



**Gladstone Ports
Corporation**

Growth, prosperity, community.

Northern Land Expansion Project

Communications and Stakeholder Engagement Plan

Stage 1: Port of Gladstone Gatcombe and Golding Cutting Channel Duplication Project



DOCUMENT CONTROL SHEET

Revision history

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This document has been prepared in accordance with the Queensland Coordinator-General's 2020 approval conditions for Gladstone Ports Corporation's Gatcombe and Golding Cutting Channel Duplication Project (GGCCDP), to meet **Appendix 1, Condition 3: Communications and Stakeholder Engagement Plan**.

This document, and its connected Social Impact Management Plan, also addresses relevant commitments associated with the Coordinator-General's 2020 Evaluation Report of the GGCCDP Environmental Impact Statement.

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GLOSSARY

ABBREVIATION	DESCRIPTION
CR	GPC Corporate Relations
CSEP	Communications and Stakeholder Engagement Plan (this document)
EIS	Environmental Impact Statement
EMP	Environmental Management Plan
GGCCDP	Gatcombe and Golding Cutting Channel Duplication Project
GPC	Gladstone Ports Corporation
GRC	Gladstone Regional Council
IAP2	International Association for Public Participation
KPI	Key Performance Indicator
LNG	Liquefied natural gas
NGO	Non-government organisations
NLEP	Northern Land Expansion Project
NTP	Northern Trade Precinct
PCCC	Port Curtis Coral Coast
PM	Project Manager
SDA	State Development Area
SHM	Shareholding Minister
SIA	Social Impact Assessment
SIMP	Social Impact Management Plan
SIMR	Social Impact Management Report
SME	Subject matter expert
SRG	Stakeholder Representative Group

CONTENTS

DOCUMENT CONTROL SHEET	2
REVISION HISTORY	2
GLOSSARY	3
1 INTRODUCTION	
GLADSTONE PORTS CORPORATION	6
2 PROJECT SUMMARY	7
PROJECT OVERVIEW	7
3 PROJECT TEAM AND RESPONSIBILITIES	9
ROLES AND RESPONSIBILITIES FOR PROJECT COMMUNICATIONS AND ENGAGEMENT	9
4 COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT OVERVIEW	10
GGCCDP COMMUNICATIONS AND ENGAGEMENT 2013-19	10
NLEP COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT PLAN	10
CSEP COORDINATOR-GENERAL'S CONDITIONS AND EIS COMMITMENTS	11
5 STAKEHOLDER ANALYSIS	15
SOCIAL IMPACT ASSESMENT SUMMARY	15
IAP2 ENGAGEMENT FRAMEWORK	15
STAKEHOLDER ANALYSIS	16
STAKEHOLDER ENGAGEMENT ASSESSMENT	17
IDENTIFICATION OF KEY STAKEHOLDER INTERESTS	19
6 COMMUNICATIONS AND ENGAGEMENT STRATEGY	20
NLEP STAKEHOLDER ENGAGEMENT AND COMMUNICATIONS STRATEGY	20
7 COMMUNITY FEEDBACK AND COMPLAINT PROCESS	24
ISSUES MONITORING AND MANAGEMENT	24
STAKEHOLDER FEEDBACK	24
FEEDBACK AND COMPLAINT HANDLING PROCESS	25
8 NOTIFICATION OF CONSTRUCTION ACTIVITIES	26
9 WORKFORCE MANAGEMENT	27
QUEENSLAND PROCUREMENT POLICY	27
LOCAL BENEFITS TEST	28
PROCUREMENT POLICY STATEMENT	28
RECRUITMENT	28
FIRST NATIONS OPPORTUNITIES	28

	CODE OF CONDUCT	29
	SAFETY	29
	NLEP WORKFORCE MANAGEMENT ACTION PLAN.....	31
10	CSEP OBJECTIVES AND PERFORMANCE EVALUATION.....	32
11	MONITORING AND REPORTING REQUIREMENTS.....	33
	SOCIAL IMPACT MANAGEMENT REPORT	33
	APPENDIX A – DETAILED STAKEHOLDER LIST.....	34
12	REFERENCES	35

List of Tables

Table 1.	High-level NLEP project timeline with GGCCDP stages.....	8
Table 2.	Coordinator-General’s Conditions and EIS Commitments.....	11
Table 3.	Summary of key stakeholder feedback during 2013-19 GGCCDP engagement.....	19
Table 4.	Stakeholder engagement strategy.....	20
Table 5.	Implementation Plan.....	22
Table 6.	Summary of stakeholder feedback channels.....	24
Table 7.	Notification of construction.....	26
Table 8.	Workforce composition.....	27
Table 9.	NLEP Workforce Management Action Plan.....	31
Table 10.	CSEP objectives and KPIs.....	32
Table 11.	Detailed stakeholder list for NLEP Stage 1 bund wall construction.....	34

List of Figures

Figures 1-2.	Port of Gladstone.....	8
Figure 4.	IAP2 Spectrum of Public Participation.....	16
Figure 5.	Key stakeholder groups.....	17
Figure 6.	Interest vs. Influence Stakeholder Matrix.....	18
Figure 7.	Life Saving Commitments.....	30

1 INTRODUCTION

Summary

Over the years, strategic plans for the growth of the Port of Gladstone have identified precincts and land adjacent to the existing Fisherman's Landing in Gladstone Harbour as potential areas for new port development. Gladstone Ports Corporation (GPC) has undertaken a staged approach to the development of the area in response to industry and market demand.

Making portside land available is critical to future growth and prosperity. Emerging renewable energy industries (such as hydrogen, ammonia and wind farm components) are driving strong demand for port facilities and portside land. The increase in demand, and the nature of some of the products, means these energy industries are unable to be accommodated within existing Port of Gladstone facilities and adjacent land. The existing reclamation area at Fisherman's Landing is close to full capacity.

A key part of the development of Fisherman's Landing is the Port of Gladstone Gatcombe and Golding Cutting Channel Duplication Project (GGCCDP), which was approved by the Queensland Government in July 2020. Later in 2020, GGCCDP approval was granted by the Commonwealth Government under the Environment Protection and Biodiversity Conservation Act 1999.

GGCCDP will begin with the construction of the Southern Reclamation Area bund wall, which is now officially called the Northern Land Expansion Project (NLEP). In 2024, GPC's Shareholding Ministers financially approved the construction of the NLEP bund wall as part of GGCCDP's Stage 1. This 2.8km long bund wall will expand the reclamation area to the north west of Fisherman's Landing (10km north of Gladstone city).

The NLEP bund wall is subject to the Queensland Coordinator-General's 2020 approval conditions, as part of the GGCCDP Environmental Impact Statement (EIS). This NLEP Communications and Stakeholder Engagement Plan (CSEP) is a sub-plan of the NLEP Social Impact Management Plan (SIMP), and is prepared pursuant to the conditions stated in the Coordinator-General's GGCCDP EIS Evaluation Report.

It is important to note that this CSEP addresses communications and engagement associated with the construction of the NLEP Stage 1 reclamation area bund wall. Communication and engagement associated with other proposed GGCCDP stages (e.g. dredging) will be addressed in future CSEP revisions, when those stages are to commence. The CSEP may also be reviewed and amended to integrate lessons learned from the NLEP bund wall construction prior to the next stages of works.

Gladstone Ports Corporation

GPC is a government-owned corporation (GOC) under the Government Owned Corporation Act 1993. GPC manages four (4) ports along the Central Queensland coast, and reports to two (2) Queensland Government Shareholding Ministers (Minister for Finance, Trade, Employment and Training, and Minister for Transport and Main Roads). Three (3) of GPC's ports are operational.

GPC's purpose is to facilitate and deliver sustainable trade and prosperity, with a vision to be a world leading multi-commodity ports corporation.

GPC operations include the:

- **Port of Gladstone:** Queensland's largest multi-commodity port, housing the world's fourth largest coal export terminal and a planned hub for renewable energy industries
- **Port of Rockhampton:** facilitating the import and export of niche market products
- **Port of Bundaberg:** shipping dry and wet commodities
- **Port of Maryborough:** non-trading port.

2 PROJECT SUMMARY

Project Overview

The Port of Gladstone Gatcombe and Golding Cutting Channel Duplication Project (GGCCDP) is an important part of GPC's strategic plan. The GGCCDP project includes establishing locations for long-term placement of displaced material and duplicating the existing Gatcombe and Golding Cutting Channels in the outer harbour of Gladstone Port.

In development stages, GGCCDP will help expand the Fisherman's Landing (10km north of Gladstone city) reclamation area of usable portside land, and help ensure port efficiency by providing long-term placement of dredged material. This will create space for future growth and development.

The Environmental Impact Statement (EIS) for the GGCCDP was approved by the Queensland Government in July 2020. Later in 2020, GGCCDP approval was granted by the Commonwealth Government under the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act).

GGCCDP will begin with the construction of its Stage 1 Southern Reclamation Area bund wall, which is officially called the Northern Land Expansion Project (NLEP). In 2024, GPC's Shareholding Ministers financially approved the construction of this 2.8km long bund wall. This NLEP bund wall to the north west of Fisherman's Landing will form a perimeter for the beneficial re-use of dredged material, to create a new land area of about 109 hectares.

The release of a new reclamation area through NLEP bund wall construction is a vital step for the future development of the proposed major infrastructure project, Northern Trade Precinct (NTP) at Fisherman's Landing. It is expected that NTP will provide significant benefits by facilitating new jobs, securing future trade and investment opportunities, and growing emerging technologies. The NTP is located adjacent to the 27,000 ha Queensland Government-declared Gladstone State Development Area (a defined area of land dedicated for industrial development).

The four (4) stages of the GGCCDP, approved under the EPBC Act, are:

- Stage 1: construction of the Southern Reclamation Area (known as the NLEP bund wall) and the barge unloading facility
- Stage 2: first campaign of capital dredging (to a depth of -13.5 m LAT)
- Stage 3: construction of the Northern Reclamation Area
- Stage 4: second campaign of capital dredging (to a depth of -16.1 m LAT).

Development approval for NLEP is subject to rigorous conditions. These include Queensland and Australian Government legislation, complex regulatory requirements, and compliance conditions. Notably, the NLEP Stage 1 bund wall is subject to the Coordinator-General's conditions in response to the original GGCCDP EIS, with new reclamation bunds to commence three (3) years before the start of dredging.

Subject to regulatory approvals, GPC is aiming to commence the Stage 1 bund wall by Q3 2025. This would allow a settlement period prior to planned future capital dredging. The new reclamation area is expected to receive dredged material from 2027.

Future GGCCDP project stages include dredging works and preparation of the reclamation area to received dredged material. There is no timeline on future proposed GGCCDP project stages (including the barge unloading facility), as this depends on demand for increased shipping capacity in the Gatcombe and Golding Cutting Channels, and the shifting economic landscape.

Figures 1 and 2. Port of Gladstone

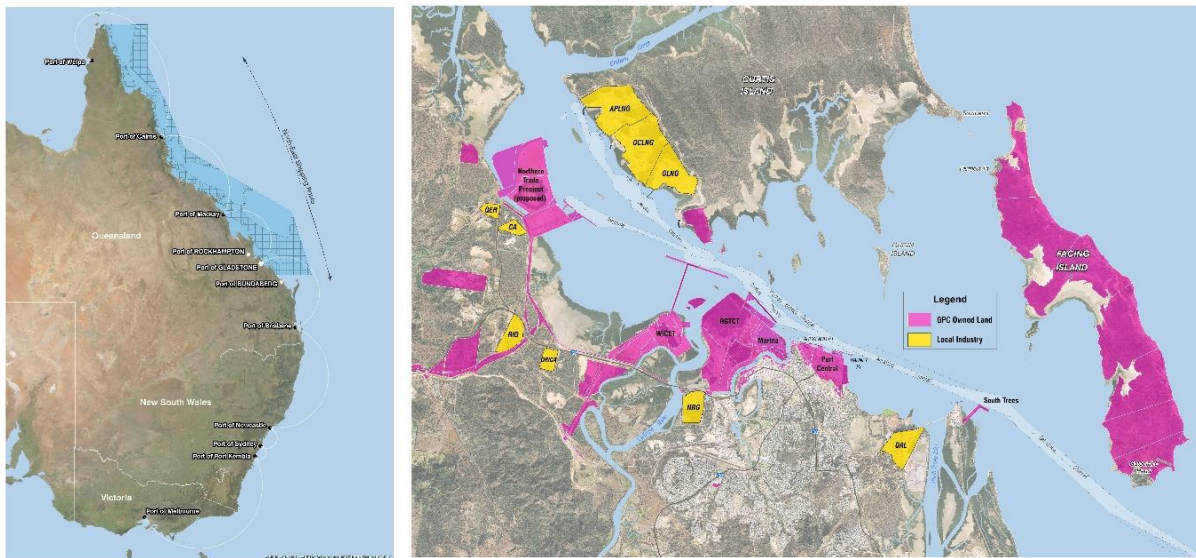


Figure 3. NLEP site



The following **Table 1** highlights a high-level NLEP timeline (with key communications and engagement actions) in line with the GGCCDP stages. This timeline is subject to timing of regulatory approvals.

Table 1. High-level NLEP project timeline with four (4) GGCCDP stages

TIMING	OVERALL	KEY MILESTONES	COMMUNICATIONS & ENGAGEMENT
2012-20	GGCCDP Planning	GGCCDP EIS	inc. GGCCDP Social Impact Assessment 2019
2021-2023	Stage 1 NLEP Planning	Long lead earthworks rock production Q2 2023 & Environmental approvals Q2 2023	Draft NLEP Communications and Stakeholder Engagement Plan (CSEP) (this document) & Social Impact Management Plan (SIMP)
2022-2024	Stage 1 NLEP Approvals	GPC Board approval Q3 2022, Shareholding Ministers' approval Q1 2024 & Compliance approvals Q3-Q4 2024	Finalise CSEP & SIMP Q3 2024 & Coordinator-General's approval of SIMP & CSEP Q4 2024
2025-2027	Stage 1 NLEP Implementation	Construction of outer bund wall Q2 2025-2027 & new reclamation area available to receive dredged material from 2027	Implement NLEP communications & engagement
tbc	Stage 1 barge unloading facility & Stages 2-4	tbc	Ongoing GGCCDP communications & engagement

3 PROJECT TEAM AND RESPONSIBILITIES

Roles and Responsibilities for NLEP Communications and Engagement

The following team structure has been drawn from the 2022 Northern Land Expansion Project (NLEP) Detailed Business Case. This structure will be further refined as the project progresses.



Reporting to the Project Manager, the Project Communications Specialist is responsible for NLEP engagement and communication activities as follows:

Role and description	Responsibilities and activities
Project Communications Specialist is responsible for: <ul style="list-style-type: none">» Stakeholder engagement and communications strategy and advice to meet GPC requirements across the relevant teams (inc. earthworks and engineering teams)	<ul style="list-style-type: none">» Develop, coordinate and implement the NLEP Communication and Stakeholder Engagement Plan (this document)» Develop, coordinate and communicate requirements and protocols for stakeholder engagement and communications» Coordinate GPC-approved stakeholder engagement and communications activities between the project team and (internal and external stakeholders)» Monitor media and public feedback and commentary regarding the project, and develop strategy and draft responses for GPC» Attend and contribute to project team meetings and management meetings» Contribute to project status reports and quality reporting

The Project Communications Specialist is the key project liaison for affected parties, stakeholders and the wider community. Contact and feedback mechanisms will be made available through GPC web pages and prominently promoted.

Other team members/subject matter specialists will have responsibility for managing important stakeholder relationships e.g. with government, First Nations and future Northern Trade Precinct proponents. The Project Communications Specialist will work with these relationship managers to ensure accurate and consistent and timely messaging.

4 COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT OVERVIEW

This Communications and Stakeholder Engagement Plan (CSEP) is a sub-plan of the NLEP Social Impact Management Plan (SIMP). These documents are subject to approval conditions and commitments from the 2020 Coordinator-General's Evaluation Report on the Gatcombe and Golding Cutting Channel Duplication Project's (GGCCDP) Environmental Impact Statement (EIS).

GGCCDP Communications and Engagement 2013-19

Extensive communication and engagement activities were undertaken in 2013-19 in the development of the GGCCDP EIS, in the lead up to the project's Stage 1 NLEP bund wall construction. The 2019 GGCCDP EIS Engagement Report provides a communication and engagement foundation for future/potential GPC port expansion plans (including for the Northern Trade Precinct/NTP), and how these align with Queensland Government priorities and targets.

The initial 2013-15 GGCCDP engagement phase focused on building understanding and gaining feedback about the purpose of the project, proposed reclamation sites and baseline monitoring. A stakeholder assessment was completed to identify which organisations, agencies and parties should be engaged with. This assessment identified a range of primary stakeholders – public and private sector, non-government organisations (NGO) and businesses with an interest in the marine environment.

A range of engagement tools and methods (including meetings, briefings, workshops, fact sheets and newsletters) was used to encourage open dialogue and information sharing between GPC and identified stakeholders. The aim was to ensure that project matters of importance to stakeholders were identified, and measures were developed to avoid, remedy or mitigate their concerns.

A successful outcome was the establishment of a Stakeholder Representative Group (SRG). The SRG provided a forum for key stakeholders to work collaboratively with GPC to: discuss the GGCCDP; openly discuss any areas of interest and key challenges; and identify opportunities to enhance the project. The SRG included representatives from the environment, marine conservation, commercial fishing, recreational fishing, First Nations, industry, tourism, government and community sectors.

NLEP Communications and Stakeholder Engagement Plan

The CSEP outlines procedures to guide how communications and engagement with potentially affected parties, stakeholders and the wider community can occur throughout the pre-construction and construction phases of the NLEP Stage 1 bund wall. The CSEP will: (a) ensure effective and meaningful communication with all stakeholders who have an interest in, and/or may be impacted by, the project; and (b) to assist GPC to quickly identify and manage risks to deliver the best possible development outcomes. This will be achieved by providing consistent, accessible and transparent communication and engagement with stakeholders.

The CSEP includes processes to: ensure local stakeholders have advanced notice of construction activities; and for registering, managing and resolving community complaints and grievances. This CSEP will be reviewed regularly and, if necessary, amended during bund wall construction in response to a change in circumstances or increased knowledge of impacts.

GPC will adhere to these communication and engagement objectives throughout the NLEP construction:

- Raise awareness and understanding about NLEP, as a key to the NTP which is vital to the future prosperity of the Gladstone region, Queensland and Australia
- Grow recognition of GPC's capability to deliver the NLEP in an environmentally, socially and economically responsible manner
- Build relationships with stakeholders to effectively identify and respond to stakeholder interests related to NLEP.

EIS Conditions and GPC Commitments

The following **Table 2** identifies the Coordinator-General's approval conditions and GPC EIS commitments (within the 2020 Evaluation Report on the GGCCDP EIS) as relevant to the CSEP, and shows where these are addressed in this document. Note: this CSEP only covers construction of the Stage 1 NLEP bund wall, not the wider GGCCDP project (including proposed dredging). Consequently, some of these following GGCCDP conditions and commitments are not applicable to the scope of this CSEP. For other conditions and commitments specific to social impacts, see the NLEP SIMP. Conditions and commitments will also be also covered in future GGCCDP CSEP revisions (when other GGCCDP stages are approved to commence).

Table 2. Coordinator-General's Conditions and EIS Commitments

Condition	GPC EIS Commitments	Where addressed
Condition 2. Social Impact Management Plan	EIS Commitments 18.6 & 18.11	
(c) The SIMP must include a Communications and Stakeholder Engagement Plan in accordance with Condition 3.		This document SIMP Chapter 5
	<p>18.6 (Section 18.9.1) A Workforce Management Plan will be implemented as part of the SIMP to mitigate workforce influx and cumulative workforce influx impacts. This will be in place prior to project construction works commencing and will be reviewed annually over the duration of the project's construction activities.</p> <p>18.11 (Section 18.9.2) The project construction workforce will be managed by adopting the following principles:</p> <p><u>Workforce behaviour</u></p> <ul style="list-style-type: none"> • Adhere to relevant legislation for construction workers, including the Work Health and Safety Act 2011. • Develop a workforce code-of-conduct which outlines acceptable behaviour, standards for work performance and appropriate ways of interacting with the residents of Gladstone. • Implement the code-of-conduct by ensuring that this is included in all contract documentation as well as in training and induction programs before workers commence their employment. Ensure that abiding by the code-of-conduct is a condition of employment and a breach of the code could result in automatic dismissal. Proactive 'refresher' training will be undertaken at regular periods throughout the construction period to minimise the risk of breaches. <p><u>Workforce recruitment</u></p> <ul style="list-style-type: none"> • GPC will work with the appointed dredging contractor and the bund wall construction contractor to develop appropriate recruitment and training programs as relevant and in accordance with the appointed contractor's labour procurement policies. This will include identifying roles that can be filled by local workers, with a focus on recruitment and training opportunities for apprentices, trainees, Aboriginal and/or Torres 	Section 9

Condition	GPC EIS Commitments	Where addressed
	<p>Strait Islander peoples, women, unemployed or under employed people, secondary school students and graduates.</p> <ul style="list-style-type: none"> • Utilise local and regional recruitment and training providers where possible and practical to meet vacant position requirements. <p><u>Accommodation planning</u></p> <ul style="list-style-type: none"> • GPC will work with local real estate agents, and residential dwelling and unit providers in the Gladstone area to secure long term accommodation for non-local project employees. • During the low and shoulder season, utilise the holiday accommodation market where possible and practical to meet any short term accommodation need for project employees. <p><u>The local community</u></p> <ul style="list-style-type: none"> • Wherever possible and practical, procure personnel, goods and services locally to enhance benefits to the local economy. Prepare and implement a Local Industry Procurement and Participation Plan if not already developed. • Promote contribution to and connection with the local community. For example, developing a workforce sporting team and playing in local competitions can be a way of facilitating connections with the community. 	
Condition 3. Communications and Stakeholder Engagement Plan	EIS Commitments 8.5, 13.5, 14.14, 18.10, 18.1, 18.3-18.5, 18.8 & 19.2	
(a) The proponent must prepare a Communications and Stakeholder Engagement Plan (CSEP) that is to be submitted as part of the SIMP to the Coordinator-General for approval, in accordance with Condition 2 of this schedule	18.3 (Section 18.9.1) Prior to the commencement of the project's construction works (or individual stages), a Communications Plan will be prepared and implemented	Throughout document
	18.3 (Section 18.9.1) The purpose of the Communications Plan is to set out procedures detailing how communication with affected parties, stakeholders and the wider community, will occur throughout the pre-construction and construction phases of the project.	Sections 6 & 8
(b) The CSEP must include		Sections 4, 5 & 9
(i) objectives and key performance indicators		
(ii) a summary profile of the local community, focusing on potentially affected stakeholder groups		Section 5
(iii) an analysis of key stakeholders and stakeholder issues		Section 5
(iv) communication activities and tools		Sections 4 & 6

Condition	GPC EIS Commitments	Where addressed
(v) roles and responsibilities for engagement	18.1 (Section 18.9.1) A Project Liaison Person will be appointed for the duration of the project activities to be the main and readily accessible single point of contact for affected parties, stakeholders and the wider community. The contact details will be made available through a project website and prominently advertised.	Sections 3, 6 & 10
(vi) engagement schedules and/or action plan	<p>18.4 (Section 18.9.1) Continue the SRG (and other groups where necessary) to minimise potential impacts during the project's construction through awareness of project activities and provide input into more detailed design and feedback on Project mitigation measures.</p> <p>18.5 (Section 18.9.1) Continue ongoing engagement with Traditional Owners about their values and traditional fishing grounds. Engagement will be undertaken in accordance with the Cultural Heritage Protocol (refer draft EIS Appendix M). If an unknown item of tangible cultural heritage is uncovered during construction, work will cease until Traditional Owners are consulted as per the procedures set out in the Cultural Heritage Protocol.</p> <p>18.10 (AEIS submission ID 3.04) GPC will undertake further consultation with peak fishing bodies regarding potential impacts from the project.</p>	Section 6
(vii) monitoring and reporting requirements		Section 11
(viii) an appropriately-scaled complaints management process	<p>8.50 (Section 8.7) Complaints and incidents will be monitored throughout the project activities, and corrective actions will be determined by the incident or complaint investigation.</p> <p>13.5 (Section 13.7.1.2) The site manager (as appropriate) will provide a community liaison phone number and permanent site contact so that noise and/or vibration-related complaints, if any, can be received and addressed in a timely manner. Consultation and cooperation between the site(s) and neighbours to the site(s) will assist in limiting uncertainty, misconceptions and adverse reactions to noise and vibration.</p> <p>14.14 (Section 14.6.6) Hazardous and potentially hazardous waste – Complaints or incidents to be reported to GPC.</p> <p>18.3 (Section 18.9.1) As a minimum, the Communications Plan will include: a complaints and response process.</p> <p>18.8 (Section 18.9.1) Mitigation effectiveness will be monitored through complaints received, by maintaining a grievance register and reviewing on a monthly basis.</p>	Section 7
(ix) include processes for incorporating stakeholder feedback into further development of project-specific impact mitigation strategies		Section 7

Condition	GPC EIS Commitments	Where addressed
(xi) processes for providing timely notification to local job seekers and industry service providers (including Aboriginal and Torres Strait Islander businesses) regarding potential employment and procurement opportunities		Section 8
(b) The CSEP must include processes for providing advanced notice to the stakeholders of construction activities, including: any works which may occur outside of standard working hours; interruptions to utility services; changed traffic, access and parking conditions; changed marine facility access, or periods of predicted high noise, vibration or traffic activities	<p>18.10 (AEIS submission ID 3.04) GPC will undertake further consultation with peak fishing bodies regarding potential impacts from the project.</p> <p>18.3 (Section 18.9.1) As a minimum, the Communications Plan will include:</p> <ul style="list-style-type: none"> • Communication about the timing, duration and likely impacts of construction works (or stages) ensuring activities and engagement with the following sensitive receptors: <ul style="list-style-type: none"> – Facing Island residents potentially affected by noise and vibration associated with project activities – Commercial fisher groups and recreational fisher groups (including tourism operators) – Maritime users (such as small vessel operators, commercial fishing fleet, recreational fishers and tourist operators). Communication will include signage and advertising advising of restrictions and their period of applicability, including safety information for recreational boating around dredging vessels – Users of the rock haulage routes (Targinnie/Yarwun community and local businesses) – Residents potentially affected by significant landscape character changes associated with project activities. <p>13.5 (Section 13.7.1.2) General noise management for project – Where work is proposed within at least 1km of residences, the community will be notified at least two (2) weeks prior to the commencement of start up. Notifications will describe the potential noise and vibration levels and the proposed management measures to control environmental impacts.</p> <p>19.2 (Section 19.7) In the lead-up to, and during dredging activities, GPC will continue to consult with local commercial fishing groups so that any issues associated with the dredging program and its interaction with commercial fishing can be identified and addressed early.</p>	<p>Section 8</p> <p>N.b. dredging applicable to future GGCCDP Stages 2 & 4</p>
(c) The CSEP is to be reviewed and, if necessary, amended during the construction and dredging stages in response to changed circumstances or increased knowledge of impacts		<p>Section 11</p> <p>N.b. dredging applicable to future GGCCDP Stages 2 & 4</p>

5 STAKEHOLDER ANALYSIS

Northern Land Expansion Project's (NLEP) Social Impact Management Plan (SIMP) and Communications and Stakeholder Engagement Plan (CSEP) are based on the Social Impact Assessment (SIA) that was prepared by Aurecon in 2019, as part of the Environmental Impact Statement (EIS) for the Gatcombe and Golding Cutting Channel Duplication Project (GGCCDP). Another key connected document informing the SIMP and CSEP is the 2019 Appendix N2 Channel Duplication EIS Engagement Report.

For NLEP, key engagement will be with these identified stakeholders groups:

- Recreational and commercial fishers
- State and local government representatives
- First Nations representatives
- Tenants and future tenants (including at the future Northern Land Precinct/NTP).

Social Impact Assessment Summary

The NLEP CSEP and SIMP are based on the 2019 SIA, as part of the EIS for the GGCCDP. The SIA provides a baseline assessment of the Gladstone Regional Council's (GRC) Local Government Area (LGA) social environment, and an assessment of the potential social impacts of the larger GGCCDP project, with risk rating and mitigation measures to be implemented.

The GGCCDP SIA covers the whole Gladstone Regional Council Local Government Area (approximately 66,835 people and about 10,000km²).

The construction of the NLEP bund wall is a much smaller part of the GGCCDP, in both work scope (to create a reclaimed area of about 109 hectares). The site is located 10km from existing communities within the City of Gladstone, with no residential housing in close proximity. And the NLEP site is located within a GPC development precinct, adjacent to the Gladstone State Development Area (a defined area of land dedicated for industrial development). Accordingly, the identified social risks for NLEP are expected to be far less, and the proposed communications and engagement approach reflects this.

In the 2021-24 development of the NLEP SIMP and CSEP, the scale of social impact was re-assessed. Using the same potential impact themes from the SIA's Table 18.6 (Summary assessment of social impacts and risk assessment rating), the SIMP reflects the defined project scope of the construction of the NLEP Stage 1 bund wall. It does not include other project phases, including dredging.

NLEP does pave the way for development and increased port activity in the future, including through the future Northern Trade Precinct which is expected to have an expanded social impact.

For details, refer to the SIMP.

IAP2 Engagement Framework

This CSEP is guided by the framework and principles of the International Association for Public Participation (IAP2) – internationally recognised as a best-practice methodology in communication, engagement and consultation.

The IAP2's Spectrum of Public Participation is used to help GPC plan and conduct its engagement activities in a clear and consistent way, recognising that different levels of consultation are required for different issues and situations.

The spectrum shows increasing levels of participation as stakeholder engagement activities move from Inform to Consult, Involve, Collaborate and finally Empower, as outlined in **Figure 4**.

This framework is a guide only and stakeholders may have their own view on the most appropriate mode of consultation and degree of influence they wish to have in each situation. GPC acknowledges and respects differing points of view and works with stakeholders to find a mutually beneficial approach.

For the development of the GGCCDP EIS, the initial 2013-19 GGCCDP communication and engagement phase focussed on the IAP2 levels of Consult and Involve. In the context of the NLEP Stage 1 bund wall construction, the level of public participation ranges from Inform to Collaborate. For example, GPC will keep stakeholders informed about NLEP (especially about the timing, duration and likely impacts of NLEP Stage 1 bund wall construction works), and there are channels in place for public feedback about NLEP. In addition, there has been 2024 NLEP Environmental Management Plan (EMP) consultation with First Nations representatives, and First Nations representatives are invited to be involved with the implementation of the EMPs.

GPC recognises that positive relationships with stakeholders underpin the organisation's social licence to operate, and that openness, transparency and accountability foster trust and can lead to mutually beneficial outcomes.

Figure 4. IAP2 Spectrum of Public Participation

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

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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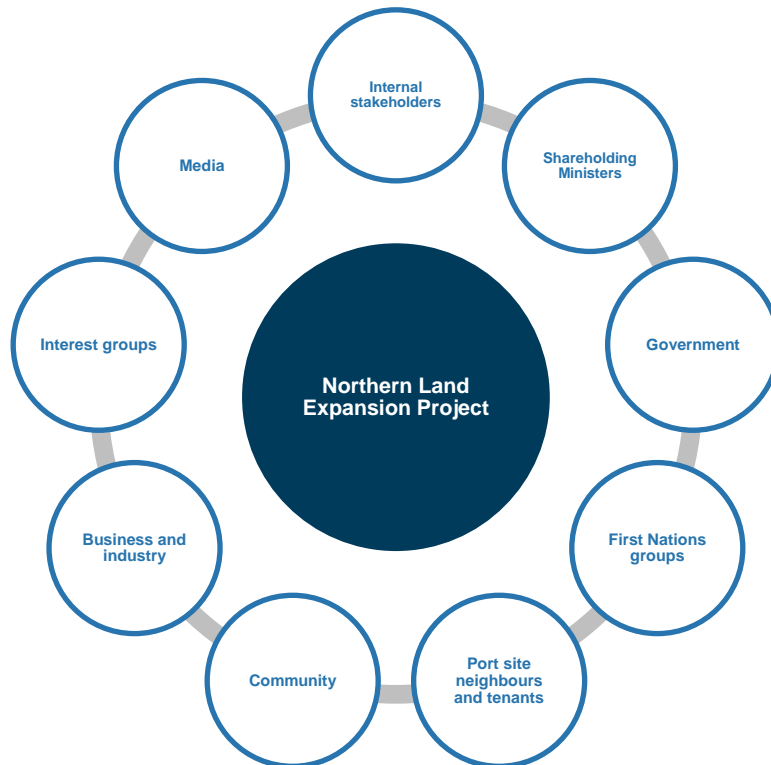
Stakeholder Analysis

Early identification of key stakeholders assists the NLEP engagement process by:

- Anticipating possible stakeholder interest and influence
- Defining effective and relevant communication activities
- Tailoring NLEP key messages to relevant stakeholders
- Preparing for and managing various stakeholder interests
- Updating and adapting impact mitigation strategies in response to stakeholder feedback.

Figure 5 provides a high-level summary of key stakeholders in relation to the NLEP bund wall construction. Refer to **Section 5** and **Appendix A** for a more detailed stakeholder list.

Figure 5. Key stakeholder groups



Further details on how the stakeholders could be communicated and engaged with, based on their level of interest and influence are outlined in the following sections.

Stakeholder Engagement Assessment

A detailed stakeholder assessment was taken for the 2019 GGCCDP SIA. With the smaller scope of NLEP, this assessment was re-evaluated in 2021-24 to understand stakeholders' level of interest and influence in relation to this bund wall construction, in line with the Stakeholder Matrix in **Figure 6**.

In considering stakeholder attitudes, it is important to recognise that:

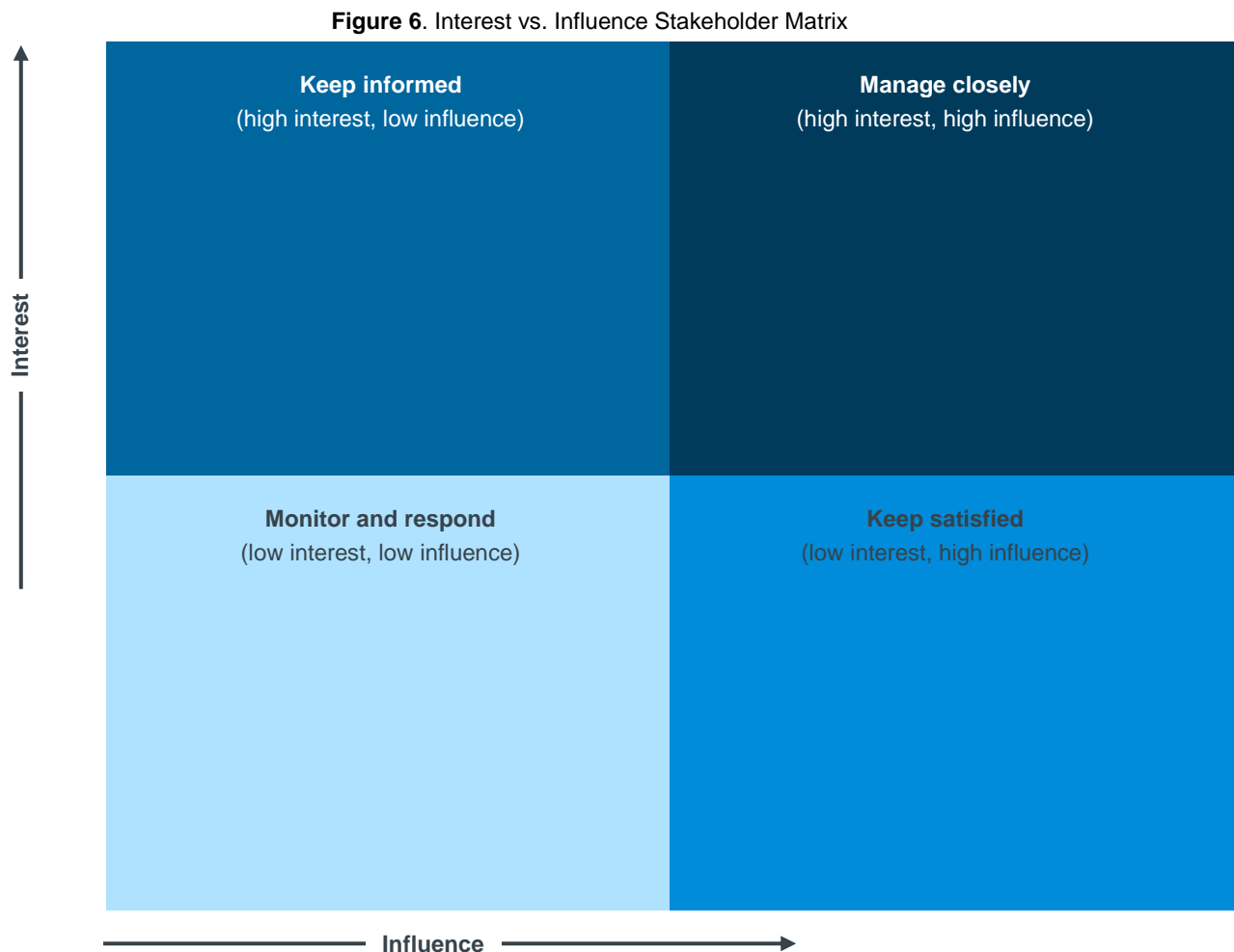
- Stakeholders are people. Their opinions reflect their personal attitudes, knowledge and unique experiences, and is often driven by emotion
- Stakeholders can feel very differently about an organisation in different contexts. Depending on the context, the level of interest and influence of stakeholders can also fluctuate
- Sentiment reflects an emotional state at the time and is rarely just 'good' or 'bad'
- Overall, sentiment is multi-dimensional and driven by stakeholder reaction to specific events, headline topics or past experience. An issue that is welcomed by one stakeholder group may not be welcomed by another.

The Stakeholder Matrix provides an indication of which stakeholders should be engaged and the approach to be adopted.

Stakeholders in the top-right quadrant warrant more intensive communication and engagement, as they are considered to be both highly interested and influential to the project.

Stakeholders in the top-left quadrant are expected to be highly interested, however have limited control over the success and outcomes of NLEP. The aim will be to keep them informed, as opposed to highly engaged and participative.

Those in the bottom-right quadrant are important to be kept satisfied, although their interest may be low (noting that level of interest may change over time). This means engagement will need to be regular, particularly regarding key NLEP milestones.



Stakeholder groups and their levels of interest and influence are anticipated to change over the life of NLEP, as will the engagement strategies associated with them. So stakeholders will be reviewed on a regular basis to ensure early identification of emerging issues and to keep pace with potential changes in attitudes and interests.

Further details on how the stakeholders in **Figure 6** could be communicated and engaged with, based on their level of interest and influence, are outlined in the following sections.

Identification of Key Stakeholder Interests

The 2019 SIA and Appendix N2 Channel Duplication EIS Engagement Report identified potential social impacts for different stakeholder groups during GGCCDP development.

The following **Table 3** provides a summary of key interests/issues raised during 2013-19 stakeholder and community engagement for the GGCCDP EIS.

Table 3. Summary of key stakeholder feedback during 2013-19 GGCCDP engagement

KEY INTEREST/ISSUE	STAKEHOLDER/S CATEGORY
Construction methodologies and bund wall integrity, project needs and offsets	All stakeholders
Transparency of environmental monitoring data	All stakeholders
Water quality, including turbidity, plus metals and acid sulphates (and their treatment)	Environmental stakeholders
Marine flora and fauna (including seagrass, fish, mud crabs, shorebirds and turtles)	All stakeholders
Connection and association to the reclamation area	Community members First Nations
Restricted access to waterways for recreational purposes and commercial fishing activities	Traditional, recreational and commercial fishers
Stigma regarding the health of the seafood from the Port of Gladstone, and therefore consumption of this seafood	All stakeholders
Perceptions from previous Port projects and lessons learned	All stakeholders

In relation to construction of the NLEP Stage 1 bund wall, the main potential social impacts identified are:

- Changes to landscape character and visual amenity
- Impact on access and usage of the marine environment (including for commercial and recreational fishing).

Other potential interests/issues identified are listed in the NLEP SIMP (Section 3.4 Social Impacts).

6 COMMUNICATIONS AND ENGAGEMENT STRATEGY

NLEP Stakeholder Engagement and Communications Strategy

Table 4. Stakeholder engagement strategy

GOAL	Ensure Gladstone Ports Corporation's NLEP (as a key to the Northern Trade Precinct/NTP) is positioned as a positive and vital step towards securing jobs, new industry and the future prosperity of the Gladstone region and economic benefit for the state of Queensland and Australia as a whole.		
OBJECTIVES	<ul style="list-style-type: none"> – Raise awareness and understanding for NLEP, as a key to the NTP which is vital to the future prosperity of the Gladstone region, Queensland and Australia. – Grow recognition of GPC's capability to deliver the NLEP in an environmentally, socially and economically responsible manner. – Build relationships with stakeholders to effectively identify and respond to stakeholder interests related to NLEP. 		
OVERVIEW OF KEY STAKEHOLDERS	Stakeholders are listed below based on their (current) perceived interest/influence.		
	MANAGE CLOSELY (high interest, high influence) GPC <ul style="list-style-type: none"> – GPC Board – GPC Executive Leadership Team QUEENSLAND GOVERNMENT <ul style="list-style-type: none"> – Premier of Queensland – Trade and Investment Queensland <ul style="list-style-type: none"> – Minister for Finance, Trade, Employment and Training – Department of Transport and Main Roads <ul style="list-style-type: none"> – Minister for Transport and Main Roads – Department of State Development, Infrastructure and Planning <ul style="list-style-type: none"> – Coordinator-General – Department of Environment, Tourism, Science and Innovation – Department of Primary Industries FEDERAL GOVERNMENT <ul style="list-style-type: none"> – (Australian) Department of Climate Change, Energy, the Environment and Water <ul style="list-style-type: none"> – Minister for the Environment and Water OTHER <ul style="list-style-type: none"> – Regional First Nations communities – Potential NTP proponents (e.g. hydrogen) <p><i>See Attachment 1 for a detailed stakeholder list</i></p>	KEEP INFORMED (high interest, low influence) <ul style="list-style-type: none"> – GPC employees (inc. employees who are also fishers) – GPC suppliers – Maritime Union Australia – Maritime Safety Queensland – Ports Australia – Queensland Ports Association – Commercial fishing groups and local commercial fishers – Recreational fishing groups and local recreational fishers – Regional industry leaders — Gladstone, Rockhampton and Bundaberg – Gladstone Area Promotion and Development Ltd – Local Gladstone community – Regional job seekers – (Federal) Member for Flynn – (Queensland) Member for Gladstone – Gladstone Regional Council, Mayor and Councillors – Environmental partnerships (inc. Gladstone Healthy Harbour Partnership) – Queensland Resources Council – Universities (inc. Central Queensland University) 	KEEP SATISFIED (low interest, high influence) <ul style="list-style-type: none"> – (Queensland) Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development – (Queensland) Department of Housing, Local Government, Planning and Public Works – (Queensland) Department of Local Government, Water and Volunteers – (Queensland) Department of Employment, Small Business and Training – (Federal) Department of Agriculture, Fisheries and Forestry – Leader of the Australian Greens in the Senate – Environmental groups (inc. WWF) – Existing neighbours (e.g. Cement Australia & Rio Tinto) – Existing Fisherman's Landing tenants – Local, state and national media – United Nations Educational, Scientific and Cultural Organization – Australian Marine Conservation Society MONITOR AND RESPOND (low interest, low influence) <ul style="list-style-type: none"> – Regional community (Rockhampton and Bundaberg) – Shipping agents
STRATEGIC APPROACH	OBJECTIVE 1: RAISE AWARENESS AND UNDERSTANDING FOR NLEP, AS A KEY TO THE NTP WHICH IS VITAL TO THE FUTURE PROSPERITY OF THE GLADSTONE REGION, QUEENSLAND AND AUSTRALIA <ul style="list-style-type: none"> – Align project activities with Queensland Government strategies and initiatives – ensure partnership and alignment with Government initiatives, and highlight how economic benefit for Queensland is being developed. – Source relevant and compelling economic data to demonstrate the importance of the projects to the region – to give weight to the positioning of NLEP (as part of the future NTP). Use data to demonstrate GPC's work and strategy to transition to a lower carbon future and support the region with strong industry and jobs into the long term. – Provide detailed, clear, consistent and up-to-date information about the rationale for NLEP (and future NTP) throughout all communication and engagement materials and collateral. – Courageously own and lead the conversation about NLEP – take the lead on communications about the project, promote key milestones, and share the future NTP story with external audiences. – Strategically position NLEP – manage and contextualise project initiatives through a proactive communications engagement campaign – to encourage understanding and perspective on the future NTP – Identify and action opportunities to speak about NLEP and NTP in external forums – e.g. events, lunches and forums to inform and educate about Fisherman's Landing development. – Publish and/or update (when required) project content on the GPC website, EngagementHQ platform, social media and media statements. OBJECTIVE 2: GROW RECOGNITION OF GPC'S CAPABILITY TO DELIVER NLEP IN AN ENVIRONMENTALLY, SOCIALLY AND ECONOMICALLY RESPONSIBLE MANNER <ul style="list-style-type: none"> – Demonstrate GPC's best-practice environmental management, commitment to research and enhanced transparency research e.g. explore online environmental monitoring visuals to demonstrate good performance. – Develop and promote GPC partnerships and collaborations (inc. for environmental management practices and research) – use examples of scientific research and projects that demonstrate how GPC is committed to the environment and the transition to a lower carbon future (e.g. GPC's facilitation role with green energy proponents). – Proactively promote stories about GPC's best-practice in environmental management practices, commitment to research partnerships, and transparency about environmentally, socially and economically responsible actions through communications and engagement channels and collateral. 		

	OBJECTIVE 3: BUILD RELATIONSHIPS WITH STAKEHOLDERS TO EFFECTIVELY IDENTIFY AND RESPOND TO INTERESTS RELATED TO NLEP <ul style="list-style-type: none"> – Undertake robust environmental scanning and proactive issues management – proactively forecast, monitor and manage emerging opportunities and issues. – Engage with key external stakeholders – e.g. be guided by government regulators regarding timing and nature of engagement with commercial groups and environmental leaders. – Monitor third-party social media accounts (media, local business etc.) and be part of the conversation – monitor local media and other relevant social media for commentary on GPC, and (where appropriate) respond to comments (both negative and positive).
KEY PROJECT COMMUNICATION TOOLS & CHANNELS	<p>Internal (inc.):</p> <ul style="list-style-type: none"> – Project key message sets – to ensure an accurate and consistent source of truth – Project communications action plan – implement an action plan with a calendar to map out project milestones to be communicated via GPC communication channels (such as email, intranet, e- newsletter, noticeboards, and tool box meetings) – Project issues and feedback management register – establish process to manage and respond to feedback (enquiries/complaints), including a register that records issues, themes and responses. Review regularly – Project team meetings – use project team meetings to manage project and actively forecast and manage issues – EngagementHQ – set up as a potential project tool to provide information and gather community support and feedback <p>External (inc.):</p> <ul style="list-style-type: none"> – Channels to receive feedback – provide easy-to-access channels for people to provide feedback (enquiries/complaints) – Project content on GPC website – to ensure an easy-to-access source of information for all stakeholders – Fisheries Adjustment Program website – to ensure an easy-to-access source of information for commercial fishers – Social media – inc. GPC's Facebook and LinkedIn channels – Meetings/forums – with stakeholders – Events – presentations/displays at public/industry events – Collateral – e.g. Q&A documents, fact sheets, videos, media releases.
CRITICAL SUCCESS FACTORS	<p>The following is required from the project team to ensure the effectiveness of communication:</p> <ul style="list-style-type: none"> – GPC Board and Executive Leadership team to support key NLEP and NTP key communication and engagement activities – Commitment to focus on the future to give context for NLEP in light of the future NTP – Best-practice project delivery by service providers and GPC from an operational and environmental perspective – Continued proactive communication between GPC, Coordinator-General and Shareholding Ministers to update on progress – An ongoing commitment to exceptional communication practice – a '<i>no surprises</i>' approach to communication – Early identification of potential issues and proactive communication mitigation implemented.
COMMUNICATION RISKS	<p>The NLEP communications and engagement approach identifies and responds to the following risks:</p> <ul style="list-style-type: none"> – Stakeholder perception and expectation of NLEP is adversely influenced by the memory and experience of previous projects – Stakeholders expect the social and environmental impacts of NLEP to be far greater than the actual work scope – Separating NLEP from the broader NTP story makes it difficult for stakeholders to understand the benefits and importance of NLEP – Insufficient communication leaves project stakeholders exposed to incomplete or misleading information – Too much promotion and engagement inflates expectations around the scope and impact of NLEP – Stakeholder and community dissatisfaction reduces social licence, undermines the trust and the reputation of GPC and government.

Table 5 provides a high-level plan for the implementation of NLEP communication and engagement activities, including targeted activities with key stakeholders. Indicative timing has been outlined for each phase and will depend on the timing of decisions/milestones and approval processes for the NLEP Stage 1 bund wall construction works.

These activities will be implemented through an internal NLEP Communications and Engagement Plan Action Plan, which is a living document.

Aligned with GPC's commitments within the 2020 Gatcombe and Golding Cutting Channel Duplication Project (GGCCDP) Environmental Impact Statement (EIS) Evaluation Report, proposed NLEP engagement activities through this Communications and Stakeholder Engagement Plan (CSEP) include:

- Ongoing engagement with First Nations people about their values and traditional fishing grounds. Engagement will be undertaken in accordance with the Cultural Heritage Protocol (e.g. if an unknown item of tangible cultural heritage is uncovered during construction, work will cease until First Nations peoples are consulted as per the procedures in the Cultural Heritage Protocol)
- Re-engagement with the GGCCDP Stakeholder Representative Group (SRG), and other groups where necessary, to minimise potential impacts during NLEP construction.
- Engagement with fishers and fishing bodies regarding potential impacts from the NLEP bund wall construction.

Note the Cultural Heritage Protocol is connected to GPC's Indigenous Land Use Agreement (ILUA). The ILUA is in place between GPC and the PCCC Registered Native Title Body Corporate (RNTBC) to ensure the responsible and respectful management of the lands and sea on which GPC operates.

Table 5. Implementation Plan

PROJECT PHASING	PHASE 1 NLEP COMMUNICATIONS ENGAGEMENT PLANNING. INTRODUCE NTP. 2021 – Q1 2025	PHASE 2 LAUNCH NLEP. PRE-NLEP CONSTRUCTION Q1- Q2 2025 <i>Timeframe dependent on approvals</i>	PHASE 3 NLEP CONSTRUCTION. CONTINUE TO POSITION NTP Q2 2025 – 2027 <i>Timeframe dependent on approvals</i>	PHASE 4 DEVELOP RECLAMATION AREA. CONTINUE TO POSITION NTP 2027 – ongoing <i>Timeframe dependent on approvals</i>
PHASE FOCUS	Pre-project approval. Communications and engagement planning. Develop strategy and plans.	Launch/announce NLEP and NTP. Project communications and engagement continues.	Construction phase. Project communications and engagement continues.	Development phase. Project communications and engagement continues. Continue positioning NTP.
OVERVIEW OF PHASE ACTIVITIES	<ul style="list-style-type: none"> - Drafted and (in Q3 2024) submitted the Social Impact Management Plan (SIMP) and CSEP to the Coordinator-General for approval - Coordinator-General to approve the SIMP and CSEP in Q4 2024 - Publish the SIMP and CSEP on the GPC website within a month of Coordinator-General's approval - Start development of NLEP communications collateral (e.g. key messages and fact sheets) - Begin engagement to key stakeholders (inc. government) and activate identified meetings and briefings - Engage early and equip stakeholders with key messages and facts (e.g. website updates) - Establish communication and reporting mechanisms for use throughout all phases 	<ul style="list-style-type: none"> - Launch/announce NTP and NLEP (e.g. Ministerial event) - Publish external-facing materials on GPC communication channels - Continue engagement with key stakeholders and activate identified meetings, briefings, etc. - Monitor stakeholder feedback, respond to issues - Weekly reviews of communications and engagement approach to ensure it is on track – assess and refresh as required - Promote job opportunities 	<ul style="list-style-type: none"> - Annual NLEP Social Impact Management Reports to Coordinator-General - Monitor stakeholder feedback and respond to issues - Review communications and engagement approach and timing - Promote and demonstrate positive links between NTP and NLEP - Refresh and review the CSEP as needed - Promote job opportunities 	<ul style="list-style-type: none"> - Reinforce the vital nature of NTP - Tangibly demonstrate GPC best-practice environmental management, transparency and research - Monitor stakeholder feedback and respond to issues - Review communications and engagement approach and timing - Promote job opportunities
KEY ACTIVITIES ACROSS ALL STAKEHOLDERS	<ul style="list-style-type: none"> - Research industry and interest groups – identify groups and how GPC can best engage with them - Identify and facilitate engagement with stakeholders to promote NLEP - Identify and present/exhibit at industry events and meetings e.g. with Chamber of Commerce and Gladstone Engineering Alliance - Develop key messages – develop specific messages - Draft relevant collateral – e.g. fact sheets, presentations at meetings - Develop community awareness plans to focus on key interest areas e.g. water quality (including turbidity), marine ecology, seagrass and fishing - Establish feedback channels for stakeholders and the public – for use throughout all phases - Review media and social media monitoring protocols – review processes in place for monitoring - Develop a feedback and issues register – including media and social media monitoring to track coverage/sentiment - NLEP webpage – develop page on GPC website, including fact sheets 	<ul style="list-style-type: none"> - Facilitate meetings with key stakeholders – to engage early and equip stakeholders with the key messages and facts - Develop and distribute relevant collateral – e.g. infographics, fact sheets, presentations at meetings - Publicly launch/announce NLEP and NTP <ul style="list-style-type: none"> - TBC Invite Queensland Premier and Shareholding Ministers to launch - Launch NLEP web page - Introduce NLEP and NTP – introduce project to key stakeholder groups, neighbours, customers, and advisory groups (e.g. GPC's Technical Advisory and Consultative Committee and Gladstone Healthy Harbours Partnership) - Develop and launch NTP webpage – develop and test page on GPC website - Environmental promotion – tangibly demonstrate GPC best-practice environmental management, transparency and research - Implement community awareness plans to focus on key interest areas e.g. water quality (including turbidity), marine ecology, seagrass and fishing - Promote and seek feedback e.g. through GPC representatives and other channels - Manage the feedback and issues register – including media and social media monitoring to track coverage/sentiment - Event/speaking opportunities e.g. with Chamber of Commerce and Gladstone Engineering Alliance - Promote job opportunities 	<ul style="list-style-type: none"> - Celebrate milestones along the construction phase - Continue to review, update and/or develop relevant collateral – e.g. infographics, fact sheets and presentations at meetings - Regular reviews of communications and engagement strategy to ensure it is on track – assess and refresh as required - Update NLEP web page (as needed) e.g. updated FAQs and links to job opportunities - Continue to implement community awareness plans to focus on key interest areas e.g. water quality (including turbidity), marine ecology, seagrass and fishing - Continue stakeholder engagement to provide construction updates using a variety of channels - Environmental promotion – tangibly demonstrate GPC best-practice environmental management, transparency and research - Promote and seek feedback e.g. through GPC representatives and other channels - Manage the feedback and issues register – including media and social media monitoring to track coverage/sentiment - Promote job opportunities through GPC recruitment channels (e.g. intranet, website, social media) 	<ul style="list-style-type: none"> - Celebrate milestones along development phase - Continue to review, update and/or develop relevant collateral – e.g. infographics, fact sheets, presentations at meetings - Continue to update NLEP and NTP web pages (as needed) e.g. links to job opportunities - Environmental promotion – tangibly demonstrate GPC best-practice environmental management, transparency and research - Quarterly reviews to ensure strategy is on track – assess and refresh as required - Promote and seek feedback e.g. through GPC representatives and other channels - Manage the feedback and issues register – including media and social media monitoring to track coverage/sentiment - Promote job opportunities through GPC recruitment channels

PROJECT PHASING	PHASE 1 NLEP COMMUNICATIONS ENGAGEMENT PLANNING. INTRODUCE NTP. 2021 – Q1 2025	PHASE 2 LAUNCH NLEP. PRE-NLEP CONSTRUCTION Q1- Q2 2025 <i>Timeframe dependent on approvals</i>	PHASE 3 NLEP CONSTRUCTION. CONTINUE TO POSITION NTP Q2 2025 – 2027 <i>Timeframe dependent on approvals</i>	PHASE 4 DEVELOP RECLAMATION AREA. CONTINUE TO POSITION NTP 2027 – ongoing <i>Timeframe dependent on approvals</i>
KEY ACTIVITIES BY STAKEHOLDER CATEGORY				
MANAGE CLOSELY (high interest, high influence)	<ul style="list-style-type: none"> Engage with GPC Board and GPC Leadership team – to endorse project, share engagement plans GPC Leadership Forums – provide updates Engage with key Queensland Government agencies and representatives inc. Shareholding Ministers and Coordinator-General e.g. through briefings Establish reporting mechanism to Coordinator-General – e.g. annual reports Engage with key Federal Government agencies and representatives inc. Department of Climate Change, Energy, the Environment and Water (DCCEEW) – e.g. through briefings Engage with First Nations groups – through the GPC PCCC Relationship Committee Engage with potential NTP proponents about NLEP plans – e.g. hydrogen businesses Establish project management meetings – establish framework and commence meetings 	<ul style="list-style-type: none"> Continue to engage with GPC Board and GPC Leadership team – share engagement plans, key issues and mitigation measures CEO Newsletter – provide regular updates in CEO newsletter to celebrate milestones GPC Leadership Forums – provide updates Continue to engage with key Queensland Government agencies and representatives inc. Shareholding Ministers and Coordinator-General – e.g. through briefings Continue to engage with key Federal Government agencies and representatives inc. DCCEEW – e.g. through briefings Continue to engage with First Nations groups – about NLEP and NTP plans and updates through the GPC PCCC Relationship Committee Continue to engage with potential NTP proponents about NLEP plans – e.g. through briefings Continue regular project management meetings 	<ul style="list-style-type: none"> Continue to engage with GPC Board and GPC Leadership team – NLEP and NTP updates inc. engagement activities, key issues and mitigation measures CEO Newsletter – provide regular updates in CEO newsletter to celebrate milestones GPC Leadership Forums – provide updates Annual NLEP reports to Coordinator-General, inc. Social Impact Management Reports Continue to engage with First Nations groups e.g. updates on NLEP and NTP Deliver communication to relevant GPC superintendents and on-site workforce e.g. safety and visitor protocols Continue project management meetings Leverage third-party endorsers to promote the need for the NLEP and NTP 	<ul style="list-style-type: none"> Continue to engage with GPC Board and GPC Leadership team – NLEP and NTP updates CEO Newsletter – provide regular updates in CEO newsletter to celebrate milestones GPC Leadership Forums – provide updates Continue to deliver communication to relevant GPC superintendents and on-site workforce e.g. safety and visitor protocols Leverage third-party endorsers – to promote the need for NTP Continue project management meetings
KEEP SATISFIED (low interest, high influence)	<ul style="list-style-type: none"> Research and identify interest groups – identify groups and how to best engage with them 	<ul style="list-style-type: none"> Share project information e.g. with local government 	<ul style="list-style-type: none"> Continue to share project information – to provide project updates and answer questions 	<ul style="list-style-type: none"> Continue to share project information – to provide project updates and answer questions
KEEP INFORMED (high interest, low influence)	<ul style="list-style-type: none"> Engage with GPC staff e.g. GPC Employee Forums, intranet and CEO newsletter Fisheries Adjustment Program website – develop and test temporary website Plan to re-engage with GPC's GGCCDP Stakeholder Representative Group (SRG) 	<ul style="list-style-type: none"> Continue to engage with GPC staff to celebrate milestones and track staff sentiment e.g. GPC Employee Forums, intranet, and CEO newsletter, Launch NLEP Fisheries Adjustment Program website – temporary website Contact potentially affected eligible commercial fishers – communications from Department of Primary Industries Re-engage with GPC's GGCCDP SRG Leverage third-party endorsers to promote need for NTP (e.g. key industry groups and council) Industry and influencer briefings – attend industry events and meetings to inform of the NTP and what it can contribute for the future of Gladstone (e.g. with Chamber of Commerce, Gladstone Engineering Alliance) 	<ul style="list-style-type: none"> Continue to engage with GPC staff to celebrate milestones and track staff sentiment e.g. GPC Employee Forums, intranet, and CEO newsletter Continue to engage with GPC's GGCCDP SRG Ad hoc GPC staff updates – provide ad hoc updates to staff if an incident occurs in relation to NLEP Close NLEP Fisheries Adjustment Program website on program completion Industry and influencer briefings – attend industry events and meetings to promote NTP and what it can contribute for the future of Gladstone. Leverage third-party endorsers to promote the need for the NLEP and NTP 	<ul style="list-style-type: none"> Continue to engage with GPC staff to celebrate milestones and track staff sentiment e.g. GPC Employee Forums, intranet, and CEO newsletter Continue to engage with GPC's GGCCDP SRG Ad hoc GPC staff updates – provide ad hoc updates to staff if incident occurs in relation to NLEP Industry and influencer briefings – attend industry events and meetings to promote NTP and what it can contribute for the future of Gladstone. Leverage third-party endorsers to promote the need for NTP

7 COMMUNITY FEEDBACK AND COMPLAINT PROCESS

GPC is committed to fostering positive relationships with its communities through a meaningful feedback and complaints resolution process. GPC has established systems and procedures to manage community and environmental complaints across all of its operations. These procedures are in place to support the Northern Land Expansion Project (NLEP). An appropriately-scaled complaints management process has been developed and is described in the following sections.

Public NLEP communications materials will contain an invitation for stakeholders to provide feedback to GPC, and outline the mechanisms available for them to do so. Feedback options will also be made available through GPC web pages, and these pages will be promoted.

The Project Communications Specialist is the key project liaison for potentially affected parties, stakeholders and the wider community. Internally, within GPC, all feedback related to the Project is to be forwarded to the Project Communications Specialist and the Project Manager. The Project Manager will be consulted on complaint resolution.

Issues Monitoring and Management

Early identification and resolution of stakeholder issues is critical to the success of NLEP. The monitoring and reporting of issues is facilitated through the GPC Corporate Relations and NLEP project teams, and is consistent with GPC's issues management policies and procedures.

For mitigation effectiveness, all NLEP feedback, enquiries and complaints are recorded and monitored through a register (also known as a grievance register), and will be reviewed on a regular basis. Corrective actions will be determined by the incident or complaint investigation process. The register will help inform the annual NLEP Social Impact Management Report (SIMR) (see **Section 10**). The SIMRs will report community attitudes towards the project, key themes received from feedback mechanisms, and information about how key complaints have been resolved.

Consultation and cooperation between Fisherman's Landing tenants and neighbours will assist in limiting uncertainty, misconceptions and adverse reactions about NLEP (including potentially noise and vibration).

Stakeholder Feedback

All stakeholder feedback received will be assessed and considered to further develop project-specific impact mitigation and management strategies and tools as relevant/required.

There are several ways stakeholders can provide feedback to GPC in relation to NLEP. These are summarised in **Table 6**. Avenues include the GPC hotline phone number and a project liaison contact (GPC Project Communications Specialist), so any complaints (including about noise and/or vibration) can be received and addressed in a timely manner.

Table 6. Summary of stakeholder feedback channels

MECHANISM	DESCRIPTION
TELEPHONE	Contact the GPC community hotline (1800 243 472)
WEBSITE	Send a message via the GPC website www.gpcl.com.au/contact/ GPC aims to respond to online enquiries within five (5) working days
IN PERSON	Meet with the GPC Project Communications Specialist, or other GPC Corporate Relations and NLEP staff members
FORMAL LETTER/EMAIL	Contact the Project Communications Specialist – via email (corporaterelations@gpcl.com.au) or mail (c/o Gladstone Ports Corporation, PO Box 259, Gladstone Queensland 4860)

Feedback and Complaint Handling Process

Community complaints

GPC's procedure for community feedback and complaints is not intended to address environmental complaints, which are subject to specific protocols (refer to Environmental complaints). These are the four (4) key community feedback and complaints steps:

1. **Engage and Resolve:** Seek to resolve the complaint at the first contact, if possible. This may involve contacting a subject matter expert (SME) to determine the appropriate course of action.
2. **Record and Assess:** If the complaint cannot be resolved in Step 1, it will undergo a process of assessment and resolution, with written advice provided on the outcome. The complainant should be contacted within two (2) business days of GPC receiving the complaint (e.g. via letter or email), with a formal response provided by GPC within 10 business days outlining whether further investigation is required, and indicative timeframes.

Record

Complaints are recorded in a GPC feedback register, which includes:

- Reasons for the complaint, investigation details, corrective actions and outcomes
- The complainant's personal details (recorded in a confidential module, with restricted access)

Complaints arising from activities undertaken at GPC facilities, which are not within GPC's control, are also recorded and referred to the appropriate party for action.

Assessment

Complaints that are not of a serious nature, and/or do not require extensive investigation or consultation, should be resolved within 10 business days. Should a delay arise, or for more complex complaints, the complainant is to be informed and provided with regular updates about the progress of the assessment.

3. **Internal Review:** If a complainant is dissatisfied with the outcome or the manner in which a complaint was handled, they may seek an internal review. The complainant should be contacted within two (2) business days to acknowledge the internal review in writing (e.g. via letter or email). Subsequent to the internal review, a response should be provided to the complainant within 10 business days.
4. **External Review:** If the complainant is dissatisfied with the internal review, they may seek an external review by an independent body. The external review bodies available include the:
 - Queensland Ombudsman
 - Office of the Information Commissioner Queensland (for complaints about breaches of privacy).

Environmental complaints

The GPC Environmental Complaints Management Procedure (including complaints and incidents of hazardous and potentially hazardous waste) meets the requirements of the EMS ISO 14001:2015, with four (4) steps:

- **Notify:** Internal notification within GPC, so that the appropriate actions can be taken by a SME.
- **Identify and Escalate:** Identify and determine what action needs to be taken. If required, escalate the complaint to other parties. If a complaint is related to an emergency or crisis situation, GPC Emergency Response Plans and/or Crisis Management Procedure may be initiated.
- **Investigate and Respond:** All complaints are recorded and investigated. The complainant should be contacted within 24 hours of GPC receiving the complaint, with an acknowledgement provided in writing (letter or email) within 48 hours of the initial contact.
- **Review:** Undertake review and monitoring to prevent the re-occurrence of the complaint.

8 NOTIFICATION OF CONSTRUCTION ACTIVITIES

There will be communication with identified potentially-affected stakeholders about the timing, duration and likely impacts of Northern Land Expansion Project (NLEP) Stage 1 bund wall construction work.

GPC recognises the timing of communication and engagement is important for key stakeholders (particularly local fishers and First Nations communities), who may be directly or indirectly impacted by construction activities. GPC is adopting a 'no surprises' approach, ensuring those potentially impacted by NLEP construction activities are notified in an appropriate and timely manner.

Construction of the NLEP bund wall is small part of the wider Port of Gladstone Gatcombe and Golding Cutting Channel Duplication Project (GGCCDP), in both work scope (to create a reclaimed area of about 109 hectares) and social impact (refer to the Social Impact Management Plan). In the case of NLEP, the proposed approach to communication and engagement around construction activities reflects this.

The NLEP Stage 1 bund wall site is located within a GPC development precinct, adjacent to the Gladstone State Development Area (a defined area of land dedicated for industrial development).

Referring to the EIS commitments:

- There are no nearby residents to the NLEP site. NLEP is located 10km from existing communities within the City of Gladstone, and there is no residential housing close to the site. So the EIS commitment 13.5 (Section 13.7.1.2) to notify the community (if project is within 1km of residences) does not apply to NLEP
- Facing Island residents are unlikely to be affected by noise and vibration associated with project activities. However the general community can access information about NLEP construction timeframes through several channels, including the GPC website and social media
- Communications for potentially affected maritime users (such as small vessel operators, commercial fishing fleet, recreational fishers and tourist operators) can include signage and advertising advising of restrictions and their period of applicability, and safety information
- Fisherman's Landing tenants and nearby industrial site neighbours – who use the rock haulage routes – will be notified of NLEP construction timeframes, a minimum of five (5) business days before planned construction activities commence.

Table 7 provides a summary of construction notification, where it has been identified that there is potential for stakeholder impact.

Please note other notification types (e.g. out-of-hours works, utility works, emergency works, marine facility access and traffic) are not expected to apply to the scope of NLEP bund wall construction. And there are no identified impacts to emergency services from NLEP bund wall construction.

Table 7. Notification of construction

NOTIFICATION TYPE	METHODS AVAILABLE (inc.)
Standard construction notification to industrial neighbours (e.g. information regarding construction activity such as traffic activities)	<ul style="list-style-type: none"> – Letter/email to industrial neighbours – GPC website update – Social media
Targeted notification to commercial fishing groups and potentially affected commercial fishers	<ul style="list-style-type: none"> – Letter/email (connected with Fisheries Adjustment Program) – Signage around site – GPC and Fisheries Adjustment Program websites
Targeted notification to potentially affected recreational fishing groups, recreational fishers and tourism operators	<ul style="list-style-type: none"> – Engagement with groups – Signage around site – Social media

9 WORKFORCE MANAGEMENT

As per Condition 18.6 (Section 18.9.1) of the 2020 Coordinator-General's report for the Gatcombe and Golding Cutting Channel Duplication Project (GGCCDP) Environmental Impact Statement, a Workforce Management Plan will be implemented as part of the Social Impact Management Plan (SIMP) to mitigate any workforce influx and cumulative workforce influx impacts. This plan be in place prior to the start of the GGCCDP Stage 1 bund wall (the Northern Land Expansion Project/NLEP) construction works commencing and will be reviewed annually over the duration of the project's construction activities.

Details of this plan are as follows.

The SIMP focusses on the construction of the NLEP bund wall, a small part of GGCCDP. This SIMP does not include future GGCCDP stages, including dredging works and preparation of the reclamation area to received dredged material. For NLEP, it is expected that there will be low to negligible workforce influx impacts, due to the small number of NLEP workers required and the expectation that most workers would already be locally based.

The 2022 NLEP Detailed Business Case indicates that approximately 50 local jobs (including fixed term and contractors) are expected to be created for the NLEP construction phase. These project-based roles are expected to be all sourced within the Gladstone LGA, and to include a mix of internal GPC staff and external engineers.

More jobs are expected to be available once the Northern Trade Precinct progresses and land is available for proponents to develop new industrial operations. A summary of the workforce composition for the NLEP is summarised in **Table 8**.

Table 8. Workforce Composition

Activity	Source of Workforce	Workforce Estimate (people)	Timeframe	Project Phase
Construction of NLEP bund wall	Local	Est.50 (including fixed term and contractors)	18-20 months	Part of GGCCDP Stage 1: NLEP bund wall construction 2025-27

GPC has numerous policies and procedures in place to guide the recruitment of employees and the procurement of services. These processes include how to provide timely notification to local job seekers and industry service providers (including First Nations' businesses) about potential employment and procurement opportunities. GPC also has policies and procedures that all workers working on a GPC site or project must comply with.

Queensland Procurement Policy

As a Government Owned Corporation, GPC complies with the Queensland Procurement Policy (QPP) when procuring goods and services. The current version of the QPP commenced on 1 June 2023 and supersedes the previous 2021 version. The QPP forms part of the Buy Queensland approach in conjunction with the Queensland Procurement Strategy 2023 – Jobs, Economy, Legacy, Confidence.

Buy Queensland 2023 aims to create and support strong, resilient and innovative Queensland communities by:

- More quality, local jobs
- A thriving, resilient and decarbonised economy
- Responsible intergenerational value for Queenslanders
- Excellent procurement outcomes.

Local Benefits Test

Under Buy Queensland, a Local Benefits Test is required for all significant procurement activities. This test applies to all goods and services that have the potential to be locally supplied, with a focus on supporting the local workforce. A weighting of up to 30% may be applied against the Local Benefits Test when evaluating a proposal.

Additionally for routine procurement, GPC will invite at least one (1) local supplier to respond to every quote or tender, except where GPC is confident that the goods or services required are not able to be supplied by a local supplier.

Procurement Policy Statement

GPC's Procurement Policy Statement aligns with the QPP requirements, with a particular focus on local industry participation. GPC is committed to an approach to the procurement of goods and services that:

- Ensures GPC not only understand its needs, but also the markets and suppliers who serve these. This provides GPC with the capability to deliver better outcomes and drive value for money
- Supports local industry participation, through full, fair and reasonable opportunities for local businesses to tender for provision of GPC goods and services
- Advances the Government's economic, environmental and social objectives and supports the long-term wellbeing of local communities
- Provides stakeholders and the community with confidence in GPC's management of procurement
- Sees GPC undertake procurement with integrity, ensuring accountability for outcomes.

For more information, visit www.gpcl.com.au/ports-and-trade/procurement-and-tenders

Recruitment

GPC is committed to attracting, selecting, appointing and retaining quality employees. And GPC is committed to ensuring that all recruitment and selection processes are carried out in an efficient and effective manner.

GPC has a Recruitment Standard provides the framework for all GPC Recruitment and Selection processes, with the exception of Executive-level positions. This Standard supports the People Policy and is about GPC's commitment to its people by enabling a high performance culture through focused people practices, ensuring that candidates are able to compete for recruitment, selection, promotion, transfer and pursue careers. The purpose of this Standard is to ensure that recruitment practices are consistent, merit-based, legally compliant and aligned with GPC's values.

Advertised positions are held open for a minimum of seven (7) days. On some occasions (other than for internal advertising of temporary vacancies), a shorter timeframe may apply due to business demands. Internal advertising will occur by email and through GPC's intranet. External advertising channels include GPC's web page and social media platforms, and can include recruitment agencies.

First Nations opportunities

GPC has an Aboriginal, Torres Strait Islander and Australian South Sea Islander Engagement and Employment Standard, committed to the facilitation of workplace engagement practices and employment pathways for First Nations peoples.

GPC mechanisms to promote First Nations' employment and development opportunities include:

- Distributing job opportunity and career information through established community networks
- Staying in contact with candidates from GPC's talent pool database (Indigenous Affairs 'Stay-In-Touch database')
- Engaging with specific communication mechanisms e.g. community noticeboards, website and social media through Nhulundu and Port Curtis Coral Coast Trust Limited (PCCC)
- Participating in community events and sharing information face-to-face (e.g. through Careers Expos, and PCCC GPC Relationship Committee)
- Attracting future employees and foster links with communities by providing scholarships, bursaries and vacation work opportunities for secondary school students that encourage participation in secondary and tertiary education.

Of note, as per GPC's Reconciliation Action Plan, GPC currently exceeds its target of employees who self-identify as either Aboriginal, Torres Strait Islander or Australian South Sea Islander people. GPC's workforce currently has 40 employees (5.13%) who self-identify as either Aboriginal, Torres Strait Islander or Australian South Sea Islander people. This an increase of 0.13% from a target of 5% set and achieved by GPC in 2021/2022. For details, visit www.gpcl.com.au/indigenous-relations

Code of Conduct

All workers (employees and contractors) are required to comply with the Code of Conduct policy. The Code of Conduct sets out the vision, mission, corporate values, and guiding principles and expectations workers are expected to uphold while working with GPC.

GPC's Code of Conduct is available at: www.gpcl.com.au/corporate-governance

Safety

GPC is committed to providing and maintaining a safe and healthy workplace for all workers, visitors, and members of the public. GPC has a Safety Policy that promotes safe and healthy practices and behaviours for all workers and visitors to GPC's workplaces.

The safety management framework contains three (3) integrated elements that create a holistic approach to managing safety:

- **Safety Management System:** GPC's Safety Management System is currently certified to ISO 45001. The Safety Management System is based on a "plan, do, check, act" methodology that focuses on seeking continual improvement
- **Culture:** Relates to the safety behaviours exhibited by workers. GPC's desired safety culture is where all workers follow standards and procedures, act as risk managers, are able to discuss and communicate safety concerns and successes, and are involved and engaged in improving safety
- **Leadership:** Relates to the process of social influence and motivation which maximises the efforts of others to engage and maintain behaviours that drive the safety value towards achievement of a common goal.

The suite of safety policies, procedures, and standards are available at www.gpcl.com.au/safety

Rapid Global

All non-GPC staff wishing to enter GPC facilities are required to complete their induction through Rapid Global. GPC's Rapid Global system tracks contractor compliance with respect to currency and validity of all insurances, tickets, certifications and other documents as required.

Life Saving Commitments

GPC has established eight (8) Life Saving Commitments – statements to empower workers to take personal responsibility for safety while at work. These Life Saving Commitments are depicted in **Figure 7**.

Figure 7. Life Saving Commitments



NLEP Workforce Management Action Plan

The NLEP Workforce Management Action Plan is provided in **Table 9**. Due to the identified small scope of the NLEP workforce, this following plan does not include accommodation planning.

Table 9. NLEP Workforce Management Action Plan

Action Plan	
Objective	<ul style="list-style-type: none"> ■ Prioritise recruitment of local workers (those who reside in the Gladstone LGA) ■ Recruitment of a diverse workforce ■ Engagement of workers who meet the Queensland Procurement Policy and Local Benefits Test ■ Engagement of suppliers and workers who have a positive safety track record
Outcomes	<ul style="list-style-type: none"> ■ Local workers are engaged to work on the construction of the NLEP bund wall ■ Equal opportunity is provided in the recruitment process ■ Complaints are effectively managed and addressed
Performance Measures	<ul style="list-style-type: none"> ■ Number of workers employed for construction activities works aligned with Local Benefits Test ■ Number of local residents employed for construction activities ■ Number of workers employed for construction activities who identify as: having a disability; a First Nations and Australian South Sea Islander; and/or female ■ Number of construction workforce non-compliances ■ Number of workforce-related complaints received and recorded ■ All workforce-related certifications, insurances and tickets are current in Rapid Global
GPC Commitments	<p>The NLEP construction workforce will be managed by adopting the following principles:</p> <p>Workforce behaviour</p> <ul style="list-style-type: none"> ■ Adhere to relevant legislation for construction workers, including the Work Health and Safety Act 2011 ■ Adhere to the GPC Code of Conduct which outlines acceptable behaviour and standards for work performance ■ Implement the Code of Conduct to ensure that this it is included in all contract documentation, as well as in training and induction programs before workers commence their employment ■ Ensure that abiding by the Code of Conduct is a condition of employment and a breach of the Code could result in automatic dismissal. Provide 'refresher' training at regular periods throughout construction to minimise the risk of breaches <p>Workforce recruitment</p> <ul style="list-style-type: none"> ■ (where possible and practical) GPC will work with the bund wall Construction Manager to develop appropriate recruitment and training programs – to include identifying roles that can be filled by local workers, with a focus on recruitment and training opportunities for apprentices, trainees, First Nations and Australian South Sea Islander peoples, women, unemployed or under employed people, secondary school students and graduates ■ (where possible and practical) Utilise local and regional recruitment and training providers to meet vacant position requirements <p>The local community</p> <ul style="list-style-type: none"> ■ (where possible and practical) Procure local personnel, goods and services to enhance benefits to the local economy, and prepare and implement a plan to implement measures required by the Local Benefits Test ■ Promote contribution to, and connection with, the local community (e.g. involvement in GPC's annual Port to Park Fun Run)
Management & Mitigation Measures	<p>NLEP construction phase</p> <ul style="list-style-type: none"> ■ Enforce the worker Code of Conduct, including appropriate worker behaviour and interaction with the public ■ Continue to implement community engagement activities, in accordance with the Communications and Stakeholder Engagement Plan (CSEP) ■ Continue to implement complaints and dispute resolution processes (refer to NLEP CSEP)

10 CSEP OBJECTIVES AND PERFORMANCE EVALUATION

Key performance indicators (KPIs) will be used to benchmark performance measures against identified Communications and Stakeholder Engagement Plan (CSEP) objectives as outlined in **Table 10**. These KPIs will be tracked within the Social Impact Management Report (SIMR), which will be prepared annually and submitted to the Coordinator-General for approval. The SIMR will provide details on engagement activities undertaken, feedback from stakeholders and issues raised. CR = Corporate Relations. PM = Project Manager

Table 10. CSEP objectives and KPIs

CSEP OBJECTIVE	TASKS	PERFORMANCE MEASURE	ANNUAL KPI				RESPONSIBILITY
			2024	2025	2026	2027	
Raise awareness and understanding about NLEP, as a key to the Northern Trade Precinct which is vital to the future prosperity of the Gladstone region, Queensland and Australia.	– Align project activities with Queensland Government strategies and initiatives	– All communication and engagement materials are reviewed at each phase for accuracy and consistency, and updated as required	✓	✓	✓	✓	– CR
	– Source relevant and compelling economic data to demonstrate the importance of the projects	– Use variety of engagement and communication channels to ensure broad coverage, including traditional, social, and in-person tools	✓	✓	✓	✓	– CR
	– Provide detailed, clear, consistent and up-to-date information through communication and engagement channels and collateral	– GPC project web pages regularly reviewed and updated as needed	✓	✓	✓	✓	– CR
	– Strategically position NLEP and NTP – manage and contextualise project initiatives	– Media releases prepared and distributed at key project milestones	✓	✓	✓	✓	– CR
	– Identify and action opportunities to speak about NLEP and the future NTP in external forums	– Media coverage sentiment is mostly positive and contains project key messages	✓	✓	✓	✓	– CR
	– Publish and update (when required) project content on the GPC website	– Speaking opportunities at industry forums to discuss NLEP and future NTP	✓	✓	✓	✓	– PM/CR
		– Project updates (e.g. Board updates, staff communication and industry briefings) are communicated as scheduled	✓	✓	✓	✓	– PM/CR
Grow recognition of GPC's capability to deliver the NLEP in an environmentally, socially and economically responsible manner	– Demonstrate GPC's best-practice environmental management, commitment to research and enhanced transparency	– Follow through with identified partnership opportunities	✓	✓	✓	✓	– PM/CR
	– Develop and promote GPC partnerships and collaborations inc. environmental management practices and research	– Communication and engagement materials to contain relevant environmental, social and/or economic data	✓	✓	✓	✓	– CR
	– Proactively share GPC stories about environmentally, socially and economically responsible actions	– Provide updates at key project milestones to demonstrate effective project management and project delivery	✓	✓	✓	✓	– CR
Build relationships with stakeholders to effectively identify and respond to stakeholder interests related to NLEP	– Maintain social license to operate – engage early and regularly with key stakeholders	– Communication and engagement materials contain information on how stakeholders and the community can provide feedback on the project	✓	✓	✓	✓	– PM/CR
	– Build trust with stakeholders through timely, transparent and relevant communication (inc. collateral that invites feedback)	– Stakeholder and community interactions are captured and logged in a stakeholder database, and issues logged in the issues register	✓	✓	✓	✓	– CR
	– Involvement at activities with stakeholders to discuss their interests and feedback e.g. forums and events	– Stakeholder and community enquiries are responded to in line with Section 7	✓	✓	✓	✓	– PM/CR
	– Proactively forecast, monitor and manage emerging opportunities and issues	– Response rate to enquiries and complaints is 100%	✓	✓	✓	✓	– PM/CR
	– Promote, manage and monitor feedback mechanisms, and respond to stakeholder and community enquiries	– Attend stakeholder meetings as scheduled	✓	✓	✓	✓	– PM/CR
	– Partner with industry and influencers to promote the need for NLEP and NTP	– Relevant stakeholder meetings are minuted, and minutes distributed to stakeholders	✓	✓	✓	✓	– PM
	– Provide advance notice of construction works to directly impacted stakeholders	– Construction notifications are actioned (see Section 9)	✓	✓	✓	✓	– PM/CR
		– Monitoring and reporting activities are in line with the requirements in Section 6	✓	✓	✓	✓	– PM/CR

11 MONITORING AND REPORTING REQUIREMENTS

GPC will track the implementation of this Communications and Stakeholder Engagement Plan (CSEP) and regularly review performance measures to facilitate continual improvement of strategies and processes. As per the approval conditions in the Coordinator-General's 2020 Evaluation Report on the Gatcombe and Golding Cutting Channel Duplication Project (GCCDP) Environmental Impact Statement, this CSEP will be amended, as needed, in response to changed circumstances or increased knowledge of impacts on stakeholders and the community.

Northern Land Expansion Project (NLEP) communication and stakeholder engagement activities are monitored, and reported internally to the NLEP Project Steering Committee. This includes the reporting of stakeholder feedback and complaints to identify trends and impacts in accordance with **Section 7**.

As per the Coordinator-General's project approval conditions, communications and stakeholder engagement monitoring and reporting data will be provided during construction in the annual Social Impact Management Report (SIMR).

Social Impact Management Report

GPC will prepare an annual SIMR for submission to the Coordinator-General during NLEP Stage 1 bund wall construction, with reporting commencing from the start of the construction phase.

The SIMR will:

- Describe the mitigation and management measures/actions undertaken relevant to the potential impacts identified in the Social Impact Assessment (SIA)
- Detail the effectiveness of each of these mitigation and management measures/actions in achieving the management objectives and outcomes established for each potential impact
- Identify new impacts (positive or negative) on project stakeholders (if relevant), and outline the mitigation and management measures undertaken to address these new impacts
- Outline community attitudes towards NLEP, and any key themes received from stakeholder engagement, complaints mechanism and feedback mechanisms
- Record the number of complaints, the number of complainants, and key themes and trends of complaints
- Provide detail about the progress/outcomes of the Workforce Management Action Plan mitigation and management measures, including a description of the amount of local spend (on goods and services), local employment figures, and the number of workers who identify as having a disability, identify as a First Nations person, or are female.

Each SIMR will be made publicly available on the GPC website within one month of the completion of the Coordinator-General's review.

APPENDIX A – DETAILED STAKEHOLDER LIST

As a summary profile of the local community, the Gladstone Local Government Area has a resident population of about 66,835 people. Population projections indicate a growth rate of 2.4% per year. The median age of residents in Gladstone is 39 years old, with an estimated 6% of the population identifying as Aboriginal and/or Torres Strait Islander.

Primary occupations in Gladstone include technicians and trade workers, professionals, labourers, machinery operators and drivers, community and personal service workers, and clerical and administrative workers. The main industries for employment are manufacturing, construction, health care and social assistance, retail trade, and education and training. Commercial and recreational fishing and marine tourism are key activities within the Port. The Gladstone Maritime Region accommodates 18% (50,255) of Queensland Regulated Ships, and 20% (47,347) of the state’s registered boats (Source: Queensland Regulated Ship Census, June 2021).

Gladstone has a growing tourism industry, and is commonly referred to as the “gateway to the southern Great Barrier Reef” which attracts snorkelers, divers, fishers and other nature based recreational tourists. The Port of Gladstone is used for a range of water-based tourism activities, including harbour tours, fishing, boating and as an access route for visitation to Facing, Curtis and Heron Islands.

Refer to the NLEP Social Impact Management Plan (SIMP) for further information on the profile of stakeholders in the local Gladstone community. **Table 11** below provides a stakeholder list relevant to NLEP works.

Table 11. Detailed identified stakeholder list for NLEP Stage 1 bund wall construction

INTERNAL STAKEHOLDERS	GOVERNMENT STAKEHOLDERS	EXTERNAL STAKEHOLDERS		
GPC LEADERSHIP & EMPLOYEES <ul style="list-style-type: none">GPC BoardExecutive Leadership TeamGPC employees (inc. who are also fishers)GPC suppliersGladstone Marine Pilot Services	GLADSTONE REGIONAL COUNCIL <ul style="list-style-type: none">Mayor and Councillors QUEENSLAND GOVERNMENT <ul style="list-style-type: none">Premier of QueenslandTrade and Investment Queensland<ul style="list-style-type: none">Minister for Finance, Trade, Employment and TrainingDepartment of Transport and Main Roads<ul style="list-style-type: none">Minister for Transport and Main RoadsDepartment of State Development, Infrastructure and Planning<ul style="list-style-type: none">Coordinator-GeneralDepartment of Employment, Small Business and TrainingDepartment of Environment, Tourism, Science and InnovationDepartment of Primary IndustriesDepartment of Housing, Local Government, Planning and Public WorksDepartment of Natural Resources and Mines, Manufacturing, and Regional and Rural DevelopmentDepartment of Local Government, Water and VolunteersMaritime Safety QueenslandMember for Gladstone FEDERAL GOVERNMENT ELECTED REPRESENTATIVES, DEPARTMENTS & AGENCIES <ul style="list-style-type: none">Department of Agriculture, Fisheries and ForestryDepartment of Climate Change, Energy, the Environment and Water<ul style="list-style-type: none">Minister for the Environment and WaterMember for FlynnLeader of the Australian Greens in the Senate	FISHERMAN’S LANDING TENANTS <ul style="list-style-type: none">Australia Pacific LNGCoogee Chemicals SITE NEIGHBOURS <ul style="list-style-type: none">Queensland Energy ResourcesCement AustraliaOrica YarwunRio TintoQCLNG Plant Curtis IslandWiggins Island Coal TerminalConocoPhillips Australia Pty Ltd PROPOSERS future Northern Trade Precinct proponents (e.g. hydrogen)	OPERATIONAL STAKEHOLDERS <ul style="list-style-type: none">Shipping agentsVolunteer Marine Rescue Gladstone NATIONAL INDUSTRY & BUSINESS INFLUENCERS <ul style="list-style-type: none">Ports Australia FISHERS & FISHING/SEAFOOD INDUSTRY GROUPS <ul style="list-style-type: none">Queensland Seafood Industry AssociationQueensland Amateur Fishing Clubs AssociationQueensland Recreational Fishers NetworkSunfish QueenslandFisherman’s PortalGladstone Fishing NetworkLocal commercial, recreational and traditional fishers SPORTING CLUBS <ul style="list-style-type: none">Gladstone Sportfishing ClubWanderer’s Amateur Fishing Club Inc.Port Curtis Sailing ClubAustralian National Sportfishing Association (Queensland) COMMUNITY/ENVIRONMENT/INDUSTRY REFERENCE GROUPS <ul style="list-style-type: none">Queensland Resources CouncilGPC’s Technical Advisory and Consultative CommitteeTBC Gladstone/Central Queensland Community ForumsGreat Barrier Reef Marine Park Authority UNIONS <ul style="list-style-type: none">Maritime Union Australia	MEDIA (inc.) <ul style="list-style-type: none">Local/regional media (e.g. Gladstone Today, Gladstone News, ABC Capricornia, ABC Wide Bay)State-wide TV stations (e.g. WIN Television, Southern Cross Ten, and Channel 7 Queensland)State-wide print (e.g. The Courier-Mail and Brisbane Times)National media outlets (e.g. Australian Financial Review and The Australian)Trade/industry mediaSocial media commentators and bloggers/influencers ENVIRONMENTAL GROUPS <ul style="list-style-type: none">WWFGreenpeaceCapricorn Conservation CouncilGladstone Conservation CouncilConservation volunteers ENVIRONMENTAL PARTNERSHIPS <ul style="list-style-type: none">GPC’s EcoSystem Research and Monitoring Program Advisory PanelGladstone Healthy Harbour PartnershipPort Curtis Integrated Monitoring ProgramLocal Marine Advisory Committee OTHER <ul style="list-style-type: none">United Nations Educational, Scientific and Cultural Organization (UNESCO)Australian Marine Conservation Society

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