



Stakeholder and Community Engagement Plan

Marmadua Energy Park

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1. Background

Cubico is developing opportunities to expand their renewable energy assets with several projects in development in the Western Downs region including the Marmadua Energy Park (MEP) Project. Cubico is also delivering the Wambo Wind Farm in partnership with Stanwell Corporation in the region.

With several projects underway and possibly more in the future, Cubico seeks to develop strong relationships with local communities in the Western Downs region. This includes demonstrating Cubico's commitment to supporting the region in the long-term through proactive, early engagement and delivering benefits in the local community.

1.1 About the Western Downs

Western Downs is in south-west Queensland, about 300 kilometres north-west of Brisbane in the resource rich Surat Basin. The Western Downs Regional local government area (LGA) is bounded by Banana Shire in the north, the South Burnett Regional Council area in the north-east, the Toowoomba Regional Council area in the south-east, Balonne Shire and the Goondiwindi Regional Council area in the south-west, and the Maranoa Regional Council area in the west (.id, 2024).

The region is predominantly rural with land used mainly for agricultural purposes. Resource developments including coal mining and coal seam gas (CSG) production are also present in the region (.id, 2024). Renewable energy developments are also increasing in the region with several already operational, some under construction and many more in development.

The estimated resident population of Western Downs for 2023 was 34,991 and is forecast to grow to 36,999 by 2046 (Figure 1) (.id, 2024).

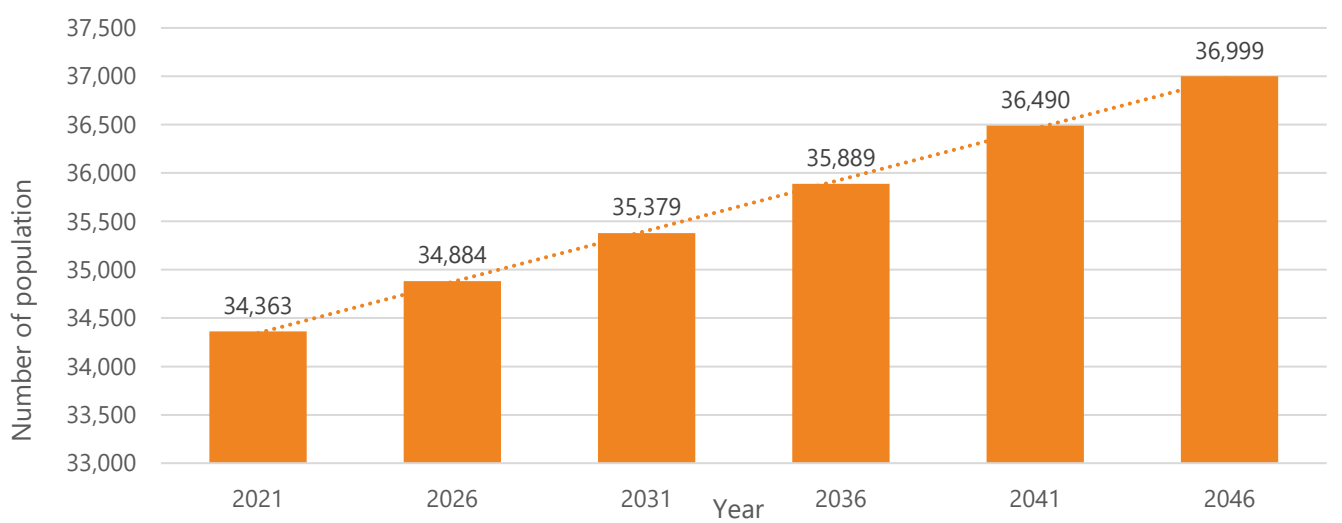


Figure 1: Population forecast, Western Downs LGA, 2021 to 2046

In 2021, the proportion of people who identify as Aboriginal and/or Torres Strait Islander was larger in the Western Downs¹ (7.6 per cent) compared to the rest of Australia (3.2 per cent) (ABS, 2024). This reflects the multiple Traditional Owner groups with interests over Country in the Western Downs region. However, it is unclear from the data if Aboriginal people and Torres Strait Islanders living in the Western Downs identify with one or more of the Traditional Owner groups for the region, or if they belong to Traditional Owner groups from other regions.

In 2021, the median age in the Western Downs was 38 years, same as Australia (ABS, 2024). However, Western Downs had a higher proportion of children and young people aged under 19 years, and fewer adults aged 30 to 44 compared

¹ ABS Local Government Area: LGA37310



to Australia. This could indicate that people leave the region in their 30s, possibly for employment opportunities elsewhere (ABS, 2024).

Prime farming land in Western Downs makes agriculture a major industry in the region. This is reflected in agriculture, forestry and fishing being by far the largest industry of employment in the LGA in 2021 as seen in Figure 2 (ABS, 2024). Dalby, the biggest town in the region is home to the second largest cattle saleyards in Australia. However, since 2016 there has been noticeable growth in health care and social services (1.5 per cent), retail trade (0.3 per cent), and electricity and gas services (0.2 per cent) (.id, 2024). The growth in employment in electricity and gas services is likely related to the expansion of energy developments in the region, including coal, gas, ethanol, wind and solar projects.

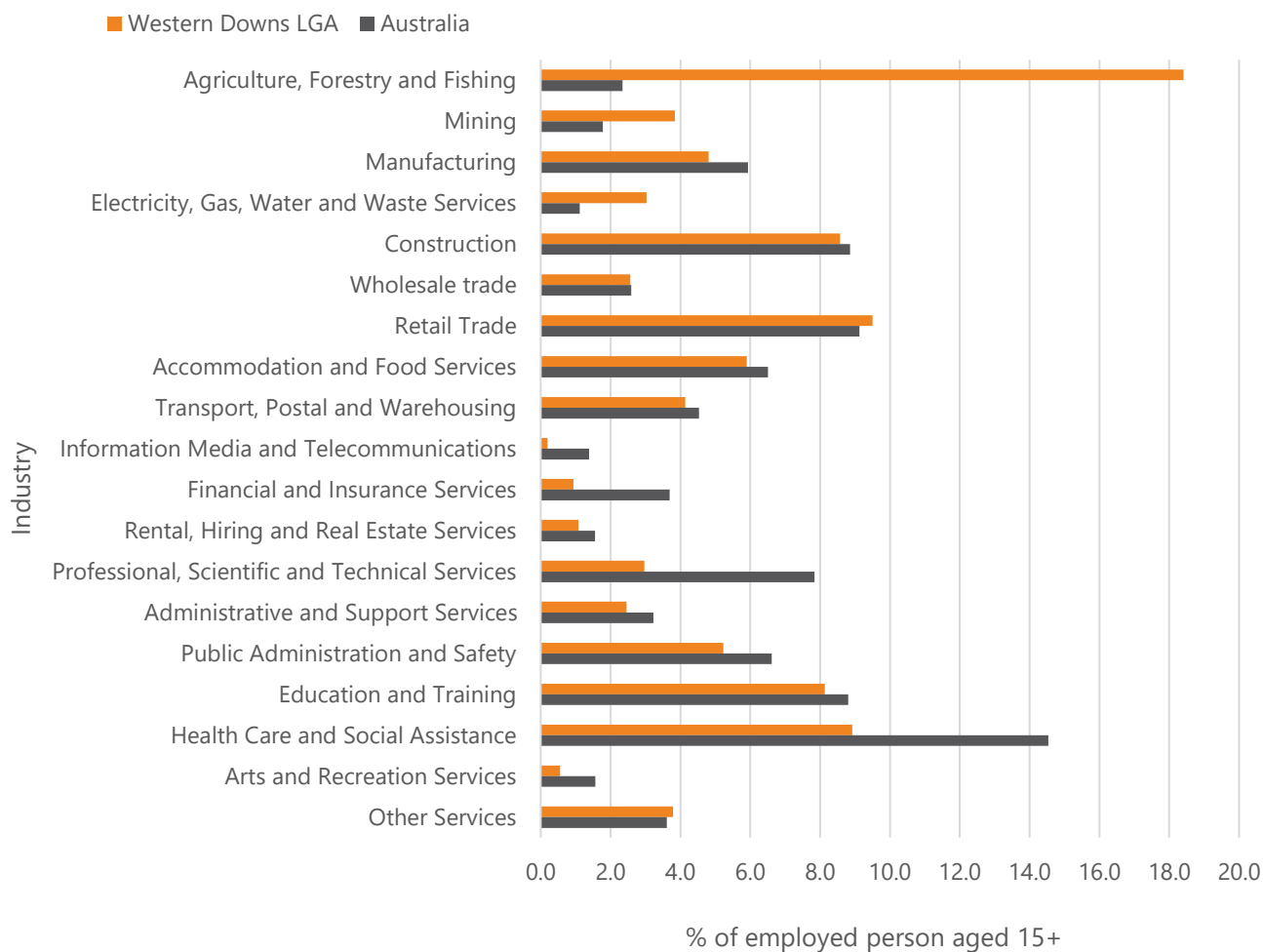


Figure 2: Industry of employment, 2021

In 2021, most people aged 15 years and over in the Western Downs region had completed at least Year 10 or equivalent. Almost 40 per cent of this cohort had completed Year 12. Although the proportion of people who finished Year 12 is lower compared to the rest of Australia, the proportion of people who had completed Year 10 or equivalent in the Western Downs region was higher (ABS, 2024). This corresponds with the proportion of people who hold a vocational qualification (approximately 25 per cent in the LGA) and who work in a trade or as a labourer (ABS, 2024). These occupations also reflect employment in agriculture and the growing energy industry locally.

In the September quarter 2023, the Western Downs LGA unemployment rate was marginally less than Australia at 3.4 per cent and 3.6 per cent, respectively. Since 2011, the unemployment rate in Western Downs LGA had greater fluctuated and had steadily increased from 2013 to peak at 6.9 per cent in 2021. This peak was possibly a delayed effect from the COVID-19 pandemic, where unemployment had peaked in Australia in 2020 when COVID-19 restrictions were in place. Since 2021, the unemployment rate has rapidly dropped. It is unclear if this is a result of



greater employment opportunities that are being filled or from people leaving the workforce. The unemployment rate between 2011 and 2023 is illustrated in Figure 3.

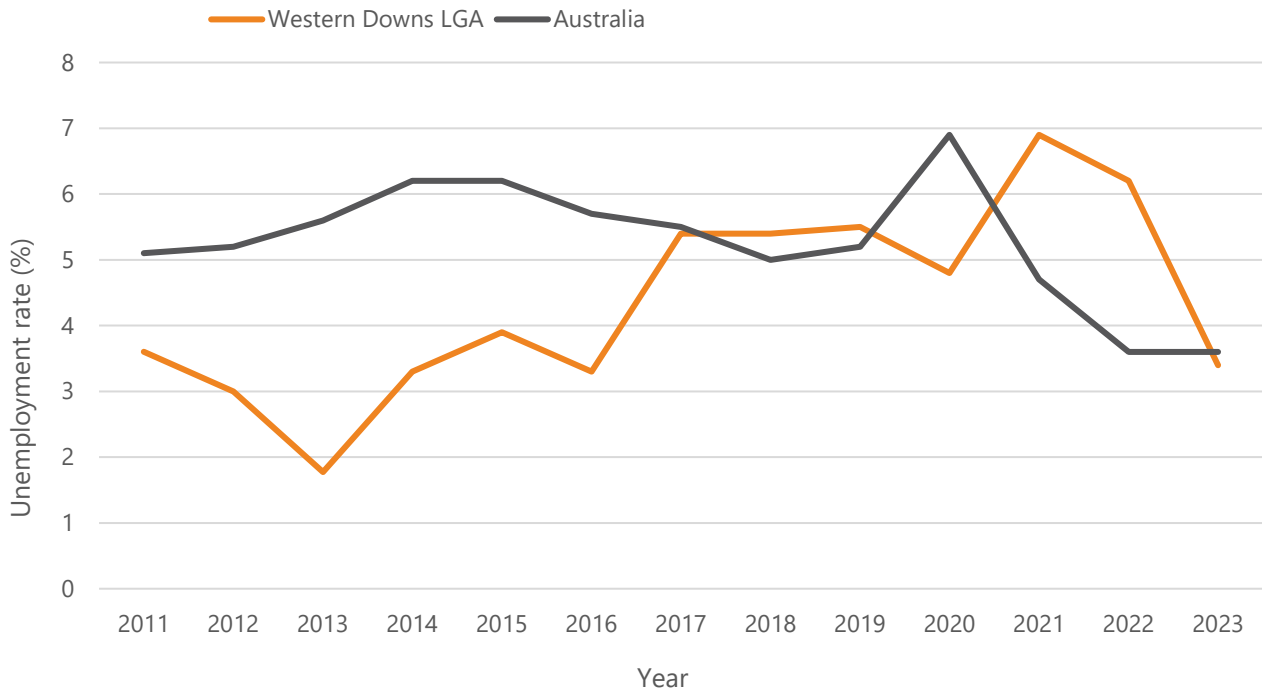


Figure 3: Unemployment rate, 2011-2023



2. Stakeholder and community engagement

2.1 Scope and objectives

This stakeholder and community engagement plan (SCEP) supports engagement with stakeholders and the local community through the approvals process for the MEP Project. A separate engagement plan will be developed for the project to cover construction and operations once all project approvals have been secured.

Although engagement with Traditional Owners relating to statutory agreements is identified in this document, the engagement activities for developing those agreements are not covered by this SCEP. However, engagement with other First Nations stakeholders (who are not Traditional Owners for the Project area) are covered.

Cubico is committed to early, effective and meaningful engagement with local stakeholders to ensure successful implementation of community engagement schemes. The objectives of engagement are to:

- Prioritise building long-term relationships with all stakeholders.
- Identify and respond to the community's needs and aspirations to demonstrate Cubico's long-term commitment to the region.
- Ensure stakeholders and the community are well informed and kept up to date on Project status, development and opportunities.
- Seek meaningful input from stakeholders and the community on the Project including opportunities for social benefits and mitigation measures.
- Confirm regulatory requirements for approvals and ensure compliance with relevant legislation and conditions of approval.
- Work towards delivering mutually beneficial outcomes with impacted stakeholders.
- In addition to the objectives listed above, Cubico seeks to potentially identify suitable, locally based candidates to fill the role of 'Community Liaison' to complete the Project team.
- Several options to demonstrate Cubico's long-term commitment to the region that also deliver mutually beneficial outcomes for impacted stakeholders include:
 - Sponsorships including sponsoring local events
 - Community grant program that could be targeted at local communities
 - Benefits for neighbours such as financial payments or support to improve energy efficiencies of their homes
 - Co-investment or co-ownership where stakeholders have the opportunity to invest in the Project. This may be something considered in agreements with Traditional Owners.
 - Partnerships with local service providers such as education and training services to upskill locals for employment with the Project. Western Downs Regional Council is interested in employment pathways for students and will be applying for a local university campus at Chinchilla.
 - Local content can be maximised by breaking up larger contracts so smaller businesses can provide goods or services for the Project.
 - Infrastructure upgrades required for the Project including local roads and telecommunications could also benefit the community. Western Downs Regional Council indicated that telecommunications is a key matter for emergencies in bushfire prone areas at Marmadua.

2.2 Guiding principles

The following guiding principles are based on:

Cubico's values

- the Clean Energy Council's Best Practice Charter for Renewable Energy Projects, and Leading Practice Principles: First Nations and Renewable Energy Project, and
- the International Association for Public Participation's (IAP2) Public Participation Spectrum.



Cubico is driven by six core values:

- **Diversity** of thought, skills and global capabilities.
- **Respect** for people, communities and the environment.
- **Integrity** and determination to build a better future.
- **Value creation** for our shareholders.
- **Excellence** in everything we do.
- **Drive** and ambition to achieve our goals.

The Best Practice Charter outlines a commitment to engage respectfully with communities in which signatories plan and operate projects, to be sensitive to environmental and cultural values, and to make a positive contribution to the regions in which they operate.

The Leading Practice Principles outlines First Nations expectations for the renewable energy sector and details the key considerations for First Nations engagement at each stage of the project lifecycle.

The IAP2's Public Participation Spectrum provides a framework for selecting the appropriate level and style of engagement and activities relevant to a stakeholder and the project development stage (refer Figure 4).

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
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 partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to 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 directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Figure 4: Public Participation Spectrum

Engagement activities will be guided by the following principles:

- Engagement commences early in the process and continues for the life of the Project.
- Information about the Project is accessible, clear and concise. Information is factual and communicated in language (e.g. non-technical) that is appropriate for the audience.
- Engagement is respectful, timely and transparent. Engagement avoids consultation fatigue and is delivered in an efficient manner that aligns with the stakeholder and community's preferences.
- Engagement is responsive. Feedback is received and if answers to questions posed are unknown, the question will be taken on notice and a response provided as soon as possible.
- Engagement is proportional. The level of engagement reflects the level of potential impact.



- Engagement is thorough. Engagement seeks to understand the community profile, needs and aspirations to inform project design to minimise impacts and realise project benefits.

2.3 Overarching approach

Cubico has multiple projects at different stages of development in the Western Downs region. This plan provides a strategic approach to engagement for all Cubico’s activities with stakeholders in the Western Downs and a targeted engagement action plan for the MEP Project.

A strategic approach to engagement allows for efficient and effective engagement with stakeholders on multiple projects, where appropriate, that shows respect for stakeholders. It also allows the opportunity for Cubico to deliver benefits at a regional scale as well as locally in nearby communities.

Table 1 describes the engagement objectives for stakeholder groups. The list is not exhaustive and will be continually reviewed and updated during project development phases.

Table 1: Engagement objectives for each stakeholder group

Stakeholder group	Description	Engagement objective
Elected officials – Australian Government Ministers, Queensland Government Ministers, Local Mayor and Councillors	People elected to government. Generally, represent a political party and their constituents.	Inform Commence early engagement to understand expectations for renewable energy developments in the local community.
Regulators – Australian Government Departments and agencies, Queensland Government Departments and agencies, Local government	Government departments, agencies or groups with a key role in deciding approvals for the Project.	Consult Commence early engagement to ensure regulatory requirements and processes are well understood prior to lodging applications and referrals.
Directly-affected stakeholders – Directly-affected landholders, Traditional Owners, Infrastructure owners, Stakeholders with other interests in the Project area	People or entities who hold or own rights over the Project area.	Involve and Collaborate Commence early engagement to understand how those stakeholders use their rights over the Project area, any potential project impacts or benefits and co-design management measures to mitigate potential impacts and ensure potential benefits are realised. Engagement will also identify partnership opportunities.
Local interested stakeholders – Indirectly-affected landholders such as nearby neighbours and stakeholders within the zone of visibility, Other First Nations stakeholders (not Traditional Owners), local community groups and service providers	People or entities who are based in the local communities or the region who will not be directly impacted by the Project but may be indirectly impacted and/or are interested in the Project’s potential social, economic and environmental impacts and benefits.	Inform, Consult and Collaborate Commence early engagement and seek to understand the community profile, their needs and aspirations, the Project’s potential social and environmental impacts and benefits, and potential impact mitigation and benefit enhancement measures.



Stakeholder group	Description	Engagement objective
		Commence early engagement to develop the neighbourhood benefit program, Community Development Fund and sponsorship opportunities.
Other interested stakeholders – Industry bodies	People or entities who are located outside of the region and will not be directly impacted by the Project but may be interested in the Project’s potential social, economic and environmental impacts and benefits.	Inform Provide project updates and respond to queries, as needed. Ensure project information is objective, factual and accurate.
Media	Community and/or industry-focused mass communication providers.	Inform Provide project updates and respond to queries, as needed. Ensure project information is objective, factual and accurate.

2.4 Engagement and consultation tools

A variety of engagement and consultation tools will be used to support engagement activities with stakeholders and the community including, but not limited to, the tools listed in Table 2. Where possible, existing communication channels will be used where appropriate to manage consultation fatigue in the community. Options include, but are not limited to:

- Western Downs Futures forum
- Murilla Community News
- Western Downs Regional Council’s Monthly eNews
- Window on Wandoan.

Table 2: Engagement and consultation tools

Tool	Details
Inform	
Project website	Provides project overview, maps, current project status, published newsletters, Project email address and phone number, online enquiry/feedback form. Website URL and QR code linking to the website will be included in all newsletters.
Stakeholder database	A dedicated stakeholder and issues database will be used to ensure stakeholder feedback, concerns and enquiries are record and responded to.
Newsletters	Available in both print and digital formats. Produced following key project activities and development milestones. Accessible digitally from the Project website. They may also be made available at key community locations. Stakeholders can subscribe via the Project website and will be able to choose to receive them via email or post.
Presentations and information material	Prepared to support engagement activities including briefings, information sessions and meetings.



Tool	Details
	<p>May provide a project overview, project updates, or technical information about project studies and approvals.</p> <p>Information material could include info sheets, maps and photos.</p>
Media releases	Provided to local media outlets to announce project milestones.
Social media	<p>Used to update the community on Project milestones and promote community information sessions and other Project-related community events.</p> <p>Facebook is likely to be used.</p>
Consult / Involve	
Project email address and phone number	Project email address and 1800 number for general enquiries. Project team members will have access to the project mailbox and 1800 number and will be responsible for responding to enquiries in line with the enquiries and complaints management process (refer to Section 2.6).
Online enquiry / feedback form	<p>Accessible via the Project website.</p> <p>Provides the opportunity for stakeholders to submit enquiries and provide feedback to the Project team at any time.</p>
Emails and phone calls	Used to correspond with stakeholders about specific matters including responding to enquiries / feedback received online via the website.
Meetings, briefings, and community information sessions	<p>Held to consult with individuals or groups of stakeholders at a time and location convenient to stakeholders.</p> <p>Preferably held in person, option to be held online if capabilities permit.</p> <p>May be topic specific or provide general overview of the project and/or key matters.</p> <p>May be supported by presentations and/or information materials.</p> <p>May be formal (e.g. meeting or workshop) or informal (e.g. community coffee catch up / meet and greet).</p>
Collaborate	
Workshops	<p>Held to collaborate with stakeholders at a time and location convenient to stakeholders.</p> <p>Preferably held in person, option to be held online if capabilities permit.</p> <p>Topic specific with the intention to work together to identify community benefit/investment opportunities.</p> <p>May be supported by presentations and/or information materials.</p>
Western Downs Futures forum	<p>Existing opportunity led by community and industry stakeholders with support from local and state government.</p> <p>Place-based initiative that seeks to improve local housing, employment, education, health and community safety.</p> <p>Opportunity to identify partnerships to deliver community benefits that supplement the Western Downs Futures objectives.</p>



2.5 Topics for discussion

Stakeholder engagement will cover a variety of topics relating to the renewable energy industry, the Projects, and Cubico as the proponent. Topics for discussion are listed in Appendix A. Note that topics for discussion may change with new topics raised in consultation with stakeholders. Appendix A includes the following matters highlighted by Western Downs Regional Council in an early engagement meeting:

- Visual amenity
- Traffic
- Employment, training and development, pathways for students
- Workforce profile
- Sustainability of turbines including options for recycling
- Bushfire prone areas and emergency planning
- Telecommunications.

2.6 Enquiries and complaints management procedure

This procedure applies to all enquiries and complaints received by Cubico in relation to the Projects that are the subject of this SCEP. Enquiries are requests for further information about a specific matter relating to the Project. A complaint is a notification that something relating to the Project is unsatisfactory or unacceptable.

The channels for receiving an enquiry or a complaint are the same. They are also managed in similar way, however, if a complainant is unsatisfied with a proposed resolution, the matter will be escalated internally.

The enquiries and complaints management procedure involves three (3) steps:

1. **Receiving** an enquiry/complaint
2. **Responding** to the enquiry/complaint
3. **Recording** the enquiry/complaint and response.

2.6.1.1 Receiving enquiries/complaints

Cubico employees and subcontractors may receive general and/or environmental complaints from members of the public, external organisations or an environmental regulator. An enquiry or complaint can be made via any means, including:

- Toll-free telephone number (1800 28 24 26)
- Letter, addressed to Cubico c/ GPO Box 800, Brisbane, QLD 4001
- Email (marmadua@cubicoinvest.com)
- Project website enquiry/feedback form.

The contact details (for making a complaint or enquiry) will be made available to the public via the Project website and in distributed communications material e.g. newsletters.

The employee who receives an enquiry and/or complaint should record the following details during initial contact:

- Name, address and contact number of enquirer/complainant
- Time, date and nature of enquiry/complaint
- A short summary of the enquiry/complaint
- If the complaint is made regarding an environmental concern, clarify whether the environmental concern is still occurring. If so, the complaint must be referred immediately to the Stakeholder Engagement team
- Confirm if the enquirer/complainant has previously had contact with Cubico or any subcontractors associated with the relevant Project regarding their enquiry/complaint



- Seek consent of the complainant to record personal information for the purposes of investigating the enquiry/complaint
- Confirm the enquirer's/complainant's preferred method of contact
- Advise the enquirer/complainant a member of the Stakeholder Engagement team will make contact to further discuss
- The time, date and method the complaint was referred to the Stakeholder Engagement team.

The employee who receives the enquiry/complaint must seek the enquirer's/complainant's consent for their name, contact details, property location and a short summary about the issue to be recorded in Cubico's stakeholder engagement register (Consultation Manager). The person making the enquiry/complaint should be reassured that their details will only be used for the purposes of investigation and will not be shared with any other party.

If the enquirer/complainant does not agree to provide their details, they should be informed that Cubico will undertake an investigation based on information provided, however it will not be able to respond to the enquirer/complainant with the outcome. The direct phone number for a Stakeholder Engagement team member should be provided to the complainant for any follow up enquiries they may choose to action.

Upon receipt, enquiries/complaints must be referred to the Stakeholder Engagement team to coordinate Cubico's response. Anonymous complaints should also be forwarded to the Stakeholder Engagement team for assessment and investigation.

2.6.1.2 Actioning the enquiry/complaint

Acknowledgement of enquiry/complaint

Upon receipt of the enquiry/complaint, the relevant Stakeholder Engagement team member will contact the enquirer/complainant to:

- introduce themselves, their role and the role they will play during the investigation
- confirm the information initially provided
- identify any additional or relevant information
- confirm consent has been given in accordance with Cubico's Privacy Policy (available [online](#)).
- resolve the enquiry/complaint, if possible **OR** advise the timeframes in which the enquirer/complainant can expect a response
- provide the complainant with the reference number for the record of their enquiry/complaint in the stakeholder engagement register.

The Stakeholder Engagement team member will ensure the details of the enquirer/complaint are recorded in the stakeholder engagement register. Personal information recorded as part of receiving and investigating an enquiry/complaint must comply with Cubico's obligations under the *Privacy Act 1988 (Cth)* (Privacy Act) and Cubico's Privacy Policy.

Investigation

If the Stakeholder Engagement team member is unable to resolve the enquiry/complaint and further investigation is required, the team member will assign the enquiry/complaint to an appropriately qualified employee to validate, investigate and respond, as soon as possible.

The appropriately qualified employee is to provide a response within one week from the date of the receipt of the enquiry/complaint.

Response

A response will be developed and sent within 48 hours following completion of the investigation and, where required, corrective action has been initiated. The response should include, where possible, the outcome of the investigation and an explanation of the corrective actions implemented.



The outcome of an investigation into a general enquiry/complaint, should be developed and communicated to the enquirer/complainant within one week from the date of the receipt of the enquiry/complaint.

The Stakeholder Engagement team is responsible for providing a summary of the resolution to the enquirer/complainant and details of whether ongoing actions, monitoring or interactions are required, and recording in the complaints register whether the complaint has been resolved to the satisfaction of the complainant or not.

The nature of the enquiry/complaint will determine the length and complexity of the interaction; however, the following principles will apply in all cases:

- all enquiries/complaints are to be investigated
- enquirers/complainants are to have one primary contact within the Stakeholder Engagement team at the level appropriate to the nature of the enquiry/complaint
- enquirers/complainants are to be contacted at appropriate intervals during the process
- relevant internal Cubico stakeholders should be kept informed at appropriate intervals during investigation and resolution
- a minimum of two Cubico representatives are present in all face-to-face contact with a complainant unless an alternative arrangement is approved by the Project Lead.

If the complainant is unsatisfied with the response or considers the corrective action is ineffective, the Stakeholder Engagement Lead is responsible for escalating the matter internally.

2.6.1.3 Recording enquiries/complaints

The Stakeholder Engagement team is responsible for ensuring relevant and sufficient details are recorded regarding the enquiry/complaint to enable a timely and appropriate investigation to be undertaken and maintaining the stakeholder engagement register. Cubico use Consultation Manager (stakeholder management software) to record and effectively manage all enquires and complaints.

Any records created e.g. emails or documents to record and resolve a general enquiry/complaint are stored in the project folder: <https://cubico.consultationmanager-preview.com/dashboard>.

When a general complaint is received, a summary is provided in an email to the Project Lead. If the complaint is of a serious nature, then Cubico must be informed.

2.7 Recording, reporting and review

2.7.1 Recording and reporting stakeholder engagement

Interactions with stakeholders will be recorded in the stakeholder engagement register, Consultation Manager.

The Engagement Lead will report on engagement activities undertaken to the Project team as needed. For example, some applications for Project approvals require a summary of engagement undertaken to date.

Changes to key issues and feedback received from stakeholders will be regularly reported to the Project team to inform Project design, Project approval applications, updates to this engagement plan including key messages.

The Engagement Lead will also report on relevant the outcomes of engagement such as community investment and benefit sharing activities for inclusion in Cubico's environmental, social and governance (ESG) reporting, as required.

2.7.2 SCEP review

The SCEP will be updated as required, including action plans for Projects.

Media will be monitored to identify any changes in community sentiment that may require changes to the SCEP and/or action plans. Feedback from stakeholders may also require changes to the SCEP and/or action plans.

The SCEP will be reviewed, and Project-specific engagement plans will developed for construction and operation once development approvals are secured.



2.8 Action plan

To streamline stakeholder engagement and reduce engagement fatigue, the following list of community events and activities were identified. These events and activities could be used as an avenue for Cubico to understand how they could provide benefits for the community. In addition, Cubico may consider supporting these or other events and activities as part of their broader community benefits strategy.

See Appendix B for the action plan.



3. Marmadua Energy Park

3.1 The Project

The Marmadua Energy Park (MEP) Project is a renewable energy project that will have an approximate capacity of 790 MW. It comprises a wind farm, solar farm and BESS located near Tara, Queensland. The MEP Project area is approximately 11,168.36 ha across 17 parcels within the Western Downs Regional Council local government area.

The MEP Project comprises up to:

- 110 wind turbine generators (WTG)
- 200 MW/hr BESS
- substation and switchyard
- other ancillary infrastructure for operations
- temporary ancillary infrastructure for construction.

The MEP Project proposes to connect to the grid via the Braemar to Bulli Creek 330 kV transmission lines. A new OHTL to connect the Project to the grid is not required.

Project components including turbines will be transported to site from Port of Brisbane via Warrego Highway, Moonie Highway and Surat Developmental Road.

Construction will take approximately 24 months and is expected to commence in 2027. Commissioning and operations are expected to commence in 2029.

The MEP Project will employ up to 480 construction workers and 10-15 operational workers and invest approximately \$2 billion in capital expenditure.

3.2 Community profile

The local communities closest to the MEP Project are Tara, Kumbarilla, and Halliford. Dalby and Chinchilla are the nearest regional centres.

3.2.1 Tara, Kumbarilla, and Halliford

Tara is a small town with an aging population situated about 89 kilometres west of Dalby and west of the MEP Project. In 2021, 3,851 people lived in the area surrounding Tara² including Marmadua where the MEP Project is located. The rural localities of Kumbarilla and Halliford are located immediately east of the MEP Project and had a combined population of 227 people in 2021 (ABS, 2024). The Kumbarilla State Forest makes up most of the Halliford locality's area.

In 2021, more than 300 people (8.6 per cent) living in Tara identified as Aboriginal or Torres Strait Islander. Most of the community traces their ancestry to England, Scotland and Ireland and are at least third generation Australians (both parents born in Australia) (ABS, 2024).

Livestock agriculture is the main source of employment in the region. However, employment opportunities in the region are generally unstable with the unemployment rate fluctuating from a high of 24.3 per cent in June 2021 to a low of 7.4 per cent in March 2023 and as at September 2023, it was 11 per cent (Jobs and Skills Australia, 2023).

Tara residents, like many rural communities, face long-term health challenges related to chronic conditions such as arthritis, asthma, diabetes, and heart disease (ABS, 2024). A higher proportion of Tara residents (36%) have one or more long-term health condition compared to Queensland (28.8%) and Australia (27.7%) (ABS, 2024). This may be linked to the ageing population, and other social determinates of health, such as education and income.

² ABS Statistical Area Level 2: 307011178



In 2014, CSIRO conducted a study in the context of CSG, 'Community wellbeing and responding to change' (Walton, McCrea, & Leonard, 2014). The research reported the community of Tara is at a significantly lower level of overall wellbeing compared to the other communities in the Western Downs (Walton, McCrea, & Leonard, 2014).

A growing number of people have moved to Tara for its affordable housing and rural lifestyle. This may be exacerbated by the cost-of-living pressures experienced across Australia. The perception of ill health risk associated with CSG, limited economic opportunities, and exposure to fires and floods has led to affordable housing in Tara.

In the 1980s, rural subdivisions were established in Tara. This led to an influx of 'outsiders' as considered by the existing agricultural population and established rural town dwellers. The 'Blockies', as they are commonly referred to, were stigmatised because they were considered outsiders, the Tara rural subdivisions attracted those who were already rejected by society, and they didn't fit into the established agricultural context. In turn, this stigmatisation led to poor integration of 'Blockies' with the broader community and structural discrimination (limited or denied access to social and economic capital or opportunities). The stigmatisation, isolation and discrimination are the threads linking the emergence of the Blockies' motivation to resist CSG project development since 2009 (Makki, 2015). Interestingly, the Blockies' strong anti-CSG stance created further division and stigmatisation. These factors need to be considered when seeking to engage with rural subdivision residents in relation to the proposed wind farm development.

A couple shooting incidents have occurred in Tara and surrounds in recent years. Teenagers were arrested following shots fired in the centre of town in Tara in January 2023 (Hinchcliffe, 2023) and police were killed in a shootout at 'the blocks' in nearby Wieambilla in December 2022 (Smee, 2022). It is reported that the people involved in the incident at Wieambilla were active members in online conspiracy communities.

Key messages and FAQs should include debunking some of the commonly held misconceptions and ill-health associated with wind farms. In addition, when exploring community benefits sharing opportunities, engage with rural subdivision residents.

Tara celebrates its multiculturalism with the biennial Tara Festival of Culture and Camel Races.

3.2.2 Dalby and Chinchilla

Dalby is the administrative centre for the Western Downs region. Chinchilla is a rural town and a key service centre in the region. Dalby is situated 208 kilometres west-northwest of Brisbane and Chinchilla is 300 kilometres west-northwest. In 2021, Dalby had a population of 12,758 people and Chinchilla had a population of 7,068 people (ABS, 2024).

In 2021, less than 10 per cent of people in Dalby (8.8 per cent) and in Chinchilla (7.6 per cent) identified as Aboriginal and/or Torres Strait Islander people (ABS, 2024).

People in Dalby and Chinchilla tend to complete high school in year 10 rather than Year 12. While most people do not hold formal qualifications, those who have undertaken post-school studies completed Certificate-level education. This is reflected in the most popular occupations held by locals being trade workers and labourers (ABS, 2024).

The biggest industries of employment in Dalby and Chinchilla including retail trade, education and training, and health care and social assistance, which align with their status as regional service centres. Construction, CSG and mining were also major sources of employment for people living in Chinchilla (ABS, 2024). It is likely that there are many people with relevant skills in Chinchilla, and possibly Dalby, who can work on the MEP Project.

3.2.3 Nearby projects and developments

Shell QGC and APLNG operate gas fields in the area. There are no renewable energy developments or projects nearby.

3.3 Project team

The Marmadua Energy Park Project team personnel responsible for delivering stakeholder and community engagement activities for the Project are listed in Table 3. All personnel are responsible for recording their interactions with stakeholders in the stakeholder engagement register.



Table 3: Project team responsibilities

Role	Engagement responsibilities
Stakeholder Engagement Manager Cubico	Engagement Lead <ul style="list-style-type: none">• Provide strategic direction for Project engagement approach• Review and approve stakeholder engagement plan and updates, consultation material and engagement activities• Consult with Cubico Head Office to approve key messages and consultation material, as required• Facilitate / participate in engagement activities, as required• Record engagement activities in stakeholder register.
Development Manager Cubico	Project Lead <ul style="list-style-type: none">• Lead engagement activities with stakeholders and the community• Provide and review project information for consultation material• Record engagement activities in stakeholder register.
Community Liaison Cubico	Community Liaison <ul style="list-style-type: none">• Key point of contact for the community• Facilitate local community engagement activities• Provide feedback to the team on community sentiment and opportunities for engagement• Record engagement activities in stakeholder register.
Stakeholder engagement consultant	Engagement Support <ul style="list-style-type: none">• Prepare consultation material to support engagement activities• Support organisation of engagement activities• Participate in engagement activities, as required• Update project website content, as required• Maintain stakeholder engagement plan and stakeholder list• Oversee stakeholder engagement register.
Technical specialists	Technical Support <ul style="list-style-type: none">• Provide and review technical information for consultation material• Participate in engagement activities, as required• Record engagement activities in stakeholder register.



3.4 FAQs and key messages

Step One: Introduction letter to nearby landowners – Key Messages

- Cubico is one of the world's largest privately owned renewable energy companies, working in 12 countries with ~450 employees and over 180 assets under management.
- As an asset owner and operator, we develop and own our renewables assets, meaning we have a long-term interest in our projects and the areas where they are developed.
- In Queensland, Cubico owns the 504 MW Wambo Wind Farm in Jandowae which is currently under construction. And Delburn in Victoria.
- Cubico is actively prospecting and developing new projects along Australia's East Coast.
- We have been in discussions with land holders and are investigating a project in the area.
- We've been measuring the wind resource over the last year.
- Environmental (flora and fauna) surveys have also been undertaken over the last few months.

Stage Two: Broader community – Key messages

- We have a site area based upon agreements with local landowners.
- The Project area is used for agricultural purposes including grazing and cropping and coal seam gas (CSG) extraction. Shell QGC operates several gas wells in the Project area. Cubico will design the Project to integrate the wind farm with existing land uses, wherever possible.
- Based on our initial studies, there is potential for up to 110 turbines (+ Solar and BESS) which would generate 700MW and create around 400 jobs during the construction period.
- We are aiming to submit a Development Application for the wind component of the project later this year
- We would like to hear from the community – what do you think about the project, how do you feel about it, what matters to you?

Stage Three: Introducing Marmadua Energy Park – Key messages

- Submitting application for up to 110 turbines
- Indicative timeframes – with ongoing studies
- Community Benefits package – we want to hear your ideas
- Survey – tell us what is important to you
- Sign up for project updates.

Who is Cubico?

Cubico is one of the world's largest privately owned renewable energy companies, working in 12 countries and across four continents with over 350 employees and over 180 assets under management across the globe.

Cubico invests solely in renewable energy, and our portfolio includes onshore wind, solar PV and concentrated solar, with over 3,000 MW in operation and a development pipeline of over 4,000 MW globally.

We have offices in Brisbane, Sydney and Melbourne.

In Queensland, Cubico owns the Wambo Energy Hub in Jandowae. The first stage of this is a 252 MW wind farm which is currently under construction, with Stage 2, an additional 254 MW wind farm has reached financial close and is in the process of commencing construction. Stage 3, which will comprise of an additional ~250 MW wind farm and a ~400 MW solar farm, is also in the early-stages of development.



What is the MEP Project?

The Marmadua Energy Park (MEP) Project is a renewable energy project that will have an approximate capacity of 790 MW. It comprises a wind farm, solar farm and BESS located near Tara, Queensland. The MEP Project area is approximately 11,168.36 ha across 17 parcels within the Western Downs Regional Council local government area.

The MEP Project comprises up to:

- 110 wind turbine generators (WTG)
- 200 MW/hr BESS
- substation and switchyard
- other ancillary infrastructure for operations
- temporary ancillary infrastructure for construction.

The MEP Project will connect to the grid via the Braemar to Bulli Creek 330 kV transmission line. A new OHTL to connect the Project to the grid is not required.

Project components including turbines will be transported to site from Port of Brisbane via Warrego Highway, Moonie Highway and Surat Developmental Road.

Construction will take approximately 24 months and is expected to commence in 2027. Commissioning and operations are expected to commence in 2029. The project is expected to have an operational life of 35 years.

The MEP Project will employ up to 480 construction workers and up to 15 operational workers and invest approximately \$2 billion in capital expenditure.

Where is the MEP Project located?

The MEP Project is located north of the Kubarilla State Forest, 22 km east from Tara and 37 km west from Dalby, in the Western Downs Regional Council local government area and within the Southern Queensland Renewable Energy Zone (QREZ).

The MEP Project is located along the Surat Developmental Road and the Moonie Highway.

The Project area is used for agricultural purposes including grazing and cropping and coal seam gas (CSG) extraction. Shell QGC operates several gas wells in the Project area. Cubico will design the Project to integrate the wind farm with existing land uses, wherever possible.

What is the need for Project?

The Australian and Queensland Governments have committed to net zero emissions by 2050. The Queensland Government Climate Action Plan outlines staged emissions reduction targets and actions to achieve these targets by reducing emissions in the energy, transport, industry, building, land management sectors.

In the Queensland Energy and Jobs Plan (QEJP) and the subsequent 2023 Queensland Renewable Energy Zone (QREZ) Roadmap, which were released to support the energy transition, the Queensland Government committed to an 80 per cent renewable energy target by 2035. This target includes an additional 22 GW of renewable energy from large-scale wind and solar developments. Additional high voltage transmission infrastructure is needed to connect new renewable energy developments to the grid.

The QREZ Roadmap identifies that 1,600-2,000 MW of renewables generation is expected to be installed at the Darling Downs REZ within the Southern QREZ. The MEP Project will contribute up to 705.6 MW to the Darling Downs REZ and assist with achieving the Queensland Government's 80 per cent renewable energy target by 2035 and its emissions.

How will the Project connect to the grid?

The MEP Project will connect to the grid via the Braemar to Bulli Creek 330 kV transmission line. A new OHTL to connect the Project to the grid is not required.



What are the Project's benefits?

The MEP Project is expected to create up to 480 jobs during construction and up to 15 jobs during operation.

Cubico expects to spend up to \$2 billion in capital expenditure for the MEP Project.

Cubico is committed to maximising opportunities for local workers and businesses and providing benefits to the local community through supporting local initiatives.

Electricity generated by the MEP Project will be able to power up to 480,000 homes.

Cubico, under the MEP Project brand, is sponsoring Kids Corner Carnival and the Country & Western Music Centre.

Cubico is exploring options to sponsor and participate in the Tara Festival in August 2024.

What approvals does the Project need?

The Project requires development approval from the Queensland Government under the *Planning Act 2016*. A development application for the Project is planned to be submitted to the Department of Housing, Local Government, Planning and Public Works in 2024.

A referral to the Commonwealth Department of Climate Change, Energy, the Environment and Water (DCCEEW) also plans to be submitted in 2024. The Project is expected to be a controlled action under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act), meaning that approval from the Commonwealth is also likely to be required.

Cubico is investigating suitable approvals pathways for the OHTL including a Ministerial Infrastructure Designation (MID) under the *Planning Act 2016*. An application for grid connection is planned to be submitted to Powerlink Queensland in 2025. The OHTL will be included in the referral to the Commonwealth.

Land access and lease agreements have been reached with all landholders in the Project area.

What studies have been undertaken for the Project?

Two trailer-based wind monitoring devices have been installed onsite and a met mast is anticipated to be installed in Q2 2024.

Ecology and bird and bat utilisation surveys have commenced in the Project area.

Other studies to be undertaken for the Project include an Aboriginal cultural heritage survey, aviation impact assessment, electromagnetic interference assessment, shadow flicker impact assessment, ecological assessment, preliminary transport route assessment and traffic impact assessment, stormwater management, landscape and visual impact assessment, noise impact assessment, preliminary rehabilitation plan, preliminary construction management plan, and a preliminary erosion and sediment control plan.

A construction worker's accommodation options report may be prepared if a worker's accommodation camp is to be considered in the Project area.

What are the Project's impacts and how will they be managed?

Visual amenity

The wider community will notice a change in the landscape once the Project is constructed. Up to 172 turbines will be installed at a relatively low elevation. The landscape and visual impact assessment will determine the potential impacts on visual amenity and identify possible mitigation measures that could be implemented to reduce impacts, where appropriate. Mitigation measures for non-host properties may include installing screening vegetation at their property.

Shadow flicker – the effect of turbines casting flickering shadows due to the turning of the blades – may impact on nearby residents. The wind farm will be designed to avoid shadow flicker impacts on nearby residents as far as possible. A shadow flicker assessment will also investigate the potential impacts on nearby residents and



management measures such as blocking turbine shadows with vegetation will be implemented to further reduce impacts.

Noise

Noise is generated when wind turbine blades move through the air and from the moving parts inside the wind turbine.

Residents within approximately 1,500 m of a turbine may hear the turbines operating. The wind farm will be designed to avoid noise impacts on nearby residents as far as possible by locating turbines at least 1,500 m from homes. A noise impact assessment will be undertaken to investigate the potential impacts on nearby residents and management measures such as applying specific operating modes will be implemented to further reduce impacts.

Australia has some of the strictest guidelines in the world regarding noise associated with wind farms. The Queensland Government guidelines specify limits for neighbours of wind farms to be:

- Outdoors day time (6 am to 10 pm) 37 dB(A) or no more than 5 dB(A) above the background noise, whichever is the greater, and
- Outdoors night time (10 pm to 6 am) 35 dB(A) or no more than 5 dB(A) above the background noise, whichever is the greater.

These prescribed noise limits have been developed to minimise impacts on existing or approved nearby residents and other sensitive land uses.

For comparison, 40 dB is equivalent to a quiet library or bird calls, and 30 dB is equivalent to a quiet rural area or whisper.

Cultural heritage

Impacts on Aboriginal and contemporary cultural heritage in the planning, development, operation, maintenance and decommissioning stages will be managed in accordance with the 'Duty of Care' established by the *Aboriginal Cultural Heritage 2003* (Qld) and the *Queensland Heritage Act 1992* (Qld) respectively.

The relevant traditional owners will be engaged and consulted with in the assessment and management of any impacts upon tangible or intangible cultural values present in the Project area. A 'Cultural Heritage Management Plan/Agreement' will be sought with the relevant parties.

Flora and fauna

The Project area has been previously cleared of native vegetation for agriculture. Small patches of endangered and of concern regional ecosystems that are remnant or high-value regrowth vegetation occur in the Project area, primarily along small drainage lines. The patches are discrete and generally far apart so that they can be avoided through Project design. Buffer zones left between patches of remnant or high-value regrowth vegetation and the Project footprint will reduce the potential for indirect impacts (such as edge effects).

The lack of native vegetation reduces the likelihood of listed threatened terrestrial fauna species being present within the Project area. Ecological surveys are currently being undertaken to confirm this, the results of which will feed into the Project design and impact assessment. A Vegetation and Fauna Management Plan (VFMP) will be developed as part of the Project approvals documentation, outlining how the mitigation hierarchy (avoid – minimise – mitigate – rehabilitate – offset) and outline how this has been applied to address potential impacts on flora and fauna. The implementation and effectiveness of this VFMP would be monitored during construction of the Project.

Wind turbines pose a potential risk to avifauna (birds and bats) through collision with the turbine blades, barotrauma and/or habitat alienation and barrier effects. Best practice guidelines for onshore wind farms recommend a two-year program of seasonal bird and bat utilisation surveys followed by collision risk modelling. These surveys have commenced for the Project and will continue for the next year or so. A Bird and Bat Management Plan (BBMP) will subsequently be developed based on the findings of the surveys and the modelling. The BBMP would be implemented during the operational life of the Project and the effectiveness of the measures would be monitored and adapted to best manage outcomes of the Project.



Traffic and transport

The transportation of wind farm infrastructure is critical to the successful construction of the Project. Oversize and over mass (OSOM) wind turbine components will be transported via road from port to the project site. These components include wind turbine blades, nacelle, drive trains, tower sections and hubs. Blades and tower sections represent the largest challenge logistically given the length and width of these components.

Changes in volumes of traffic are expected on the local road network during construction which is an approximately 2-year period. This will put pressure on the local road network.

The Project is proposed to be accessed from Martins Road. Detailed design work is required to determine upgrades required to provide successful access. An assessment of the proposed transport route is required to inform the appropriate solution of transportation of components from port to site and identify pinch points along the route. Wind farm turbine components will be delivered at the Port of Brisbane.

A traffic impact assessment will be undertaken by a RPEQ to identify all potential construction and operational traffic impacts on the road network function and safety. Engagement with state and local road authorities will inform how these impacts will be managed. A Traffic Management Plan is required to detail any measures to mitigate or management potential impacts to the road network.

Agriculture

Cattle grazing and cropping are currently practiced in the Project area. Consultation with the landholders will determine appropriate measures to avoid or minimise potential impacts on existing land uses.

Stock routes are also present within and adjacent to the Project area. Consultation with the Queensland Government Department of Resources and Western Downs Regional Council will ensure that any stock route crossings that may be required are designed in accordance with standards and will ensure their use and function is maintained.

Workforce accommodation

The need for a construction workforce accommodation will be determined during the feasibility assessment stage. This will include identifying the capacity for local communities to provide construction workers for the Project, and identifying suitable local accommodation options for workers who may need to travel to the site from other towns.

Cubico is considering all options available to accommodate the construction workforce including construction camps shared with other developers.

How can I stay up to date on the Project?

Project updates are published on the Project website. You can also subscribe to the Project newsletter via the website.

What are the next steps for the Project?

Cubico will continue refining the Project design with inputs from technical studies.

Approval applications will be submitted in 2024.

Busting wind farm myths

Noise generated from wind farms is harmful to people's health.

The blades and generators of wind turbines create noise during operation. Wind turbines can emit high-frequency, low-frequency and infrasound. Modern turbines are generally quieter than older models. It has been claimed that noise from wind turbines can impact mental health, create sleep problems and increase the risk of cardiovascular diseases. The measurable noise a few hundred metres from wind turbines is low, however local and contextual conditions can influence people's perceptions. Topography, typical sounds and noise levels of the environment, building practices, use of outdoor areas, and attitudes to wind power can also affect perceptions of noise.



The World Health Organisation (WHO) Environmental noise guidelines for the European region (2018) recommend reducing noise levels produced by wind turbines to below 45 dB Lden (WHO, 2018). This is also reflected in State Code 23, which requires noise levels at nighttime at host properties (households on properties where turbines are located) to be no more than 45 dB(A) outdoors or 5 dB(A) higher than the background noise (LA90), whichever is greater.

Australian researchers also recently confirmed that infrasound from wind turbines does not impact mental or physical health (Marshall, et al., 2023).

Wind turbines require more energy to manufacture than they produce over their lifetime.

The emissions generated from a turbine's manufacture, installation, operation, maintenance, and decommissioning are offset within the first 2 to 12 months of operation. A study found that a 2 MW turbine could offset its emissions in 7 months (Guezuraga, Zauner, & Polz, 2012).

Wind turbine components cannot be recycled.

The Clean Energy Council released a report in 2023 about recycling wind turbines. The report states that as wind turbines are mostly made of metal, they can be recycled at existing metal recycling facilities in Australia. However, wind turbine blades tend to be made from composite materials, which are difficult to reuse, repurpose or recycle.

Investment in research and development into composite recycling, establishing recycling pathways, supporting supply chains, and industry collaboration and knowledge sharing are working towards a solution to managing composite materials (Clean Energy Council, 2023).

Wind farms take up prime agricultural land.

Wind farms are compatible with farming. Each turbine only requires a small area. Wind farms co-exist with farming operations in many locations in Australia. Livestock grazing and cropping can continue to operate with little disturbance from the turbines.

Wind farms also do not degrade agricultural land. As each turbine only requires a small area, there is limited disturbance to soils. The area used for the turbine can be rehabilitated and reused for agricultural purposes after decommissioning.

Wind farms devalue surrounding properties.

A recent study undertaken in the USA for the US Department of Energy's Wind Energy Technology's Office found that wind farms can impact the sale price of properties within one mile (less than 2 km) of wind turbines, however the impact is temporary. Sale prices for these homes returned to levels prior to a wind farm's announcement within 3 to 5 years after the wind farm commences operations. The study also found that impacts on values are not apparent for properties in rural areas (where fewer than 250,000 people live) (Brunner, Hoen, Rand, & Schwegman, 2024).

This aligns with a study undertaken for the NSW Office of Environment and Heritage (OEH) that found that wind farms may not significantly impact rural properties used for agricultural purposes (Urbis, 2016).



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Appendix A

Topics for discussion



Awareness, attitudes and public perceptions

- Awareness and attitudes towards renewable energy development and wind energy.
- Experiences with other industry development in the local or regional area such as CSG and petroleum.
- Awareness and public perceptions of Cubico and other renewable energy developers operating in the local or regional area.

Potential issues, concerns or interests related to the Project

- Potential community benefits such as:
 - Benefit sharing: Concerns around equal or fair sharing of benefits. This may be more acutely felt amongst Tara rural subdivision residents.
 - Local employment and procurement opportunities.
 - Local and regional economic diversification.
- Potential community impacts
 - Noise – generated by wind turbines can be a source of annoyance for nearby residents.
 - Visual amenity – some people find wind turbines visually unappealing, especially when they alter the landscape.
 - Property values – there are debates about whether wind farms affect property values, although research suggests minimal impact.
 - Health effects – this may be a particular issue in Tara given the history of perceived adverse health impacts from CSG.
 - Workforce accommodation – construction camps onsite or offsite, or accommodation in townships.
 - Impact to social infrastructure and services capacity with influx of workers to region.
 - Impact to rural lifestyle with an influx of an external workforce.
- Wildlife and biodiversity
 - Species displacement – wind farms can displace birds and other wildlife from their foraging or nesting areas.
 - Direct mortality – collisions with turbine blades can cause mortality for birds and bats.
 - Native vegetation clearing.
- Concerns about traffic impacts
 - Local roads – upgrades and maintenance from traffic and large loads causing damage.
 - Health and safety issues linked to increase traffic numbers and size of vehicles.
 - Increased dust and noise.
 - Transporting large wind turbines may require temporary access to properties including relocating fences, etc.
- Impacts to agriculture
 - Loss of agricultural land.
 - Impact to fertility and productivity of agricultural land through degradation and soil erosion.
 - Competition for water resources.
- Wind farm decommissioning and rehabilitation
 - Recycling wind turbines.
 - Rehabilitating the land to previous land use.
- Native Title and cultural heritage
 - Potential impacts on items and places of cultural heritage.
 - Agreements with Traditional Owners.



Understanding the community

- Community values, identity, local needs, and aspirations.
- Partnership and sponsorship opportunities to provide community benefits.
- Areas of value and use within and near the Project.
- Sense of community in the area.
- Potential sensitive receivers and/or vulnerable community groups.
- Preferred engagement mechanisms, frequency, and content.



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Appendix B
Action Plan





Stakeholder group	Action	Responsibility
August 2024		
WDRC – Housing	Round 1 – Accommodation Options Report Seek feedback from WDRC representative at the Futures – Housing forum.	Stakeholder engagement consultant
Nearby landowners	Meet to discuss proposed project.	Cubico
Ann Leahy (Warrego State Member Mr Bryson Head MP Member for Callide (Member, Clean Economy Jobs, Resources and Transport Committee)	Meet with MPs	Cubico
Direct Neighbours	Send letters to neighbours within 5 km with project updates.	Cubico
Key community stakeholders	Round 1 – Accommodation Options Report Seek feedback from key community stakeholders on the local context and potential accommodation options.	Stakeholder engagement consultant
Department of Climate Change, Energy, the Environment and Water (DCCEEW)	EBPC Act approval EPBC Act pre-referral meeting.	Cubico Technical specialists
September 2024		
Community	Community Pop Up at FoodWorks Tara.	Cubico Stakeholder engagement consultant
Community	Project website to go live.	Cubico
Community	Community Information Session at Tara Soldier’s Memorial Hall.	Cubico Stakeholder engagement consultant
October 2024		
Community	Markets at the Museum, Tara Museum	Cubico
Directly affected landholders	Community Information Session (Tara Soldier’s Memorial Hall)	Cubico



Stakeholder group	Action	Responsibility
Indirectly affected landholders Community		Stakeholder engagement consultant
Key community stakeholders	Round 2 – Accommodation Options Report Seek feedback on proposed accommodation options.	Stakeholder engagement consultant
December 2024		
State Assessment and Referral Agency (SARA)	Development application (DA) DA pre-lodgement meeting.	Technical specialists Cubico
Directly affected landholders Indirectly affected landholders Community	Online Community Information Session	Cubico
Ongoing engagement activities		
All	Ongoing management of 1800 number and email ensures the engagement team is accessible during business hours for all stakeholders.	Cubico
	Keeping the community informed of when disruptions are likely to occur as a result of construction, as well as progress milestones	Cubico
Directly affected landholders	Continue close engagement with host landholders, providing timely updates on construction progress and expected timeframes. Monitor closely for any issues that may arise.	Cubico
Indirectly affected landholders	Continue close engagement with neighbours to inform them of Project progress, construction, and milestone timings and monitor any issues that may arise.	Cubico
Local Council Host Landholders Neighbours Impacted communities	Implement the transport route engagement strategy for stakeholders impacted by the transport route.	Cubico
Traditional Owners and First Nations stakeholders	Social procurement: Continue conversations with TO groups to identify opportunities the Project can offer the Indigenous community. Provide updates.	Cubico



Stakeholder group	Action	Responsibility
Locals Councils, MPs, Regulatory authorities, Local community groups	Further meetings with key stakeholders to introduce the Project Manager. Invite feedback on the planned approach to monitor for new issues/concerns.	Cubico
All	Launch the Community Benefit Fund, recruit CRG, implement TOR	Cubico
Local businesses (including First Nations Stakeholders)	Execution of local procurement strategies	Cubico
All	Continue distribution of the newsletter to provide updates on construction as required.	Cubico
Emergency services	Continue to engage with CFA and other relevant services to ensure the Project supports local emergency response and safety procedures.	Cubico
Media	Ongoing media and community outreach will continue providing factual, informative media stories to local media (traditional and digital) to update the community and stakeholders on project construction milestones.	Cubico
Council, MPs, community groups, media	Host an in-person tour of wind farm construction for key stakeholders. If appropriate, use this opportunity for positive media.	Cubico

