



APPENDIX G

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The scoring matrix used in this process is outlined below.

Table 8.2 : Scoring matrix used in stakeholder consultation

		Interest Level		
Influence Level		Low	Medium	High
	Low	2	4	6
	Medium	3	6	9
	High	4	8	12

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

The higher the score the more importance and rank that was associated with the particular stakeholder for the project.

8.3 Stakeholder Engagement Plan

The following Stakeholder Engagement Plan (SEP) table has been developed. Table 3: Stakeholder Engagement Plan (SEP)

Rank	Stakeholder entity	Contact Name	Interest level (H,M,L)	Influence level (H,M,L)	Score	Proposed mechanism and actions	Engagement Plan (frequency and timing)	Risk of not consulting (or risk of consulting)	Risk management strategies
=1	Department of Infrastructure, Regional Development and Cities	TBC	H	H	12	<ul style="list-style-type: none"> Formal updates and presentations at monthly meeting Regular direct communication Invites to public meetings and other key discussions 	<ul style="list-style-type: none"> Formal monthly updates Ad hoc discussions on key matters 	<ul style="list-style-type: none"> Disruption to project delivery Rework and delays to milestones Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Ongoing constructive communication Share initial findings and seek feedback
=1	Project Steering Committee (TBC)	TBC	H	H	12	<ul style="list-style-type: none"> Weekly telephone update Provision of draft chapters Invited to one-on-one stakeholder meetings & workshops 	<ul style="list-style-type: none"> Weekly updates Draft chapters as per project plan 	<ul style="list-style-type: none"> Disruption to project delivery Rework and delays to milestones Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Ongoing constructive communication Share initial findings and seek feedback on draft DBC by chapter
=1	Stakeholder Reference Group	TBC	H	H	12	<ul style="list-style-type: none"> Formal updates and presentations 	<ul style="list-style-type: none"> Semi-Regular meetings to 	<ul style="list-style-type: none"> Disruption to project delivery 	<ul style="list-style-type: none">

Rank	Stakeholder entity	Contact Name	Interest level (H,M,L)	Influence level (H,M,L)	Score	Proposed mechanism and actions	Engagement Plan (frequency and timing)	Risk of not consulting (or risk of consulting)	Risk management strategies
						<ul style="list-style-type: none"> Invites to public meetings and other key discussions 	brief the group and to receive feedback	<ul style="list-style-type: none"> Unable to receive support for project Misinformation about the project 	
=1	Councils	Townsville City Council	H	H	12	<ul style="list-style-type: none"> Regular communication and meetings with senior executives and Councillors with Steering Committee Chair and Project Manager Offer of project briefings 	<ul style="list-style-type: none"> Monthly or more frequent if required on particular matters 	<ul style="list-style-type: none"> Disruption to project delivery Unable to receive Council support for project Misinformation about the project 	<ul style="list-style-type: none"> Regular contact with senior executives and Councillors Promote the community benefits and positive impact to the region of the project
=1	Landholders	Directly affected landholders	H	H	12	<ul style="list-style-type: none"> Regular contact with updates of the project and potential impacts to property 	<ul style="list-style-type: none"> Regular bi-monthly contact or more frequent when required 	<ul style="list-style-type: none"> Disruption to project delivery Potential to be obstructive towards the project, including refusal of site access 	<ul style="list-style-type: none"> Regular and honest engagement on the process and potential property impacts Recognising the significant impact on landowners

Rank	Stakeholder entity	Contact Name	Interest level (H,M,L)	Influence level (H,M,L)	Score	Proposed mechanism and actions	Engagement Plan (frequency and timing)	Risk of not consulting (or risk of consulting)	Risk management strategies
								<ul style="list-style-type: none"> Misinformation about the project 	
=1	Potential customers	Parties that could receive water from the project	H	H	12	<ul style="list-style-type: none"> Regular communication through information sessions, face-to-face meetings and phone conversations Supported with written communication through e-mails and overview documents 	<ul style="list-style-type: none"> Bi-monthly information sessions Continued engagement through the demand and design assessment 	<ul style="list-style-type: none"> Lack of project support Not delivering a project meeting customer requirements Misinformation about the project 	<ul style="list-style-type: none"> Regular engagement on the opportunity of the project Recognising the significant impact on landowners
=1	Traditional owners / Aboriginal cultural heritage	2. TBC	H	H	12	<ul style="list-style-type: none"> A face-to-face meeting with traditional owner representatives and project staff Specific communication and site visit for specific project events (e.g. 	<ul style="list-style-type: none"> Regular updates Specific engagement during specific project tasks 	<ul style="list-style-type: none"> Disruption to project delivery Potential to be obstructive towards the project Misinformation about the project 	<ul style="list-style-type: none"> Regular and meaningful engagement Engaging during potential sensitive stages of the project

Rank	Stakeholder entity	Contact Name	Interest level (H,M,L)	Influence level (H,M,L)	Score	Proposed mechanism and actions	Engagement Plan (frequency and timing)	Risk of not consulting (or risk of consulting)	Risk management strategies
						below ground investigations)			
=7	Federal departments and authorities	<ul style="list-style-type: none"> Department of the Environment and Energy Infrastructure Australia 	H/M	H	10	<ul style="list-style-type: none"> Regular updates on project status via Queensland departments Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> Regular project updates On an as-needs basis for specific matters 	<ul style="list-style-type: none"> Disruption to project delivery Rework and delays to milestones Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Providing regular updates and presenting an understanding of the opportunities and challenges of the project
=7	State departments, authorities and corporations	<ul style="list-style-type: none"> Queensland Treasury Department of Natural Resources, Mines and Energy Department of State Development, Manufacturing, Infrastructure and Planning (including the Office of the 	H/M	H	10	<ul style="list-style-type: none"> Regular updates on project status Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> Regular project updates On an as-needs basis for specific matters 	<ul style="list-style-type: none"> Disruption to project delivery Rework and delays to milestones Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Providing regular updates and presenting an understanding of the opportunities and challenges of the project

Rank	Stakeholder entity	Contact Name	Interest level (H,M,L)	Influence level (H,M,L)	Score	Proposed mechanism and actions	Engagement Plan (frequency and timing)	Risk of not consulting (or risk of consulting)	Risk management strategies
		Coordinator-General) <ul style="list-style-type: none"> Department of Agriculture and Fisheries Department of Environment and Science SunWater 							
=9	Federal Departmental Ministers	<ul style="list-style-type: none"> Minister for Agriculture and Water Resources Minister for the Environment and Energy Minister for Infrastructure and Transport 	M	H	8	<ul style="list-style-type: none"> Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> Regular project updates On an as-needs basis for specific matters 	<ul style="list-style-type: none"> Disruption to project delivery Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Providing regular updates and presenting an understanding of the opportunities and challenges of the project
=9	Federal elected representatives	<ul style="list-style-type: none"> Federal Members for Townsville area 	M	H	8	<ul style="list-style-type: none"> Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> Regular project updates On an as-needs basis for specific matters 	<ul style="list-style-type: none"> Disruption to project delivery Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Providing regular updates and presenting an understanding of the opportunities and challenges of the project
=9	State Premier and	<ul style="list-style-type: none"> Premier and Minister for Trade 	M	H	8	<ul style="list-style-type: none"> Specific and direct engagement on matters of 	<ul style="list-style-type: none"> Regular project updates 	<ul style="list-style-type: none"> Disruption to project delivery 	<ul style="list-style-type: none"> Providing regular updates and presenting an understanding of the opportunities and challenges of the project

Rank	Stakeholder entity	Contact Name	Interest level (H,M,L)	Influence level (H,M,L)	Score	Proposed mechanism and actions	Engagement Plan (frequency and timing)	Risk of not consulting (or risk of consulting)	Risk management strategies
	Departmental Ministers	<ul style="list-style-type: none"> Queensland Treasurer Minister for State Development, Manufacturing, Infrastructure and Planning Minister for Natural Resources, Mines and Energy Minister for Agricultural Industry Development and Fisheries Minister for Environment and the Great Barrier Reef 				interest and/or areas requiring feedback and guidance	<ul style="list-style-type: none"> On an as-needs basis for specific matters 	<ul style="list-style-type: none"> Misinformation about the project Misalignment of project expectations 	
=9	State elected representatives	<ul style="list-style-type: none"> State Members for Townsville area 	M	H	8	<ul style="list-style-type: none"> Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> Regular project updates On an as-needs basis for specific matters 	<ul style="list-style-type: none"> Disruption to project delivery Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Providing regular updates and presenting an understanding of the opportunities and challenges of the project

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=9	Media	<ul style="list-style-type: none"> Townsville Bulletin Other local media The Courier Mail The Australian ABC Radio 	M	M	8	<ul style="list-style-type: none"> Regular updates on project status Specific updates on project milestones and matters of interest 	<ul style="list-style-type: none"> Bi-monthly updates On an as-needs basis on specific matters 	<ul style="list-style-type: none"> Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Providing regular updates and presenting an understanding of the opportunities and challenges of the project
=15	Potential contractors	<ul style="list-style-type: none"> Parties that could tender for the project if it is approved and funded 	M	M	6	<ul style="list-style-type: none"> Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> On an as-needs basis on specific matters 	<ul style="list-style-type: none"> Lack of interest or readiness for project Disruption to project delivery Misinformation about the project 	<ul style="list-style-type: none"> Engagement at specific stages of the project Providing a clear understanding of the relevant expectations and opportunities with the project
=15	Community groups	<ul style="list-style-type: none"> Townsville Water Security Taskforce Other Community Groups (TBC) 	M	M	6	<ul style="list-style-type: none"> Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> On an as-needs basis on specific matters 	<ul style="list-style-type: none"> Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Engagement at specific stages of the project
=17	Environmental groups	<ul style="list-style-type: none"> TBC 	M	L	4	<ul style="list-style-type: none"> Specific and direct engagement on matters of interest and/or 	<ul style="list-style-type: none"> On an as-needs basis on specific matters 	<ul style="list-style-type: none"> Misinformation about the project Misalignment of 	<ul style="list-style-type: none"> Engagement at specific stages of the project

Rank	Stakeholder entity	Contact Name	Interest level (H,M,L)	Influence level (H,M,L)	Score	Proposed mechanism and actions	Engagement Plan (frequency and timing)	Risk of not consulting (or risk of consulting)	Risk management strategies
						areas requiring feedback and guidance		project expectations	
=17	Business	<ul style="list-style-type: none"> Townsville Chamber of Commerce Others TBC 	M	L	4	<ul style="list-style-type: none"> Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> On an as-needs basis on specific matters 	<ul style="list-style-type: none"> Disruption to project delivery Lack of interest or readiness for project Misinformation about the project 	<ul style="list-style-type: none"> Engagement at specific stages of the project Providing a clear understanding of the relevant expectations and opportunities with the project
=17	Industry peak bodies	<ul style="list-style-type: none"> TBC 	M	L	4	<ul style="list-style-type: none"> Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> On an as-needs basis on specific matters 	<ul style="list-style-type: none"> Misinformation about the project Misalignment of project expectations 	<ul style="list-style-type: none"> Engagement at specific stages of the project Providing a clear understanding of the relevant expectations and opportunities with the project
20	Utility service providers	<ul style="list-style-type: none"> Vodaphone Ergon Energy Telstra Optus Others TBC 	L	M	3	<ul style="list-style-type: none"> Specific and direct engagement on matters of interest and/or areas requiring feedback and guidance 	<ul style="list-style-type: none"> On an as-needs basis on specific matters 	<ul style="list-style-type: none"> Lack of interest or readiness for project Misinformation about the project 	<ul style="list-style-type: none"> Engagement at specific stages of the project Providing a clear understanding of the relevant expectations and opportunities with the project