborate
	Senior Managers	High	Collaborate
	Responsible technical officers	High	Collaborate
	Supervisors	High	Collaborate
	Director - Wide Bay Water & Waste Services	High	Collaborate
	Environmental Services Team	High/ Medium	Collaborate (advocacy)
Fraser Coast Regional Council	Cr George Seymour Mayor	High	Collaborate
	Cr James Hansen Division 1 Councillor	High	Collaborate
	Cr Anne Maddern Division 2 Councillor	High	Collaborate (advocacy)
	Cr Paul Truscott Division 3 Councillor	High	Collaborate
	Cr Daniel Sanderson Division 4 Councillor	High	Collaborate
	Cr Rolf Light Division 5 Councillor	High	Collaborate
	Cr David Lewis Division 6 Councillor	High	Collaborate
	Cr Darren Everard Deputy Mayor Division 7 Councillor	High	Collaborate (advocacy)
	Cr Denis Chapman Division 8 Councillor	High	Collaborate
	Cr Stuart Taylor Division 9 Councillor	High	Collaborate
	Cr Zane O'Keefe Division 10 Councillor	High	Collaborate
	Ken Diehm Chief Executive Officer	High	Collaborate (advocacy)
	Davendra Naidu Director - Infrastructure Services	Low	Inform

Organisation	Name/ Role/ Department	Level of interest/ influence	Level of engagement
	Executive Management Team	Medium	Consult (via workshop)
	Inter-related departments (Town planning for Materials Change of Use (MCU) process)	Medium	Consult
	Communications & Media Unit	High/ Low	Inform

3.2 EXTERNAL STAKEHOLDERS

Table 5: External Stakeholders

Stakeholder category	Name/ Role/ Department	Level of interest/ influence	Level of engagement
Government Agencies (regulatory functions)	Department of Environment and Heritage Protection	High	Collaborate
	Department of Transport & Main Roads - Marina & Harbours	High	Collaborate
	Tourism Queensland	High	Collaborate
Environmental groups	Fraser Coast Regional Council Environmental Reference Group	High/ Medium	Involve/ consult
	Great Sandy Strait Biosphere	High/ Medium	Involve/ consult
	Mary River Catchment Coordinating Committee	High/ Medium	Involve/ consult
	Burnett Mary Regional Group	High/ Medium	Involve/ consult
	Fraser Island Defenders Organisation (FIDO)	Medium	Consult
	Wide Bay Conservation Council	High/ Medium	Involve/ consult
	Fraser Island Natural Areas (FINA)	Medium	Consult
Businesses and associations	Chambers of Commerce	Medium	Consult
	Whale Watching operators	Medium	Consult
	Scuba diving operators	Medium	Consult
	Recreational and commercial fishermen	Medium	Consult
	Tour operators	Medium	Consult
	Maryborough Sugar	High/ Medium	Involve/ consult
	Businesses and accommodation operators adjacent to Marina	Medium	Consult
	Fraser Coast Tourism Association	Medium	Consult

Stakeholder category	Name/ Role/ Department	Level of interest/ influence	Level of engagement
Community and associations	Riverheads Progress Associations	Medium	Consult
	Residents' associations	Medium/ Low	Consult
	Probus groups	Medium/ Low	Inform
	Residents adjacent to the Marina	High/ Medium	Involve/ consult
	Broader community, rate payers	Medium/ Low	Consult
Indigenous Groups	Butchulla	High	Collaborate
	Kabi Kabi	High	Collaborate
Elected representatives	Mr Bruce Saunders. Member for Maryborough	High	Collaborate
	Mr Edward (Ted) Sorensen Member for Hervey Bay	High	Collaborate
	Hon. Leeanne Enoch Minister for the Environment & the Great Barrier Reef	High	Collaborate
	Hon. Keith Pitt MP (Member for Hinkler)	High/ Medium	Involve
	Mr Llew O'Brien (Member for Wide Bay)	High/ Medium	Involve
	Senator the Hon. James McGrath	High/ Medium	Involve
	Hon. Melissa Price MP (Minister for the Environment)	High/ Medium	Involve
Media	<ul style="list-style-type: none"> • Fraser Coast Chronicle • Hervey Bay Independent • Courier Mail • The Australian • The Financial Review • Channel 7, 9, 10 • ABC News Radio • Radio National • Fraser Coast Chronicle • ABC Local Radio • Local Independent Newspaper 	High/ Low	Inform

4 Strategic approach

A transparent and inclusive engagement approach is recommended for this project. The primary objective of this approach is to create awareness and shared ownership of the delivery of the project, and to ensure positive relationships with stakeholders are established early.

4.1 BENEFITS OF EFFECTIVE ENGAGEMENT

Effective and inclusive stakeholder engagement provides a broad range of benefits to an organisation and/or project. These include:

- visible accountability for the organisation due to an open and transparent, two-way approach, increasing trust and understanding
- ability to learn from stakeholders, which could lead to improved project outcomes or processes
- increased trust from internal and external stakeholders
- better informed decision making
- better risk awareness and reputation management.

4.2 ENGAGEMENT GOALS

The engagement goals for this project are to ensure:

- all stakeholders understand and are aware of the project all stakeholders understand the rigour applied to the solution selection process and accept the outcome
- all stakeholders understand and are aware of the project timeline, and various phases it must go through before construction
- engagement activities are transparent, equitable and accessible, with adequate opportunities for stakeholders to comment and provide input
- relationships continue to be built, trust is increased and all stakeholders understand the process for and expectations around engagement in future project phases.

4.3 STAKEHOLDER ENGAGEMENT ACTIVITIES

Figure 4.1 below illustrates a high level view of engagement activities that should be considered for inclusion when planning for each project phase. The ones best suited to each project phase and its stakeholders, issues, timeline and budget will be included in the corresponding CEP.

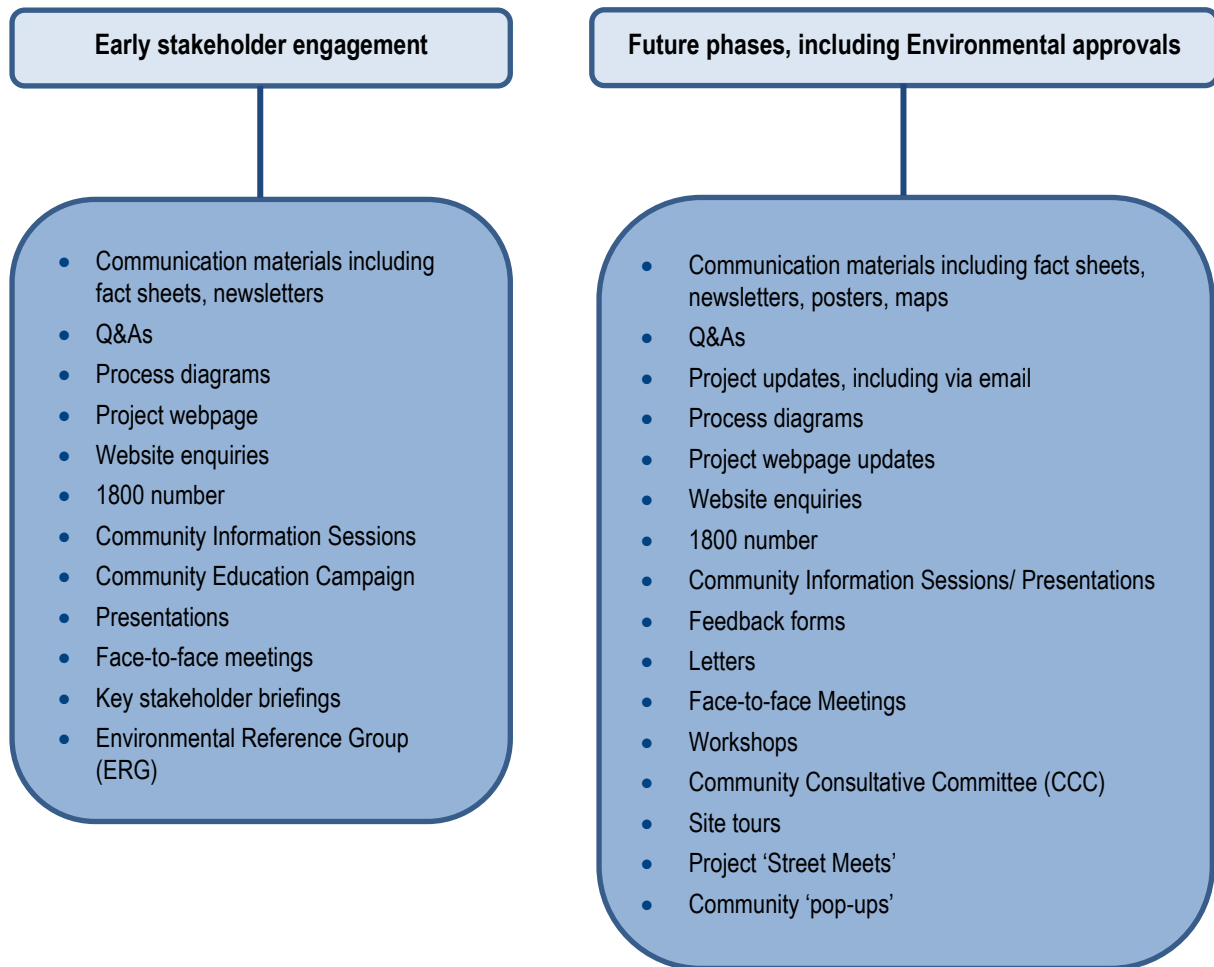


Figure 4.1: Stakeholder engagement activities

4.4 COMMUNICATION OBJECTIVES, STRATEGIES AND ACTIVITIES

Table 6 outlines the strategy and activities that can be employed to address each of the five communication objectives.

Table 6: Objectives, Strategies and Activities

No	Objective	Strategy	Communication activities
1	Ensure all stakeholders understand and are aware of the project, including impacts, and provide varying opportunities to contribute to the project	<ul style="list-style-type: none"> • Provide up-to-date information to key stakeholders • Include key messages about the project in all communication materials • Provide multiple and varied opportunities for all stakeholders and the broader community to become informed, provide feedback and refine their understanding • Use multiple communication channels to widely distribute project information 	<ul style="list-style-type: none"> • Letters • Stakeholder meetings • Phone calls • Feedback mechanisms including 1800 number and project email address • Project webpage • Community Information Sessions • Site tours • Key messages •
2	Manage stakeholder expectations and the broader community regarding the project	<ul style="list-style-type: none"> • Ensure current and timely information is provided to key stakeholders and the broader community on a regular basis • Provide clear messaging on the project, timeframes and management going forward and how stakeholder input will be considered alongside other factors including environment and cost 	<ul style="list-style-type: none"> • • Briefing notes • Regular project updates • Letters • Stakeholder meetings • Workshops • Key messages
3	Identify issues and concerns and regularly provide feedback to the project team to develop appropriate mitigation strategies	<ul style="list-style-type: none"> • Capture thorough details – i.e. what is the issue, when was it raised, who raised it? • Ensure information is input to the project database at the time of enquiry, and that it is consistent with approved key messages • Report to the project team in a timely manner and seek timely response • Capture responses provided to the enquirer • Advise how feedback has been considered by the project team • Use the internal WBW approvals process to ensure accurate responses are provided 	<ul style="list-style-type: none"> • Feedback mechanisms including 1800 number and project email address • Project database • Stakeholder meetings • Media monitoring • Regular project meetings • Regular project updates • Briefing notes • Regular communication reports • Community Information Sessions • Feedback forms • Key messages

No	Objective	Strategy	Communication activities
4	Ensure all stakeholder requests are responded to within a suitable timeframe, including providing feedback on how input was used to influence the project	<ul style="list-style-type: none"> • Liaise with stakeholders and the broader community to discuss concerns and resolve issues • All enquiries and requests for information are entered into the project database, with actions set to ensure all are responded to within an acceptable timeframe • Ensure project team awareness of approval processes and responses timeframes 	<ul style="list-style-type: none"> • Stakeholder meetings • Feedback mechanisms including 1800 number and project email address • Letters • Face-to-face meetings • Project database • Evaluation against WBW response timeframes

5 Issues analysis

The stakeholder and community issues and opportunities can largely be managed through an effective and transparent engagement approach that includes opportunities for interested or impacted stakeholders to learn more and ask questions about the project. Table 7 provides a comprehensive analysis of identified issues however this will need to be regularly reviewed and updated as the project progresses.

Emerging issues or those specific to a project phase will be included in the relevant CEP to support that phase.

Table 7: Issues and mitigations

Issue group	Potential issues raised by Stakeholders	Possible mitigation
Preferred option/solution	Desire for individual/group preferences to be met, or to see how they are balanced against other drivers, i.e. cost, sustainable environmental management, community impacts, impacts to rate payers, political drivers.	<ul style="list-style-type: none"> • Key messages, Q&As, webpage updates, fact sheets that clearly explain the project, how the solution was reached, the drivers and factors considered, including cost or risk factors. • Clear process diagram on how the solution was reached. • Have an open presence within the local community to discuss the project and resolve issues. • Offer face-to-face meetings with key stakeholders, as required. • Community Information Sessions/ presentations. • Conduct 'street meets' i.e. small community meetings to discuss and resolve more immediate issues. • Regular project information updates that are factual and timely. • Utilise existing FCRC Environmental Reference Group to explain the solution and raise awareness. • Media releases and holding statements.
	Concern that wastewater needs to be managed appropriately, including from a public health and safety perspective.	
	Limited understanding of the process to reach the preferred option/ solution.	
	Stakeholders and the broader community openly and continually oppose the solution.	
	Impacts of other solutions or methods, i.e. cost, land acquisition impacts, environmental impacts.	
	Consider water conservation methods to minimise wastewater production.	
	Council should consider population capping for the region.	
Technical	Limited understanding of the process to reach the preferred option/ solution.	<ul style="list-style-type: none"> • Key messages, Q&As, webpage updates, fact sheets that clearly explain the project, how the solution was reached, the drivers and factors considered, and how the plant will operate. Include figures on expected wastewater outputs and environmental management procedures.
	Community and stakeholder trust in the operation and treatment processes, and that public health and safety is paramount.	
	Ability to explain the balance of key factors and external drivers, i.e. cost, community	

Issue group	Potential issues raised by Stakeholders	Possible mitigation
	<p>impacts, impacts to rate payers, political drivers and process undertaken to reach the preferred option/ solution.</p> <p>Impacts on recreational and commercial fishing, boating, and swimming due to exclusion zones.</p> <p>Environmental impacts due to location of the discharge pipe (i.e. any plume), construction and operational activities.</p>	<ul style="list-style-type: none"> • Offer face-to-face meetings with key stakeholders, as required. • Clear process diagrams and explanations on wastewater treatment processes, including emergency plans should a plant not be operating as intended. • Regular project information updates that are factual and timely. • Utilise existing FCRC Environmental Reference Group to explain the solution and raise awareness. • Media releases and holding statements.
Heritage Protection	Potential impacts to any adjacent heritage sites (both Indigenous and European), i.e. indigenous sites, Urangan Pier, Dayman Point Steps, Fish Traps.	<ul style="list-style-type: none"> • Key messages, Q&As, webpage updates, fact sheets that clearly explain the project, how the solution was reached, the drivers and factors considered and how heritage elements will be protected and managed. • Offer face-to-face meetings with key stakeholders, as required. • Utilise existing FCRC Environmental Reference Group to raise awareness.
Environmental impacts	<p>Perception there will be impacts to the Great Sandy Strait , a designated Ramsar site</p> <p>Treatment of the wastewater, i.e. chemicals used, process, nutrients in the water discharged.</p> <p>Low or high tide impacts on discharge point.</p> <p>Environmental impacts including on marine life, plants, adjacent land-based flora/ fauna, mangroves, possible bioaccumulation in marine life, tidal/ mud flat zone issues on marine life, biodiversity of Fraser Island or other eco areas in proximity.</p> <p>Opportunities to rehabilitate Pulgul Creek.</p> <p>Impacts due to changes in discharge to Eli Creek i.e. changes in discharge quantities.</p> <p>Ability to balance sustainability and cost factors, with the difficulty in expanding the wastewater reuse scheme.</p>	<ul style="list-style-type: none"> • Key messages, Q&As, webpage updates, fact sheets that clearly explain the project, how the solution was reached, the drivers and factors considered, and how the plant will operate. Include figures on expected wastewater outputs and environmental management procedures. Inform how reuse scheme will be expanded. • Offer face-to-face meetings with key stakeholders, as required. • Community Information Sessions/ presentations. • Conduct 'street meets' i.e. small community meetings to discuss and resolve more immediate issues. • Clear process diagrams and explanations on wastewater treatment processes, including emergency plans should a plant not be operating as intended. • Clear explanations of relevant environmental approval processes. • Regular project information updates that are factual and timely. • Utilise existing FCRC Environmental Reference Group to explain the solution and raise awareness. • Media releases and holding statements.

Issue group	Potential issues raised by Stakeholders	Possible mitigation
Stakeholder engagement process	Public perception the project and solution is agreed, with no input from the community.	<ul style="list-style-type: none"> Targeted Information Sessions/ presentations.
	Desire for individual/group preferences to be met, or to see how they are balanced against other drivers, i.e. cost, sustainable environmental management, community impacts, impacts to rate payers, political drivers.	<ul style="list-style-type: none"> Consider opportunities for co-design around project negotiables, i.e. workshop landscape options or site rehabilitation outcomes. Project contact mechanisms: 1800 number, email, website enquiries. Community based research – to determine level of success
	Public perception issues that arise due to difficulty in explaining technical aspects.	<ul style="list-style-type: none"> Regular reporting on delivery against WBW response timeframes and research/ survey results.
	Opportunity to outline stakeholder engagement and consultation process (i.e. early engagement through to construction phase, as part of the approvals process – multiple opportunities to input), including clearly defining what is engagement and what is consultation, and how input or feedback will be used.	<ul style="list-style-type: none"> Key messages, Q&As, webpage updates. Clear process diagrams detailing the stakeholder engagement process, and opportunities to participate. Regular project information updates that are factual and timely.
Community impacts	Opportunity to engage a local, trusted and independent facilitator.	<ul style="list-style-type: none"> Engage a well-regarded, trusted and influential facilitator to assist with raising understanding and awareness.
	Community and stakeholder trust in the operation and treatment processes, and the quality of the discharge. That public health and safety is paramount.	<ul style="list-style-type: none"> Community Information Sessions/ presentations. Have an open presence within the local community to discuss the project – 1800 number, project email address, community pop-ups.
	Impacts on sensitive receptors (neighbours), i.e. noise, dust, odour, visual amenity.	<ul style="list-style-type: none"> Offer face-to-face meetings with directly impacted or highly interested community members, as required.
	Perception the discharge location is not appropriate, i.e. proximity to the Marina, swimming areas, fishing and boating.	<ul style="list-style-type: none"> Conduct 'street meets' i.e. small community meetings to discuss and resolve more immediate issues.
	Treatment processes are not failsafe, resulting in perceived health impacts due to potentially harmful discharge if it is not treated properly or possible bioaccumulation issues in sea life (which is then consumed).	<ul style="list-style-type: none"> Key messages, Q&As, webpage updates, fact sheets that clearly explain the project, how the solution was reached, the drivers and factors considered, and how the plant will operate. Include figures on expected wastewater outputs and environmental management procedures.
	Preference to build a new plant in another location, which causes significant cost issues for rate payers, and has potential land acquisition impacts.	<ul style="list-style-type: none"> Clear process diagrams and explanations on wastewater treatment processes, including emergency plans should a plant not be operating as intended.
Opportunity to explain how the upgrade to the existing plant will provide a cost benefit to the community and rate payers, as it is a more sustainable option.	<ul style="list-style-type: none"> Regular project information updates that are factual and timely. 	
More sustainable options for wastewater reuse could cause cost increases for rate payers, or users of the wastewater in terms of the electricity required to pump water over greater distances.	<ul style="list-style-type: none"> Media releases and holding statements. 	

Issue group	Potential issues raised by Stakeholders	Possible mitigation
Impacts to businesses	Perceived impacts to tourism, i.e. whale watching, scuba diving, commercial fishing, recreational fishing etc.	<ul style="list-style-type: none"> • Targeted Information Sessions / presentations. • Project contact mechanisms: 1800 number, email, website enquiries. • Offer face-to-face meetings with directly impacted businesses or overarching associations, as required. • Key messages, Q&As, webpage updates, fact sheets tailored to specific issues raised by stakeholders. • Clear process diagrams and explanations on wastewater treatment processes, including emergency plans should a plant not be operating as intended. • Regular project information updates that are factual and timely. • Provide clear messaging that the expansion of reuse scheme, where economically viable, is still an option. • Media releases and holding statements. • Be clear that expansion of reuse scheme where economical is still an option. • Signage, Customer Liaison representatives.
	Perceived future impacts to businesses once plant has been operating for a period of time.	
	Wastewater reuse scheme won't be expanded, therefore limited access to increased quantities for irrigation.	
	Compensation for loss of business – during construction and long-term operation.	
	Construction impacts for businesses, i.e. noise, odour, dust, property access issues etc.	
Construction impacts	Noise, odour, dust, visual amenity impacts during construction.	<ul style="list-style-type: none"> • Project contact mechanisms: 1800 number, email, website enquiries. • Offer face-to-face meetings, as required. • Key messages, Q&As, webpage updates, fact sheets that clearly explain the project, and construction methods/ impacts. • Regular project information updates that are factual and timely. • Media releases and holding statements. • Signage, Customer Liaison representatives. • Construction impacts community management protocol.
	Increase in traffic or road impacts during construction.	
	Possible night works.	
	Timeframes for construction change due to inclement weather or construction conditions.	
	Public health and safety during construction.	
Operation	Public perception issues that arise due to difficulty in explaining technical aspects.	<ul style="list-style-type: none"> • Project contact mechanisms: 1800 number, email, website enquiries. • Offer face-to-face meetings, as required, with input from appropriate technical experts. • Key messages, Q&As, webpage updates, fact sheets that clearly explain the project, how the solution was reached, the drivers and factors considered, and how the plant will operate. • Clear process diagrams and explanations on wastewater treatment processes, including
	Long-term, whole-of-life impacts are unknown.	
	Trust in safety procedures if the plant breaks down, stops operating or doesn't process the wastewater properly.	
	Checking mechanisms and procedures aren't followed, or implemented correctly.	
	Opportunity to focus on reduced carbon emissions for the region.	

Issue group	Potential issues raised by Stakeholders	Possible mitigation
	Wastewater needs to be managed appropriately, including from a public health and safety perspective.	<p>emergency plans should a plant not be operating as intended.</p> <ul style="list-style-type: none"> • Regular project information updates that are factual and timely. • Media releases and holding statements. • Signage, Customer Liaison representatives.
Reputation Management	<p>The solution may be perceived as being already determined, with no input from stakeholders.</p> <p>Desire to see that stakeholder and community inputs are being managed appropriately and having an impact. There are clear negotiables and non-negotiables.</p> <p>Desire for individual/group preferences to be met, or to see how they are balanced against other drivers, i.e. cost, sustainable environmental management, community impacts, impacts to rate payers, political drivers.</p> <p>Concern that wastewater needs to be managed appropriately, including from a public health and safety perspective.</p> <p>Disappointment that the reuse target shall no longer be 90% average dry weather flow.</p> <p>Negative media or public perceptions due to misinformation or misunderstanding.</p>	<ul style="list-style-type: none"> • Key messages, Q&As, webpage updates, fact sheets that clearly explain the project, the drivers and factors considered, including cost or risk factors. Show what aspects are negotiable/ non-negotiable. • Have an open presence within the local community to discuss the project. • Offer face-to-face meetings with key stakeholders, as required. • Conduct 'street meets' i.e. small community meetings to discuss and resolve more immediate issues. • Clear process diagrams and explanations on wastewater treatment processes, including emergency plans should a plant not be operating as intended. • Clear process diagrams detailing the stakeholder engagement process, and opportunities to participate. • Regular project information updates that are factual and timely. • Media releases and holding statements. • Close project feedback loop to show how feedback was incorporated.

6 Key messages

Key messages will be used throughout communication and engagement tools to consistently describe the project, providing a level of awareness and understanding about the project to all stakeholders.

6.1 OVERARCHING MESSAGING

- Wide Bay Water is a local water authority within the Fraser Coast Regional Council.
- It is responsible for providing safe, reliable and efficient water and wastewater services to residents and businesses on the Fraser Coast.
- The service area includes Hervey Bay, Maryborough, Tiaro, Torbanlea, Howard, River Heads and Burrum Heads.
- Water is purified at four treatment plants, and wastewater is treated at eight treatment plants.
- Wide Bay Water works with other councils and water authorities across Australia to deliver expertise in all areas of water management.
- Wide Bay Water also has an industry-leading wastewater reuse scheme for the irrigation of sugar cane crops, golf courses, turf farms and hardwood plantations.

6.2 HERVEY BAY SEWERAGE SCHEME

- The Hervey Bay Sewerage Scheme treats all residential, commercial and industrial waste within the Eli Creek catchment, Nikenbah catchment and the Pulgul catchment areas.
- The Hervey Bay Sewerage Scheme comprises the following:
 - three wastewater treatment plants
 - treated water storage dams
 - treated water distribution pipe network and pump stations
 - hardwood plantation irrigation scheme managed by WBW.
- By 2022, the Hervey Bay Sewerage Scheme will be at capacity, therefore requiring an upgrade to one of two existing wastewater treatment plants located at Nikenbah and Pulgul.
- Nikenbah Plant was constructed approximately 10 years ago, to a capacity that was based on cost and population growth predictions at that time.
- The scheme also includes wastewater reuse by private entities, which includes irrigation for sugar cane crops, golf courses, turf farms, and water offtakes for dust suppression.
- The wastewater used as part of this reuse scheme is treated to a level that is suitable for agricultural purposes.

6.3 PROJECT SPECIFIC

- Hervey Bay's population is predicated to increase by 12,400 equivalent dwellings by 2031.
- An upgrade of an existing wastewater treatment plant is required to service this projected increase in load.
- One of the three existing wastewater treatment plants will need to be upgraded, to keep pace with population growth, and the increase in wastewater requiring treatment.
- WBW commissioned a site selection study to identify which of the three WWTPs would be the most appropriate to upgrade to service the projected growth in the Hervey Bay catchment. The Eli Creek site was disregarded very early in the process due to its proximity to current and future development, existing treatment technology and available land area for expansion.
- A site selection and options technical assessment has been completed, using a Multi-Criteria Analysis (MCA) to determine the most suitable outcome.

6.4 ENVIRONMENTAL

- Wide Bay Water is committed to maintaining its exemplary record in terms of managing risks and to avoid, reduce and control pollution from its operations.
- Wide Bay Water is committed to maintaining a balance between effective wastewater management and environmental factors, ensuring options are affordable while causing no environmental harm.
- Wide Bay Water and Fraser Coast Regional Council will consider all environmental factors as part of developing the most appropriate solution to manage the increase in wastewater loads.
- Wide Bay Water and Fraser Coast Regional Council will need to complete the relevant state and federal environmental approvals processes for this project.

6.5 COMMUNITY FACTORS

- Wide Bay Water and Fraser Coast Regional Council are committed to working together to ensure wastewater treatment options are affordable and are within the means of the local community.
- Wide Bay Water will work with local communities to create awareness of wastewater treatment options and processes, including what is to be done in an emergency (i.e. flood, cyclone, significant power outage).

6.6 STAKEHOLDER ENGAGEMENT PROCESS

- Wide Bay Water is committed to keeping stakeholders, the local community and businesses informed about the project, and will provide regular updates as the project progresses.
- Stakeholders, local residents, businesses, and the local community will be offered a range of opportunities to learn more and provide input to the project.
- If you have any questions, or would like more information about the project you can:
 - Call the project team on xxxx xxx xxx
 - Email xxxxxxxx@xxxxxx.xxx.xx
 - Visit www.xxxx.xxx.xx.

7 Communication and engagement plans

A tailored Communication and Engagement Plan (CEP) will be developed for each project phase. The CEP will support this Stakeholder Engagement Strategy and will include information specific to the phase, without unnecessarily duplicating the Strategy. This is likely to include phase-specific:

- description of scope
- timeframe
- key stakeholders
- key messages
- issues
- implementation plan (as below).

7.1 IMPLEMENTATION PLAN FOR EARLY ENGAGEMENT PHASE

The implementation plan for the early engagement phase is included in Tables 8 and 9. A full CEP is not required as all other items listed above are correct and current at the time of this Strategy's issuance.

Table 8: Ongoing activities

Timing	Activity/ Description	Stakeholder/s	Responsible
Set up at start, ongoing management required	Project 1800 number, email address and website contact form	All	WBW
	Consultation Management Database	All	WBW
TBD	Project Meetings	Project Team	All
TBD	Project reporting, issues review	Project Team	All
Project milestones	Evaluation of Engagement Key Performance Indicators	Project Team	All

TBD: to be determined

Table 9: Specific activities

Timing	Activity/ Description	Stakeholder/s	Responsible	Date completed
TBD	Approval of the Stakeholder Engagement Strategy	Project Team	KBR WBW	
TBD	Suggested activity: Consider research to determine baseline level of community awareness of WBW, and wastewater options. Will assist with managing public perception,	All	WBW	

Timing	Activity/ Description	Stakeholder/s	Responsible	Date completed
	and measuring success of the engagement strategy.			
TBD	Stakeholder Engagement Strategy briefing	Executive Management Team	WBW	
TBD	<p>Draft collateral including:</p> <ul style="list-style-type: none"> • Stakeholder letters and emails • Phone calls and meeting schedule • Revised key messages • Revised website material • Fact sheets • Q&As <p>Collateral is to support an information campaign about the project, focusing on early engagement to create understanding and raise awareness.</p>	All	TBD	
TBD	Revise existing WBW fact sheets and wastewater FAQs on website to check if they are fit for purpose or require update	All	TBC	
TBD	Approval of draft collateral	Project Team	WBW	
TBD	Stakeholder letters and emails out Informing about project, and offering face-to-face meeting. Include fact sheet about the project, and outline broad stakeholder engagement process (use a timeline).	Key stakeholders, Elected Representatives	WBW	
TBD	Phone calls (if required) To follow up offer of meeting.	Key stakeholders, Elected Representatives	WBW	
TBD	Face-to-face meetings To explain the project, the stakeholder engagement process, and next steps.	Key stakeholders, Elected Representatives	WBW	
TBD	Collate feedback received into an interim feedback report.	Project Team	WBW	
TBD	<p>HOLD POINT</p> <p>Review feedback received to date, emerging issues, revise implementation plan, Q&As, develop next steps to create understanding and raise awareness for local residents, and the broader community.</p>	Project Team	WBW	

TBD: to be determined

8 Protocols and reporting

8.1 INTERNAL APPROVALS PROCESS

For project relevant communication materials, a minimum of five (5) working days must be planned for to obtain all WBW approvals.

Communication materials include, but are not limited to:

- Stakeholder Engagement and Communication Strategy (this document) and subsequent updates
- phase specific Communication and Engagement Plans (CEPs)
- key messages, Questions and Answers (Q&As), Frequently Asked Questions (FAQs)
- letters
- website content and copy
- presentation materials including fact sheets, posters or maps
- other communication materials including newsletters, advertisements, signage
- media releases, holding statements, scripts.

8.2 ENQUIRY AND COMPLAINTS MANAGEMENT

All stakeholder and community enquiries will be directed to a designated WBW officer for management and resolution.

Enquiries will be acknowledged within 24 hours. This includes enquiries via telephone, email, post and those received via face-to-face contact with WBW officers.

Any complaints received relating to the project will be forwarded to the relevant WBW officer for prompt address and close out.

8.3 MEDIA PROTOCOL

All media enquiries will be managed by WBW and FCRC. The purpose of this instruction is to:

- manage WBW's reputational risk and enhance stakeholder and community views
- enable compliance with media communication requirements as stipulated by WBW.

No employee, contractor or consultant is permitted to make a statement to the media regarding any of the activities required as part of this project. Media releases or statements will be issued by WBW or FCRC, following internal approval. If any enquiry is received from the media, the project team, employee, contractor or consultant is to take the following steps:

- ascertain the nature of the enquiry, the person calling and the media group they represent
- advise the journalist that they are not an authorised spokesperson and that they will organise to have an appropriate person contact them as soon as possible

- record the journalists details (name, phone number, publication, date and time of the enquiry, questions and deadline)
- resist attempts by the enquirer to draw any further comment
- inform WBW immediately of the enquiry, who will then liaise with the FCRC Media and Communication team.

The project team requests that any media monitoring undertaken by WBW for the purposes of this project, be provided to the project team to record as part of the project, and to scan for any emerging issues.

The project team will support the media and communication unit to develop content for media releases, statements or responses to media enquiries where required.

8.4 BRANDING

All project materials will adhere to WBWs branding protocols and templates, and will align with the relevant style guidelines.

All appropriate logos will be included on all external communication materials.

8.5 ELECTED REPRESENTATIVES

Engagement with local, state and federal elected representatives will be conducted by WBW officers, through the agreed communication and government liaison channels.

The project team will provide support to WBW in developing briefings or responses as appropriate. Any unplanned communication with elected representatives by the project team is to be documented and forwarded immediately to WBW.

8.6 PROJECT DATABASE

The recording of all stakeholder activities and interactions is crucial to accurate and meaningful reporting. Therefore, database entry must be consistent with and adhere to certain protocols.

Protocols for database management will be included as an Appendix to this strategy once requirements for data management are understood and agreed.

8.7 REPORTING

8.7.1 Interim reporting

The project team will complete regular interim reporting to WBW, which will include:

- communication and engagement activities undertaken
- programmed activities for the next reporting period
- requests for information – new and outstanding
- requests for approvals – new and outstanding
- project risks
- emerging stakeholder issues
- community complaints or enquiries

- summary of media enquiries (WBW will also be informed immediately as per the media protocol above).

8.7.2 Final Report

At project completion, a final Stakeholder and Community Engagement feedback report will be prepared and will include the following:

- a summary of the project and the overall community engagement approach
- details of engagement with stakeholders and the issues raised
- number of stakeholders engaged, and how their involvement was facilitated
- qualitative and quantitative representation of stakeholder and community feedback
- evaluation and analysis of the enquiries and feedback received
- how the feedback was reported and applied
- risk and opportunities assessment and recommendations for future stages of the project.

9 Evaluation

Assessment of the effectiveness of the stakeholder engagement strategy and approach is essential for monitoring performance and identifying project learnings for future phases. The methodology is based on evaluating success against the project communication objectives, along with measures, metrics and data sources.

9.1 EVALUATION METHODOLOGY

Table 10 below outlines how the communication objectives will be measured.

Table 10: Communication Objective evaluation matrix

No	Objective	Evaluation measures	Timing	Successful?
1	Ensure stakeholders understand and are aware of the project, including impacts, and provide varying opportunities to contribute to the project	<ul style="list-style-type: none"> Project information is provided in an accurate and timely manner Review project information to determine information was clear and accurate Review incoming queries to determine if outgoing information was helpful or created confusion Review project database information and stakeholder meeting records to identify whether any complaints were received relating to lack of awareness or lack of opportunity to discuss the project 	<p>Project establishment</p> <p>Ongoing throughout each project phase</p>	
2	Manage stakeholder expectations and the broader community regarding the project	<ul style="list-style-type: none"> Ensure all publicly available information clearly outlines the project, and sets realistic expectations regarding management or treatment techniques 	Ongoing throughout each project phase	
3	Identify issues and concerns and regularly provide feedback to the project team to develop appropriate mitigation strategies	<ul style="list-style-type: none"> Review regular communication reports and issues registers to ensure emerging issues are captured, with mitigation strategies assigned and appropriate responses developed 	Ongoing throughout each project phase	

No	Objective	Evaluation measures	Timing	Successful?
4	Ensure all stakeholder requests are responded to within a suitable timeframe, including providing feedback on how input was used to influence the project	<ul style="list-style-type: none"> Review the project database and stakeholder meeting records to ensure all issues identified were raised, discussed and addressed by the project team in a timely manner Review project database and regular communication reports to ensure timeframes were met when answering enquiries Collate comments and analyse as part of the final feedback report 	Ongoing throughout each project phase	