



**Gladstone Ports
Corporation**

Growth, prosperity, community.

Northern Land Expansion Project

Social Impact Management 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 2: Social Impact Management Plan**.

This document, and its supporting Communications and Stakeholder Engagement Plan, also addresses relevant commitments associated with the Coordinator-General's 2020 Evaluation Report of the GGCCDP Environmental Impact Statement.

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Acronyms and Abbreviations

DSDIP	Department of State Development, Infrastructure and Planning	NTP	Northern Trade Precinct
EMS	Environmental Management System	PCCC	Port Curtis Coral Coast
ESG	Environment, Social and Governance	RNTBC	Registered Native Title Body Corporate
GGCCDP	Gatcombe and Golding Cutting Channel Duplication Project	QPP	Queensland Procurement Policy
GPC	Gladstone Ports Corporation Limited	SIA	Social Impact Assessment
ILUA	Indigenous Land Use Agreement	SIMP	Social Impact Management Plan
LGA	Local Government Area	SIMR	Social Impact Management Report
NLEP	Northern Land Expansion Project	SRG	Stakeholder Representative Group

1. INTRODUCTION

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.

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 (10km north of Gladstone city) as potential areas for new port development. The existing reclamation area at Fisherman's Landing is close to full capacity. Gladstone Ports Corporation (GPC) has undertaken a staged approach to the development of the area in response to industry and market demand.

This Social Impact Management Plan (SIMP), and its supporting Communications and Stakeholder Engagement Plan (CSEP), focus on GPC's Northern Land Expansion Project (NLEP) in Fisherman's Landing. NLEP is part of Stage 1 for the Port of Gladstone Gatcombe and Golding Cutting Channel Duplication Project (GGCCDP). Through a 2.8km long bund wall, NLEP will expand the existing reclamation area to create a new land area of about 109 hectares.

1.1 Gladstone Ports Corporation Limited

GPC is a Government-owned corporation (GOC) under the Government Owned Corporation Act 1993. 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 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. These ports handle the export of mineral resources from Central Queensland, agricultural products from local industries, as well as the import of raw materials from national and international locations.

GPC operations include the:

- **Port of Gladstone:** Queensland's largest multi-commodity port, led by coal, LNG and aluminium
- **Port of Rockhampton:** handles ammonium nitrate, tallow, explosives and general cargo
- **Port of Bundaberg:** ships dry and wet commodities, including sugar, gypsum and wood pellets
- **Port of Maryborough:** non-trading port.

GPC also manages the Gladstone Marina and three (3) parklands in Gladstone (Marina, Spinnaker Park and East Shores).

GPC's values reflect the organisation's commitment to Environmental, Social and Governance (ESG) best practice. These values are embedded throughout GPC's operations and policies.

The GPC values are:

- We respect and care for each other, country and community
- We operate with integrity and accountability
- We innovate to create sustainable solutions
- We collaborate to drive high performance.

GPC has a 50 Year Vision to future-proof the Port of Gladstone by supporting its development in a systematic and sustainable manner, to facilitate sustainable economic growth and social prosperity of the region, Queensland and Australia.

In 2024, GPC is celebrating 110 years of operation. This is a significant milestone in GPC's history that solidifies its standing as one of Australia's foremost ports, underscoring its pivotal role in both the Queensland and national economies.

1.2 Northern Land Expansion Project

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

In development stages on Fisherman's Landing (10km north of Gladstone city), GGCCDP will help expand the 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, providing more opportunities for the Gladstone region.

GGCCDP will begin with the construction of its Stage 1 Southern Reclamation Area bund wall, which is known as the Northern Land Expansion Project (NLEP). This 2.8km long bund wall 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 is a vital step for the future development of the major infrastructure project at Fisherman's Landing, the Northern Trade Precinct (NTP). 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 hectare Queensland Government-declared Gladstone State Development Area (a defined area of land dedicated for industrial 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). In 2024, GPC's Shareholding Ministers financially approved the construction of the NLEP bund wall as part of GGCCDP's Stage 1.

Figure 1-1 Port of Gladstone

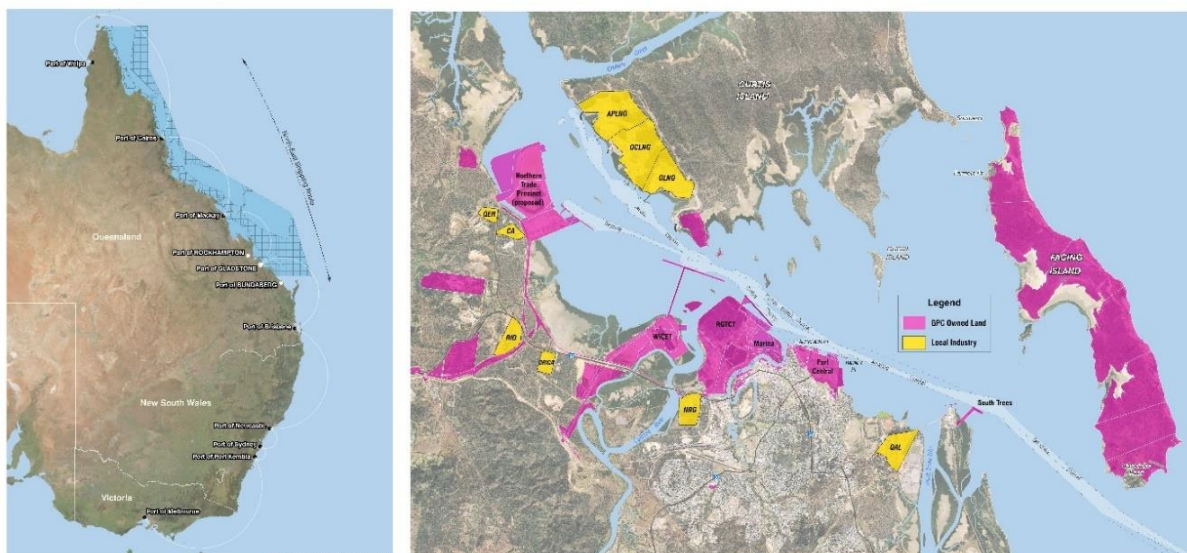


Figure 1-2 NLEP Bund Wall Site



The four (4) GGCCDP stages approved under the EPBC Act include construction of reclamation areas and capital dredging. For details, see the following **Table 1-1** timeline, which is subject to regulatory approvals.

Table 1-1 High-level Project Timeline

NO.	STAGE	2012-20	2021-24	2025-27	TBC
-	Project planning	GGCCDP EIS 2020	NLEP 2022 Detailed Business Case	-	-
-	Project approvals	GGCCDP 2020 approvals – Queensland Government & EPBC Act	NLEP 2024 approvals Shareholding Ministers' approval & Compliance approvals Q3-Q4 2024	-	-
1	Construction of Southern Reclamation Area (NLEP bund wall) & barge unloading facility	-	-	NLEP bund wall construction planned for 2025-27	Tbc timeline on barge unloading facility
2	1st campaign of capital dredging (to depth of -13.5 m LAT)	-	-	-	Tbc timeline on dredging
3	Construction of Northern Reclamation Area	-	-	-	Tbc construction timeline
4	2nd campaign of capital dredging (to depth of -16.1 m LAT)	-	-	-	Tbc timeline on dredging

Development approvals for NLEP are 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 Queensland Coordinator-General's conditions in response to the 2020 GGCCDP EIS, with new reclamation bunds to commence three (3) years before the start of dredging works.

Subject to regulatory approvals, GPC is aiming to commence construction of the NLEP 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 stages include dredging works and preparation of the reclamation area to receive dredged material. There is no timeline on future proposed GGCCDP 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.

1.3 Social Impact Management Plan

This SIMP has been prepared to guide the implementation of NLEP social mitigation and management measures, and to fulfil the conditions and address the GPC commitments as stipulated in the Queensland Coordinator-General's Evaluation Report on the GGCCDP EIS (dated July 2020).

This SIMP, and its supporting CSEP, outlines mitigation, management and reporting measures to address potential social impacts arising from construction of the NLEP Stage 1 reclamation bund wall. With this defined scope, this SIMP identifies potential social impacts and stakeholders, alongside social mitigation and management measures, and means for monitoring and improvement.

The NLEP SIMP is based on the 2019 Social Impact Assessment (SIA) prepared by Aurecon, as part of the EIS for the GGCCDP. The SIA provides a baseline assessment of the social environment within the Gladstone Regional Council Local Government Area (LGA), and an assessment of the potential social impacts of the larger GGCCDP, with risk rating and mitigation measures to be implemented. A summary of key findings is provided in **Section 3**.

It is important to note that the GGCCDP SIA covers the entire Gladstone LGA, with multiple potential social impacts identified for what is a much larger development. Construction of the NLEP Stage 1 bund wall is only one part of the GGCCDP, and is much smaller in both work scope and social impact. This is reflected in the reduced scale of social impact identified in this SIMP.

This SIMP focusses on the NLEP bund wall construction, and sets the platform for social impact management of future GGCCDP stages. Social impacts associated with future GGCCDP stages (e.g. dredging) will be addressed in future SIMP revisions when those stages are to commence. The SIMP may also be reviewed and amended, to integrate lessons learned from the NLEP bund wall construction, prior to the commencement of the next stage of works. The social impacts associated the development of future industrial land uses on Fisherman's Landing will be addressed through different project documents (e.g. for the NTP).

This SIMP will form part of a suite of documents to guide the NLEP. A Construction Environmental Management Plan and Receiving Environment Monitoring Plan have also been developed. Together, these documents provide coordinated management measures – to mitigate social impacts and environment-related issues.

As an approval condition, the final SIMP needed to be submitted to the Coordinator-General at least three (3) months prior to commencement of project construction. The SIMP and CSEP were originally submitted to the Office of the Coordinator-General for approval in August 2024. Within one (1) month of the Coordinator-General's approval, these documents will be published on the GPC website.

And as per a GPC EIS commitment, a copy of the final Coordinator-General-approved NLEP SIMP will be provided to the Department of Housing, Local Government, Planning and Public Works (formerly Department of Housing and Public Works).

The preparation of this SIMP has been guided and informed by documents, including the:

- Coordinator-General's Evaluation Report on the GGCCDP EIS (2020)
- GGCCDP EIS Engagement Report (GPC 2019)
- GGCCDP EIS Social Impact Assessment (Aurecon 2019)
- NLEP Detailed Business Case (GPC 2022, internal)
- Social Impact Assessment Guideline (Department of State Development, Infrastructure, Local Government and Planning 2018).

Figure 1-3 Cover of GGCCDP EIS Social Impact Assessment



Table 1-2 identifies the Coordinator-General’s approval conditions and key GPC EIS commitments (from the 2020 Evaluation Report on the GGCCDP EIS) as relevant to this SIMP, and provides references to where these are addressed in this document. Note: this SIMP only covers the construction of the Stage 1 NLEP bund wall, not the wider GGCCDP (including proposed dredging). Commitments specific to communications and engagement are addressed in the NLEP CSEP. Conditions and commitments will be covered in future GGCCDP SIMP revisions (when other GGCCDP stages are approved to commence).

Table 1-2 Coordinator-General’s Conditions and EIS Commitments

Document	Condition	GPC EIS Commitments	Where addressed
Social Impact Management Plan	Condition 2. Social Impact Management Plan	EIS Commitments 18.2, 18.6-18.7, 18.9 & 18.11	
	(a) The proponent must submit to the Coordinator-General for approval a finalised Social Impact Management Plan (SIMP) at least three (3) months prior to commencement of project construction.	18.2 (Section 18.9.1) A Social Impact Management Plan will be prepared for the project (refer AEIS Appendix J)	Chapter 1
	(b) The SIMP must outline the proposed management measures for key impacts identified in the Social Impact Assessment.	18.2 (Section 18.9.1) Social Impact Management Plan to include as a minimum: <ul style="list-style-type: none"> • A summary of the social impacts and affected stakeholders as identified through the SIA process • Describe GPC’s impact management activities and commitments (mitigation strategies) to minimise negative social impacts and to enhance benefits for the community and other stakeholders • Describe the mechanisms to monitor the impacts to adjust mitigation strategies and Action Plans • Identify stakeholders to be included in the development and implementation of mitigation strategies throughout the life of the project • Determine a timeframe for the development and implementation of the identified management strategies • Provide guidance to GPC’s social performance activities. 	Chapters 3 & 5
	(c) The SIMP must include a Communications and Stakeholder Engagement Plan in accordance with Condition 3.	NA	Chapter 4 CSEP
	(d) The SIMP must include a monitoring and evaluation framework that includes performance indicators and desired management outcomes for the identified key impact areas.	NA	Chapter 6

Document	Condition	GPC EIS Commitments	Where addressed
	(e) The proponent must publish the SIMP on their website within one (1) month of the Coordinator-General's approval of the plan.	NA	Chapters 1 & 6
	(f) The SIMP is to be reviewed and, if necessary, amended during the construction and dredging stages in response to changed circumstances or increased knowledge of impacts.	NA	Chapter 6 N.b. dredging applicable to GGCCDP Stages 2 & 4
	N/A	<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. <p>This will include identifying roles that can be filled by local workers, with a focus on recruitment and training opportunities for apprentices, trainees,</p>	<p>CSEP (Chapter 9)</p> <p>N.b. dredging applicable to GGCCDP Stages 2 & 4</p> <p>Tbc accommodation planning applicable to GGCCDP Stages 2-4</p>

Document	Condition	GPC EIS Commitments	Where addressed
		<p>Aboriginal and/or Torres 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. 	
	N/A	18.7 (Section 18.9.1) Adherence to mitigation measures identified in chapters for water quality, nature conservation and noise and vibration	Chapters 3 & 5
	N/A	18.9 (AEIS Section 18.9.1) A copy of the Social Impact Management Plan will be provided to the Department of Housing and Public Works	Chapters 1 & 3
Communications and Stakeholder Engagement Plan	Condition 3. Communications and stakeholder engagement plan	EIS Commitments 8.5, 13.5, 14.14, 18.3-18.5, 18.8, 18.10 & 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. 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.	Chapters 1 and 4 CSEP
	(b) The CSEP must include the following: (i) objectives and key performance indicators	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	CSEP (Chapter 10) N.b. potential impacts to these

Document	Condition	GPC EIS Commitments	Where addressed
	<ul style="list-style-type: none"> (ii) a summary profile of the local community, focusing on potentially affected stakeholder groups (iii) an analysis of key stakeholders and stakeholder issues (iv) communication activities and tools (v) roles and responsibilities for engagement (vi) engagement schedules and/or action plan (vii) monitoring and reporting requirements (viii) an appropriately-scaled complaints management process (ix) processes for incorporating stakeholder feedback into further development of project-specific impact mitigation strategies (x) 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 (xi) 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>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...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>18.1 (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.</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 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 • A complaints and response process. <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</p>	<p>receptors applicable to GGCCDP Stages 2-4</p> <p>N.b. dredging applicable to GGCCDP Stages 2 & 4</p>

Document	Condition	GPC EIS Commitments	Where addressed
		<p>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>18.8 (Section 18.9.1) Mitigation effectiveness will be monitored through complaints received, by maintaining a grievance register and reviewing on a monthly basis.</p> <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>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>	
	(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.	N/A	<p>CSEP</p> <p>N.b. dredging applicable to GGCCDP Stages 2 & 4</p>
Social Impact Management Report	Condition 4. Reporting on the implementation of Social Impact Management Plan		
	(a) The proponent must report on the implementation and effectiveness of measures to manage the project's social impacts during the construction and dredging stage.	N/A	<p>Chapter 6</p> <p>N.b. dredging applicable to GGCCDP Stages 2 & 4</p>
	(b) The proponent is to provide an annual Social Impact Management Report (SIMR) to the Coordinator-General for	N/A	Chapter 6

Document	Condition	GPC EIS Commitments	Where addressed
	each year of construction and dredging works, from the commencement date of project construction.		N.b. dredging applicable to GGCCDP Stages 2 & 4
	(c) The SIMR must: (i) describe the social impact management actions undertaken with respect to each of the key impacts identified in the Project EIS social impact assessment and the effectiveness of these actions in achieving the management objectives and performance indicators established for each impact area in the SIMP. (ii) where relevant, identify any new impacts (negative and positive) on project-affected communities from the project during the relevant construction and dredging phases and the management actions undertaken to address them. (iii) report community attitudes towards the project and key themes received from consultation and complaint mechanisms, including how key complaints were resolved.	N/A	Chapters 3, 5 & 6 N.b. dredging applicable to GGCCDP Stages 2 & 4
	(d) Each SIMR must describe the construction workforce management and mitigation strategies that have been implemented. This must include a description of the number of workers who identify as having a disability, identify as an Aboriginal or Torres Strait Islander or are female.	N/A	Chapter 6
	(e) Each SIMR is to be made publicly available on the proponent's website within one (1) month of review completion by the Coordinator-General.	N/A	Chapter 6

1.4 Environment Management System

The SIMP has been prepared in accordance with GPC's mission and overarching environmental commitment. This commitment is underpinned by GPC's Environmental Management System (EMS), which is independently certified to AS/NZS ISO 14001:2004.

The EMS provides a set of processes and procedures to manage environmental impacts and to drive continuous improvement of environmental performance. This robust certification demonstrates GPC's commitment to operating in a sustainable manner that minimises environmental harm to ports and their surrounding areas.

This commitment is cemented in GPC's Environment Policy, available at www.gpcl.com.au:

"To responsibly manage, develop and facilitate the prosperity of others through operating our Port facilities and services in an economically, environmentally and socially sustainable manner".

2. COMMUNITY INVESTMENT

GPC has a long and successful track record of investing in its communities, providing both monetary and in-kind support to its operational port communities of Gladstone, Rockhampton and Bundaberg.

2.1 Community Benefit Program

As a Government-owned corporation, it is important that GPC manages its community investments in a responsible manner, ensuring that any investment; aligns with the organisation's values and corporate objectives; is measurable and beneficial; and genuinely enhances the communities in which GPC operates.

Examples of support provided by GPC through its Community Benefit Program include: partnering with the Boyne Tannum Hook Up fishing competition to sponsor the 'Learn to Fish/Youth Engagement' program; and sponsorship of Port Curtis Harbour Watch (free school and community-based program, monitoring marine and catchment waterways in the Gladstone harbour and surrounding environment). GPC also supports the annual Brisbane to Gladstone Yacht Race as the naming rights partner.

For more information, visit www.gpcl.com.au/community-benefit-program

2.2 Parklands

GPC provides and maintains three (3) extensive community parklands in Gladstone – Marina Parklands, Spinnaker Park and East Shores Parklands.

These waterfront parklands are provided for free recreational access. A popular use of these parklands is GPC's annual Port to Park Fun Run. Port to Park directs funds to support local schools and a community beneficiary in Gladstone.

2.3 Indigenous Relations

GPC acknowledges the First Nations peoples of the Gladstone region (Bailai, Gurang, Gooreng Gooreng and Taribelang Bunda), who are collectively referred to as the Port Curtis Coral Coast (PCCC) people. And GPC acknowledges the First Nations peoples from the Rockhampton, Maryborough and Bundaberg regions (Darumbal, Kabi Kabi and Butchulla respectively).

GPC has been working with First Nations communities for more than 100 years, and has established protocols for engagement. An Indigenous Land Use Agreement (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. The aim of the ILUA is to deliver sustainable and mutual prosperity. First Nations engagement is undertaken in accordance with the ILUA Cultural Heritage Protocol, and GPC's Reconciliation Action Plan.

For details about GPC's Indigenous Relations, visit www.gpcl.com.au/indigenous-relations

2.3.1 ILUA Fund

A fund has been established through the ILUA to support projects and initiatives that develop, educate and enhance PCCC communities and the environment. Activities that meet ILUA fund requirements include projects, programs, services, assistance, support, education, health and training for all PCCC persons. Funds are administered by the PCCC Trust Limited.

2.3.2 Talent Today, Talent Tomorrow Programs

GPC's Talent Today, Talent Tomorrow bursary program supports First Nations and Australian South Sea Islander secondary students in the Gladstone, Rockhampton and Bundaberg regions. The bursary program acknowledges the achievements of secondary students in academic achievement, cultural awareness, participation, attitude and attendance.

A university scholarship program has also been established for First Nations and Australian South Sea Islander students from the Gladstone, Rockhampton, Bundaberg and Maryborough regions. The program aims to recognise and support community members who are committed to further education.

Both programs also provide funding to each recipient to put towards educational expenses.

2.3.3 Cert II Resources and Infrastructure Work Preparation Traineeship

The two-year traineeship supports participants to attain a certificate II in Resources and Infrastructure (R&I) Work Preparation, and certification of licence/tickets in accordance with training plans.

Trainees gain on-the-job experience by rotating every five (5) months through four (4) operating areas across the Port of Gladstone for a two-year period. The R&I trainees report to the rotational supervisor on a daily basis, and are supported by GPC's Indigenous Affairs Mentor and Liaison Officer.

3. SOCIAL IMPACT ASSESSMENT

In 2019, a detailed Social Impact Assessment (SIA) was prepared by Aurecon for the wider Gatcombe and Golding Cutting Channel Duplication Project (GGCCDP). The SIA provided a baseline assessment of the Gladstone Local Government Area (LGA) social environment, and an assessment of the potential social impacts with risk ratings and mitigation measures to be implemented. This Social Impact Management Plan (SIMP) is based on the SIA.

Of note, many conditions attached to GGCCDP approval also reflected community and stakeholder sensitivities stemming from the 2010 Western Basin Project bund wall construction, including concerns about the role of the Port of Gladstone in the protection and management of the Great Barrier Reef. At the same time, there is strong government, industry and community support for the growth of Gladstone Port as a renewable energy hub and the outstanding opportunities and benefits this offers for the region and the State of Queensland.

So because the construction of the NLEP Stage 1 bund wall itself is a much smaller part the GGCCDP, in 2021-24 the SIA findings were re-assessed (by multiple GPC specialists and external advisers) to ensure content of this SIMP is fit-for-purpose and in line with the defined scope of this bund wall construction. Updated and/or additional information for this assessment was sourced from numerous sources, including the Australian Bureau of Statistics (ABS), 2022 NLEP Detailed Business Case, Remplan and Gladstone Regional Council (GRC).

As a result of this re-assessment, the social risks for NLEP are expected to be far less than those identified for the broader GGCCDP, and the proposed communications and engagement approach reflects this. This NLEP paves the way for development and increased port activity in the future, including through the Northern Trade Precinct at Fisherman's Landing which is likely to have an expanded social impact.

The scope of GGCCDP social impact is summarised in the following sections.

3.1 SIA Study Area

The 2019 SIA study area identified that social impacts from the GGCCDP would potentially be experienced across the entire Gladstone LGA, which covers a land area of about 10,000km². The main settlements within the Gladstone LGA include:

- | | | |
|---------------------|----------------|----------------|
| ■ City of Gladstone | ■ Benaraby | ■ Agnes Water |
| ■ Mount Larcom | ■ Turkey Beach | ■ Lowmead |
| ■ Boyne Island | ■ Calliope | ■ Miriam Vale. |

The defined scope of the NLEP Stage 1 bund wall is much smaller (to create a reclaimed area of about 109 hectares) and this SIMP reflects the project's reduced footprint and limited social impact. The NLEP site is located 10km from Gladstone city, within a GPC development precinct and adjacent to the Gladstone State Development Area (a defined area of land dedicated for industrial development). There is no residential housing in close proximity.

3.2 Existing Baseline Environment

The key characteristics of the 2019 SIA study area (with some new/updated figures from the 2021 Census, 2021 Socio-Economic Indexes for Areas, 2024 Gladstone Regional Profile from Australian Statistical Geography Standard/ASGS, 2024 Remplan and 2021 Queensland Regulated Ship Census), include the following markers.

3.2.1 Population Demographics

- The Gladstone LGA has a resident population of about 66,835 people (ABS 2023). About 4677 more people called Gladstone region home in 2023 compared to 2013.
- Population projections to 2046 indicate a growth rate of 0.8%/year (Remplan 2024).
- In Gladstone city, in 2021 there were about 37,700 residents (an increase of 5630 since 2011).
- The median age of residents in Gladstone is 39 years, compared to 35 years in 2013.
- In Gladstone city, an estimated 6.2% (3946) of the population identify as Aboriginal and/or Torres Strait Islander.
- Gladstone has a fluctuating non-resident population, who are employed to support major construction projects.

3.2.2 Housing and Accommodation

- Most dwellings (88%) in the Gladstone LGA are free-standing separate houses (2021 Census).
- In 2021, there were 29,780 private dwellings. Dwellings owned with a mortgage account for 39% of homes.
- In 2021, 41.7% of households within the Gladstone LGA comprised of a family couple with children, and 40.5% were a family couple without children.
- Realestate.com lists the median residential property price for Gladstone Central in 2023/4 is \$399,000 for houses (up 17.7% from the previous 12 months), and \$300,000 for units (up 20.5%).
- Realestate.com lists 2023/4 rentals for Gladstone Central are a medium of \$430/week for houses (an increase of 7.5%, compared with the previous 12 months), and \$387/week for units (up 7.6% over the year).
- During construction of large projects, many non-resident workers in Gladstone have typically been housed in worker accommodation villages.

3.2.3 Employment, Income and Occupations

- The Gladstone region is home to about 4,002 businesses, around 28,000 jobs and has an annual economic output of \$20.535 billion.
- The primary occupations in the Gladstone LGA are technicians and trade workers, professionals, labourers, machinery operators and drivers, community and personal service workers and clerical and administrative workers (Remplan 2024).
- In 2021, the median weekly household income for the Gladstone LGA was \$1,639, which was lower than the Queensland state average of \$1,675.
- The Socio-Economic Indexes for Areas (SEIFA) score for the Gladstone region in 2021 was 954. SEIFA scores range from 143 (most disadvantaged) to 1207 (least disadvantaged). Gladstone region's SEIFA score ranks 177 out of 547 local government areas with SEIFA scores in Australia (Remplan 2024).
- The least disadvantaged localities are Boyne Island and Tannum Sands, whereas Baffles Creek, Deepwater and Rules Beach are the most disadvantaged (Remplan 2024).

3.2.4 Economy and Industry

- Gladstone's main industries for employment are manufacturing, construction, health care and social assistance, retail trade, and education and training (Remplan 2024).
- Commercial fishing and tourism are key commercial activities within the Port. Gladstone Maritime Region has a large rate of boat ownership, accommodating 18% (50,255) of Queensland Regulated Ships, and 20% (47,347) of the state's registered boats (Queensland Regulated Ship Census, June 2021).
- Gladstone, commonly referred to as the "gateway to the southern Great Barrier Reef", has a growing tourism industry 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 to Facing, Curtis and Heron Islands.

3.2.5 Community Wellbeing

- In 2022-23, there were 15,677 admissions to the Gladstone Hospital, and in 2023-24, 13, 580 patients presented to the Gladstone emergency department (Australian Institute of Health and Welfare 2024).
- As per 2021 Census, two (2) out of 11 types of long term health conditions have a slightly higher percentage of cases in Gladstone than nationally.

3.2.6 Social Infrastructure

- The Gladstone LGA is generally well equipped to support the needs of the community.
- Education services include one university, one TAFE college, private and public primary and high schools, and childcare centres.
- In Gladstone LGA there are 35 schools (as at April 2023) and 40 regulated early childhood education and care services (as at August 2024). (ASGS).
- Gladstone Hospital is the only hospital in the region.
- Emergency services are found within the Gladstone LGA. In addition, a Volunteer Marine Rescue service operates out of the Gladstone Marina.
- Gladstone city is well catered for with respect to major retail and shopping facilities and sports clubs/organisations. The area hosts a number of annual cultural events.
- As a regional hub, Gladstone is well serviced and connected by a range of transport modes.

3.3 SIA Engagement

Stakeholder and community engagement, undertaken in 2013-19 and documented in the 2019 GGCCDP SIA Engagement Report, was integral to the development of the SIA for the Environmental Impact Statement (EIS). This engagement included a 2018-19 Stakeholder Representative Group (SRG), which provided a significant source of data to shape the 2019 report.

A public consultation was held in 2019, inviting submissions on the draft GGCCDP EIS. A total of 13 submissions were received comprising: 11 from advisory agencies and local government; one from a non-government organisation; and one from a member of the public.

During that time, other public engagement included regular communication via GPC channels, such as media, briefings, focus groups, and meetings with community members and stakeholders.

Key stakeholders for 2013-19 GGCCDP engagement included:

- Recreational and commercial fishers ■ State and local government representatives
- First Nations representatives ■ Local business representatives.

GGCCDP consultation identified that the community valued:

- Economic development and associated benefits (such as employment, regional wealth and standard of living)
- Maintaining access to services and facilities, quality of amenities, and preserving the current 'way of life'
- Protecting the region's natural assets, especially the marine environment.

3.4 Social Impacts

The 2019 SIA (Aurecon) identified potential social impacts for different stakeholder groups during GGCCDP development. Using the same potential impact themes from the SIA's Table 18.6, this SIMP reflects the defined scope of the construction of the NLEP Stage 1 bund wall. It does not include other GGCCDP stages, including dredging.

As a result of the 2021-24 SIMP development, the identified social risks for NLEP are expected to be far less, and the proposed communications and engagement approach reflects this. Some of the GGCCDP impacts and risk ratings identified in 2019 have been re-assessed in the scope of the NLEP bund wall and are now considered negligible (insignificant) or low (minor).

In relation to the construction of this NLEP 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).

There are no identified impacts to emergency services from NLEP bund wall construction. GPC has an Emergency Management Plan which will apply to NLEP as 'business as usual'. This plan includes a Cyclone Preparedness and Response Procedure which is aligned with the Extreme Weather Event Contingency Plan for the Gladstone Region. GPC works collaboratively with emergency services, local, state and federal agencies and other industries through participation with the Mutual Aid Group of Gladstone (MAGG), Local Disaster Management Group (LDMG), District Disaster Management Group (DDMG) and Port Security Working Groups, to improve emergency and crisis response and to build resilience.

There will also be low to negligible workforce impacts, due to the small number of NLEP workers required and the expectation that most workers would already be locally based. And there is no residential housing in close proximity to the NLEP site. There are no anticipated impacts to housing.

Of note, as per a GPC EIS commitment, a copy of the final NLEP SIMP will be provided to the Department of Housing, Local Government, Planning and Public Works (formerly Department of Housing and Public Works). And as future GGCCDP stages commence, future SIMPs will address changes to workforce and housing impacts.

Short term

Considering the low elevation of the NLEP bund wall, and its location within an existing reclamation area in an industrial development precinct (with no nearby residential housing) – the social impacts on the character of the landscape, and the local community's visual amenity and outlook, are expected to be minor.

Potential noise and road safety impacts are likely to be temporary and short term (approximately 18-20 months). Access to Gladstone Port and outer harbour marine environment will continue to be available throughout the construction phase. The potential impacts on maritime use will be minor, due to the very limited number of support vessels to be used during construction.

Long term

The construction of the bund wall could potentially impact commercial and recreational fishers who fish within grid S30 site 12 of Gladstone Harbour. GPC can support fishers through the NLEP Fisheries Adjustment Program and involvement in the Gladstone Marine and Fishing Strategy.

The construction of the bund wall also has the potential to impact Traditional Owners with possible concerns about loss of waterway area, access to harbour, and impacts on traditional fishing grounds. GPC's ongoing engagement with Traditional Owners is integral to further understand and manage these impacts, in accordance with GPC's Indigenous Land Use Agreement Cultural Heritage Protocol.

Based on previous projects in the Gladstone region, there is potential for negative public perception of GPC and NLEP stakeholders. So effective ongoing communications and engagement will be needed throughout all stages of project delivery.

NLEP will also enhance community safety by enabling heavy industry to be relocated away from urban areas and the Gladstone town centre, while ensuring the beneficial reuse of dredged material which cannot be placed within the Great Barrier Reef World Heritage Area.

Further social impacts may apply to future stages of development, as outlined in **Table 3-1**, and may be raised by stakeholders during the NLEP construction phase. Using the same potential impact themes from the GGCCDP SIA, this table reflects the defined scope of the construction of the NLEP Stage 1 bund wall.

Table 3-1 Potential Social Impacts

Potential Impact	Project Phase
Landscape Character	
<ul style="list-style-type: none"> ■ NLEP permanently changes the landscape ■ Introduction of land into the marine environment changes the natural character of the waterway ■ Change to stakeholders' sense of place and visual amenity <p>Note: Considering the low elevation of the proposed NLEP bund wall, and its location at the existing reclamation Fisherman's Landing area, the social impacts on the character of the landscape are expected to be minor.</p>	<ul style="list-style-type: none"> ■ NLEP bund wall construction (during and after)
Visual Amenity	
<ul style="list-style-type: none"> ■ Construction-related activities reduce visual amenity ■ Perceived and actual loss of views <p>Note: Considering the low elevation of the NLEP bund wall, location within an existing heavy industrial and reclamation area, and adjoining the State Development Area (intended for industry) – the social impacts on the local community's visual amenity and outlook, are expected to be minor.</p>	<ul style="list-style-type: none"> ■ NLEP bund wall construction (during and after)
Noise and Vibration	
<ul style="list-style-type: none"> ■ Construction-related activities (e.g. noise) cause discomfort and risks to health and property <p>Note: Construction activities will generate some noise. However, there are no residential neighbours. There is a negligible (insignificant) risk for vibration. There is a low risk for the bund wall construction to generate fugitive dust and/or particulate emissions, or excessive noise, to impact any residential or commercial premises. These potential social impacts are likely to be temporary and short term (approximately 18-20 months).</p>	<ul style="list-style-type: none"> ■ NLEP bund wall construction (during)
Commercial Fishing	
<ul style="list-style-type: none"> ■ Potential for change in water quality, and change in the location of fish stocks ■ Concerns about reduction of available waterway area for fishing ■ Marine safety, traffic and access 	<ul style="list-style-type: none"> ■ NLEP bund wall construction (during and after)

Potential Impact	Project Phase
<p>Note: Because of the reduced area of disturbance, it is expected that there will be a minor impact on fishers. GPC remains very mindful of limiting the impact on water quantity and fish stocks, and will have a Fisheries Adjustment Program to provide support to eligible commercial fishers potentially affected by the project. Access to the outer harbour marine environment will continue throughout the construction phase. Also refer to the following Maritime Use section.</p>	
Recreational Fishing	
<ul style="list-style-type: none"> ■ Potential for change in water quality, and change in location of fish stocks ■ Concerns about reduction of available waterway area for fishing ■ Marine safety, traffic and access <p>Note: Because of the very small area of disturbance, it is expected that there will be a minor impact on fishers. Access to the outer harbour marine environment will continue throughout the construction phase. Also refer to the following Maritime Use section.</p>	<ul style="list-style-type: none"> ■ NLEP bund wall construction (during and after)
Traditional Owners	
<ul style="list-style-type: none"> ■ Loss of waterway area, access to harbour and impacts on traditional fishing grounds <p>Note: The construction of the bund wall has the potential to impact Traditional Owner values. Continued engagement with Traditional Owners will be integral to maintain understanding and manage these impacts, in accordance with the Cultural Heritage Protocol.</p>	<ul style="list-style-type: none"> ■ NLEP bund wall construction (during and after)
Tourism	
<ul style="list-style-type: none"> ■ Potential impact on the marine environment and visual amenity makes it less attractive to visitors ■ Marine safety, traffic and access <p>Note: Due to location of site, minor impact to tourism is anticipated. Access to the Port and outer harbour marine environment will continue throughout the construction phase. Also refer to the following Maritime Use section.</p>	<ul style="list-style-type: none"> ■ NLEP bund wall construction (during and after)
Maritime Use	
<ul style="list-style-type: none"> ■ Increased boat movements, resulting safety and congestion risks in Gladstone Harbour <p>Note: Access to the outer harbour marine environment would continue throughout the construction phase. The potential social impacts on maritime use would be minor, due to the very limited number of support vessels to be used during construction.</p>	<ul style="list-style-type: none"> ■ NLEP bund wall construction (during)
Road Amenity and Safety	
<ul style="list-style-type: none"> ■ Increased truck movements, resulting in noise, safety and congestion risks on Landing Road <p>Note: There is no expected increase in total trucking movements on Landing Road during the bund wall construction. With the future development of the Northern Trade Precinct (NTP), there may be increased social impacts to road safety.</p>	<ul style="list-style-type: none"> ■ NLEP bund wall construction (during and after)
Workforce Influx	
<ul style="list-style-type: none"> ■ Impacts on housing and accommodation ■ Impacts on community cohesion and social infrastructure ■ Impacts from workforce influx in conjunction with other projects <p>Note: 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. As the NTP develops, the workforce will increase.</p>	<ul style="list-style-type: none"> ■ NLEP bund wall construction (before, during and after)
Stakeholder Perceptions	
<ul style="list-style-type: none"> ■ Stakeholder and public concerns about NLEP places GPC's social licence at risk ■ Adversely affects the reputation of the Queensland Government ■ Causes delays and financial impacts for GPC and its future projects <p>Note: Based on previous projects in the Gladstone region, there is potential for negative public perception of GPC and stakeholders involved in the project. The most effective method for mitigating these perceptions and for managing social impacts will be effective ongoing communications and engagement throughout all stages of project delivery.</p>	<ul style="list-style-type: none"> ■ NLEP bund wall construction (before, during and after)
Cumulative Effects	
<ul style="list-style-type: none"> ■ Impacts from workforce influx in conjunction with other projects <p>Note: There will be low to negligible impacts from workforce influx, due to the small number of NLEP workers required and the expectation that most workers will already be locally based. As the NTP develops, the workforce will increase.</p>	<ul style="list-style-type: none"> ■ NLEP bund wall construction (before, during and after)

4. COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT PLAN

Engagement with stakeholders is a vital tool in managing the potential social impacts and opportunities of the Northern Land Expansion Project (NLEP), paving the way for broad understanding, acceptance and support for the Northern Trade Precinct (NTP) and GPC's development vision.

To support this Social Impact Management Plan (SIMP), a NLEP Communication and Stakeholder Engagement Plan (CSEP) has been prepared (as a separate document). As acknowledged in the GPC Business Case (2022), communications and engagement activities for NLEP will continue throughout the construction of the Stage 1 bund wall. These actions are connected to the (internal) NTP Communications and Engagement Strategy.

A summary of key CSEP components is outlined in the following sections. For details of the NLEP communication and engagement approach, please refer to the CSEP.

4.1 Communication and Engagement Approach and Objectives

The CSEP has been divided into distinct phases, each with a particular focus, aligned to the planned works and tailored to targeted audiences.

The purpose of the CSEP is to set out procedures detailing how communication with affected parties, stakeholders and the wider community, will occur throughout the construction of the NLEP Stage 1 bund wall.

The goal of the CSEP is to:

“Ensure Gladstone Ports Corporation’s NLEP (as a key to the 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”.

The objectives of the CSEP are to:

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

4.2 Stakeholder Mapping

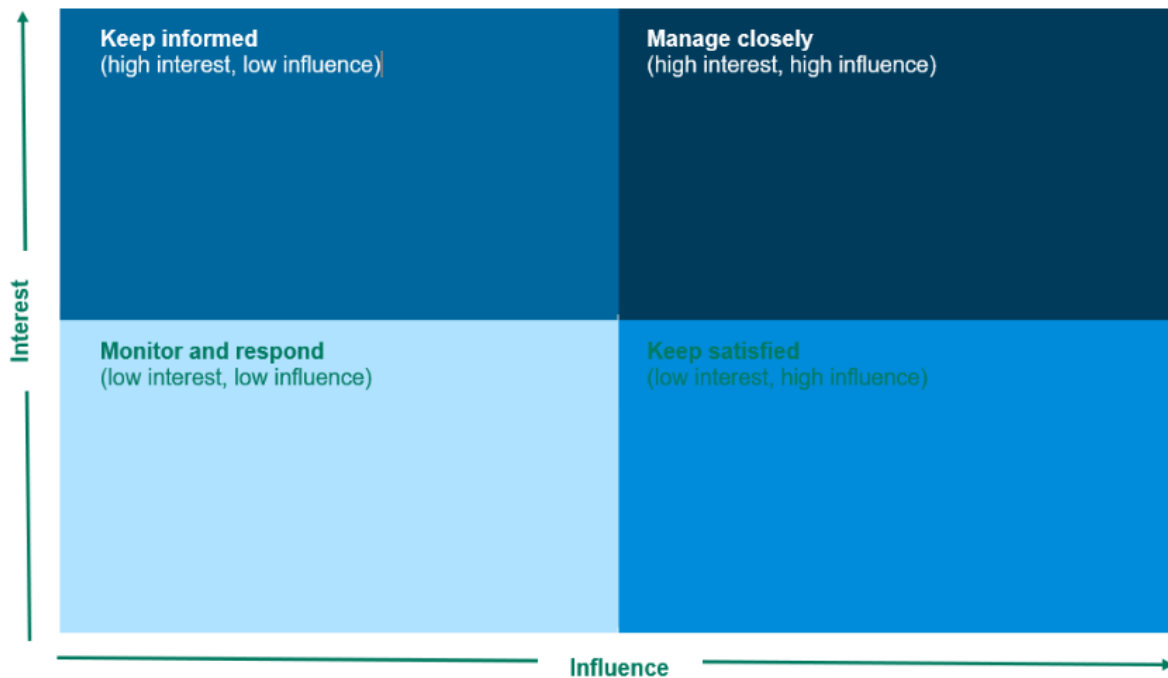
Stakeholder mapping was undertaken to identify stakeholder groups and to understand their level of interest and influence in relation to the NLEP.

The Stakeholder Matrix (**Figure 5.1**) provides an indication of why communication and engagement activities should be tailored and responsive to different stakeholder interests and needs. This matrix lists identified NLEP stakeholders and their attributes, such as their level of influence, interest and impact on the project.

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. Those in the bottom-right quadrant need to be kept satisfied, although their interest may be low. Stakeholders in the top-left quadrant are expected to be highly interested, but may have limited control over the success and outcomes of NLEP. Those in the bottom-left quadrant should be monitored and communicated with on an 'as needed' basis, but are not expected to be highly interested in NLEP.

Stakeholders' level of interest may change over time.

Figure 4-1 Stakeholder Matrix



The aim is to keep all stakeholders appropriately informed and satisfied. This means communication will need to be regular, with responsive feedback mechanisms and consistent messaging across all channels, to successfully build stakeholder confidence and manage expectations.

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.

The NLEP CSEP states that key engagement will be with: First Nations representatives (Manage Closely: high interest and high influence category); and recreational and commercial fishers (Keep Informed: high interest and low influence).

5. MITIGATION AND MANAGEMENT

In order to enhance the Northern Land Expansion Project's (NLEP) positive social benefits and mitigate any negative social impacts (refer to **Section 3.4**), a number of social mitigation and management measures are proposed. Accordingly, **Table 5-1** outlines the general mitigation measures. As the project develops, the effectiveness of these actions in achieving the management objectives and performance indicators for each impact area will be assessed.

Specific mitigation and management measures relating to the workforce (i.e. workforce influx, and cumulative workforce influx) are provided in the Workforce Management Plan (**Chapter 8** of the NLEP Communications and Stakeholder Management Plan).

Table 5-1 Impact Management

Potential Impact	Project Phase/Timing	Management Objective	Management Outcomes	Management Measures	Responsible Organisation	Potential Partners
Landscape Character						
<ul style="list-style-type: none"> ■ Reclamation area permanently changes landscape ■ Introduction of land into marine environment and a change in the natural character of waterway ■ Change to visual amenity and stakeholders' sense of place 	<ul style="list-style-type: none"> ■ NLEP construction (during and after) 	Minimise potential environmental and amenity impacts (e.g. landscape character)	<ul style="list-style-type: none"> ■ Compliance with GPC standards, regulatory provisions, approval conditions ■ Reduced impact to stakeholder and community amenity 	<ul style="list-style-type: none"> ■ Ongoing communication to advise on landscape and marine character, including through GPC website ■ Implement project environmental management controls, and GPC standards, plans, policies and procedures (including the Construction Environment Management Plan, Receiving Environmental Monitoring Plan and Traffic Management Plan) 	<ul style="list-style-type: none"> ■ GPC 	<ul style="list-style-type: none"> ■ Gladstone Regional Council (GRC) ■ Industries on Fisherman's Landing ■ Industries in vicinity of construction
Visual Amenity						
<ul style="list-style-type: none"> ■ Construction-related activities causing reduced visual amenity 	<ul style="list-style-type: none"> ■ NLEP construction (during and after) 	Minimise potential environmental and amenity impacts (e.g. visual amenity) on community members	<ul style="list-style-type: none"> ■ Compliance with GPC standards, regulatory provisions and approval conditions ■ Reduced impact to stakeholder and community amenity 	<ul style="list-style-type: none"> ■ Manage community and stakeholder expectations through ongoing communication about timing, duration and visual amenity impacts of construction works ■ Implement project management plans, and other GPC standards, plans, policies and procedures 	<ul style="list-style-type: none"> ■ GPC 	<ul style="list-style-type: none"> ■ GRC ■ Industries on Fisherman's Landing ■ Industries in vicinity of construction

Potential Impact	Project Phase/Timing	Management Objective	Management Outcomes	Management Measures	Responsible Organisation	Potential Partners
Noise, Light and Dust						
<ul style="list-style-type: none"> Construction-related impacts (inc. fugitive dust and/or particulate emissions) have the potential to cause discomfort for nearby industries and GPC tenants 	<ul style="list-style-type: none"> NLEP construction (during) 	Minimise potential environmental and amenity impacts (e.g. noise)	<ul style="list-style-type: none"> Compliance with GPC standards, regulatory provisions and approval conditions Reduced impact to stakeholder and community amenity 	<ul style="list-style-type: none"> Construction activities will only take place in daylight hours (no night lights) A dust and particulate monitoring program will be put in place prior to construction Set up process to receive and address construction-related complaints in a timely manner Implement project management plans, and other GPC standards, plans, policies and procedures 	<ul style="list-style-type: none"> GPC 	<ul style="list-style-type: none"> GRC Industries on Fisherman's Landing Industries in vicinity of construction
Commercial Fishing						
<ul style="list-style-type: none"> Potential for change in water quality and the location of fish stocks Reduction of available waterway area for fishing 	<ul style="list-style-type: none"> NLEP construction (during and after) 	Minimise potential environmental and amenity impacts (e.g. water quality and adverse changes) on fishers	<ul style="list-style-type: none"> Compliance with GPC standards, regulatory provisions and approval conditions Reduced impact to stakeholder and community amenity 	<ul style="list-style-type: none"> Implement project management plans, and other GPC standards, plans, policies and procedures Implementation of NLEP Fisheries Adjustment Program (where possible) Action recommendations in the Gladstone Marine and Fishing Strategy 	<ul style="list-style-type: none"> GPC Probity consultant managing Fisheries Adjustment Program (on behalf of GPC) 	<ul style="list-style-type: none"> Department of Primary Industries GRC
Recreational Fishing						
<ul style="list-style-type: none"> Potential for change in water quality, and change in location of fish stocks Reduction of available waterway area for fishing 	<ul style="list-style-type: none"> NLEP construction (during and after) 	Minimise potential environmental and amenity impacts (e.g. water quality) on fishers	<ul style="list-style-type: none"> Compliance with GPC standards, regulatory provisions and approval conditions Reduced impact to stakeholder and community amenity 	<ul style="list-style-type: none"> Adherence to mitigation measures identified in project approval conditions relevant to water quality Implement project management plans, and other GPC standards, plans, policies and procedures (where possible) Action recommendations in Gladstone Marine and Fishing Strategy 	<ul style="list-style-type: none"> GPC 	<ul style="list-style-type: none"> GRC Recreational fishing organisations /clubs

Potential Impact	Project Phase/Timing	Management Objective	Management Outcomes	Management Measures	Responsible Organisation	Potential Partners
Traditional Owners						
<ul style="list-style-type: none"> Loss of waterway area, access to harbour and impacts on traditional fishing grounds 	<ul style="list-style-type: none"> NLEP construction (during and after) 	Minimise potential environmental and amenity impacts on Traditional Owners	<ul style="list-style-type: none"> Build trust, credibility and visibility with Traditional Owners Compliance with GPC standards, regulatory provisions and approval conditions Reduced impact to stakeholder and community amenity 	<ul style="list-style-type: none"> Engagement with Traditional Owners about their values, traditional fishing grounds and addressing potential project impacts in accordance with the Cultural Heritage Protocol If an unknown item of tangible cultural heritage is uncovered during construction, work will cease until Traditional Owners are engaged with Implement Construction Environment Management Plan 	<ul style="list-style-type: none"> GPC 	<ul style="list-style-type: none"> GRC Traditional Owners
Tourism						
<ul style="list-style-type: none"> Potential impact on the marine environment Change in visual amenity, recreational value/ attractiveness of the Port 	<ul style="list-style-type: none"> NLEP construction (during and after) 	Minimise potential environmental and amenity impacts (e.g. marine pollution and visual amenity) on community members and visitors	<ul style="list-style-type: none"> Compliance with GPC standards, regulatory provisions and approval conditions Reduced impact to stakeholder and community amenity 	<ul style="list-style-type: none"> Adherence to mitigation measures identified in project approval conditions relevant for water quality, nature conservation, noise and marine flora and fauna Implement project management plans, and other GPC standards, plans, policies and procedures 	<ul style="list-style-type: none"> GPC 	<ul style="list-style-type: none"> GRC Gladstone Area Promotion and Development Limited
Road Amenity and Safety						
<ul style="list-style-type: none"> Change in conditions for road users 	<ul style="list-style-type: none"> NLEP-construction (during) 	Minimise potential impacts to community and stakeholder safety associated with construction traffic	<ul style="list-style-type: none"> Consistent safety conditions for road users Compliance with GPC standards, regulatory provisions and approval conditions 	<ul style="list-style-type: none"> Develop and implement Traffic Management Plan Implement project management plans, and other GPC standards, plans, policies and procedures 	<ul style="list-style-type: none"> GPC 	<ul style="list-style-type: none"> GRC

Potential Impact	Project Phase/Timing	Management Objective	Management Outcomes	Management Measures	Responsible Organisation	Potential Partners
			Reduced impact to stakeholder and community amenity			
Stakeholder Perceptions						
<ul style="list-style-type: none"> Negative stakeholder perception of the Project impacts image and reputation of GPC and Government 	<ul style="list-style-type: none"> NLEP construction (before, during and after) 	Ensure transparent and inclusive community and stakeholder engagement informs ongoing management and monitoring of potential social impacts during project phases	<ul style="list-style-type: none"> Maintain trust, credibility and visibility with community members, stakeholders and media Compliance with GPC standards, regulatory provisions and approval conditions Reduced impact to stakeholder and community amenity 	<ul style="list-style-type: none"> Adhere to project design features and management principles intended to minimise environmental and social impacts Implement project management plans, and other GPC standards, plans, policies and procedures Proactive, consistent and transparent communication to build understanding, awareness and trust 	<ul style="list-style-type: none"> GPC 	<ul style="list-style-type: none"> GRC Queensland Government (inc. Shareholding Ministers) GPC employees
Workforce Management						
Refer to Section 9 of the CSEP						

6. MONITORING AND REPORTING

The measures outlined in the Social Impact Management Plan (SIMP) will be implemented throughout the various phases of Northern Land Expansion Project (NLEP) bund wall construction.

The SIMP will be adaptively managed and may be updated over time to reflect:

- Changes in the design or implementation of NLEP
- Changes in the social baseline evidenced by secondary data (e.g. Australian Bureau of Statistics Census)
- Adjustments made to impact management measures
- Issues arising from cumulative effects of new or additional developments
- Any additional technical studies undertaken.

To ensure the ongoing effectiveness of management measures, a Social Impact Monitoring Framework has been developed, as outlined in **Table 7-1**. Specific performance measures for the Workforce Management Action Plan are described in Section 9 of the NLEP Communications and Stakeholder Engagement Plan (CSEP).

GPC's team responsible for implementing the SIMP will be led by the:

- Executive General Manager Asset Management
- Project Manager
- Project Communications Specialist.

This team will be responsible for the SIMP's delivery, including internal engagement and organisational change processes required to integrate provisions to protect social, economic and cultural heritage values.

The NLEP SIMP and its sub plan, the Communications and Stakeholder Engagement Plan (CSEP) were originally submitted to the Office of the Coordinator-General for approval in August 2024, at least three (3) months prior to commencement of NLEP Stage 1 bund wall construction. Within one (1) month of the Coordinator-General's approval, these documents will be published on the GPC website.

GPC will continuously monitor SIMP implementation and review performance measures to facilitate continual improvement of strategies and practices. In the event that management measures are not meeting desired outcomes, or there is a need to improve the effectiveness of a measure, or an unforeseen issue arises – amendments and updates to the SIMP can be made.

Thereafter, the SIMP and implementation of the CSEP will be reported through the annual Social Impact Management Report (SIMR).

6.1 Reporting Requirements

As per the conditions of the Coordinator-General's 2020 Evaluation Report on the Gatcombe and Golding Cutting Channel Duplication Project (GGCCDP) Environmental Impact Statement, GPC will provide the Coordinator-General with NLEP communications and engagement progress updates through the annual Social Impact Management Report (SIMR).

6.1.1 Social Impact Management Report

The annual SIMR will include details about the ongoing implementation of the identified mitigation and management measures, and advice as to their effectiveness and/or any amendments required.

The SIMR will be submitted to the Coordinator-General every year during the NLEP Stage 1 bund wall construction phase, with reporting commencing from the start of construction.

The SIMR will:

- Describe the mitigation and management measures/actions undertaken relevant to each of the potential impacts identified in the GGCCDP 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 any new impacts (positive or negative) on project stakeholders (if relevant), and outline the mitigation and management measures undertaken to address these new impacts
- Outline the community attitudes towards to NLEP, and any key themes received from the stakeholder engagement and feedback mechanisms
- Identify the number of complaints and complainants, and key themes and trends of complaints
- Provide detail about the progress/outcomes of the Workforce Management Action Plan mitigation and management measures, local employment figures, and the number of workers who: identify as having a disability; identify as a First Nations and Australian South Sea Islander person; are female; or are from a non-English speaking background.

Each SIMR will be made publicly available on the GPC website within one (1) month of the completion of the Coordinator-General's review.

Table 7-1 Monitoring Framework

Management Outcomes	Monitoring Activities	Performance Indicators	Monitoring Frequency	Responsible Person/s
Landscape Character				
Compliance with GPC standards, regulatory provisions and approval conditions	Internal record of training for workers regarding management plans, GPC standards, policies and procedures	Number of non-compliances with approval conditions, management plans, standards, policies and procedures	Monthly	■ Project Manager
Reduced impact to stakeholder and community amenity	Internal record of engagement with stakeholders and community members, including records of responses or feedback	Stakeholder and community feedback (qualitative) about landscape character and associated management measures	Monthly	■ Project Communications Specialist
	Number of complaints received regarding landscape character and the rate of resolution of registered complaints	Number of complaints satisfactorily addressed/resolved in accordance with the Community Complaints Management Procedure (refer to the NLEP CSEP)	Monthly	■ Project Communications Specialist
Visual Amenity				
Compliance with GPC standards, regulatory provisions and approval conditions	Internal record of training for workers regarding management plans, GPC standards, policies and procedures	Number of non-compliances with approval conditions, management plans, standards, policies and procedures	Monthly	■ Project Manager
Reduced impact to stakeholder and community amenity	Internal record of engagement with stakeholders and community members, including records of responses or feedback	Stakeholder feedback (qualitative) regarding visual amenity and associated management measures	Monthly	■ Project Communications Specialist
	Number of complaints regarding visual amenity and the rate of resolution for registered complaints	Number of complaints satisfactorily addressed/resolved in accordance with the community complaints management procedure (refer to the NLEP CSEP)	Monthly	■ Project Communications Specialist
Noise				
Compliance with GPC standards, regulatory provisions and approval conditions	Internal record of training for workers regarding management plans, GPC standards, policies and procedures	Number of non-compliances with approval conditions, management plans, standards, policies, and procedures	Monthly	■ Project Manager

Management Outcomes	Monitoring Activities	Performance Indicators	Monitoring Frequency	Responsible Person/s
Reduced impact to stakeholder and community amenity	Internal record of engagement with stakeholders and community members, including records of responses or feedback	Stakeholder feedback (qualitative) regarding noise and amenity, including associated management measures	Monthly	■ Project Communications Specialist
	Number of complaints regarding noise and the rate of resolution for registered complaints	Number of complaints satisfactorily addressed/resolved in accordance with the community complaints management procedure	Monthly	■ Project Communications Specialist
Commercial Fishing				
Compliance with GPC standards, regulatory provisions and approval conditions	Internal record of training for workers regarding management plans, GPC standards, policies, and procedures	Number of non-compliances with approval conditions and management plans	Monthly	■ Project Manager
Reduced impact to stakeholder and community amenity	Internal record of engagement with commercial fishers, including records of responses or feedback	Stakeholder feedback (qualitative) about access to sufficient information on activities, impacts, mitigation and management measures (inc. Fisheries Adjustment Program)	Monthly	■ Project Communications Specialist (in conjunction with Fisheries Adjustment Program team)
	Number of complaints regarding impact to commercial fisheries and the rate of resolution for registered complaints	Number of complaints satisfactorily addressed/resolved in accordance with the community complaints management procedure	Monthly	■ Project Communications Specialist (in conjunction with Fisheries Adjustment Program team)
Recreational Fishing				
Compliance with GPC standards, regulatory provisions and approval conditions	Internal record of training for workers regarding management plans, GPC standards, policies, and procedures	Number of non-compliances with approval conditions and management plans	Monthly	■ Project Manager
Reduced impact to stakeholder and community amenity	Internal record of engagement with users of recreational fishing areas, including records of responses or feedback	Stakeholder feedback (qualitative) about access to sufficient information on activities, impacts, mitigation and management measures	Monthly	■ Project Communications Specialist
	Number of complaints regarding impact to recreational fishing and the rate of resolution for registered complaints	Number of complaints satisfactorily addressed/resolved in accordance with the community complaints management procedure	Monthly	■ Project Communications Specialist

Management Outcomes	Monitoring Activities	Performance Indicators	Monitoring Frequency	Responsible Person/s
Traditional Owners				
Build trust, credibility and visibility with Traditional Owners	Internal record of engagement with the Traditional Owners, including records of responses or feedback	Stakeholder feedback (qualitative) from Traditional Owners regarding access to sufficient information on activities, impacts, and mitigation and management measures	Monthly	■ Project Communications Specialist (in conjunction with Indigenous Affairs team, as required)
	Number of complaints related to Traditional Owners' activities, traditional fishing grounds, and the rate of resolution for registered complaints	Number of complaints satisfactorily addressed/resolved in accordance with the community complaints management procedure	Monthly	■ Project Communications Specialist (in conjunction with Indigenous Affairs team, as required)
Compliance with GPC standards, regulatory provisions and approval conditions	Internal record of training for workers regarding management plans, GPC standards, policies and procedures	Number of non-compliances with approval conditions, management plans, standards, policies and procedures	Monthly	■ Project Communications Specialist
Reduced impact to stakeholder and community amenity	Internal record of engagement with users of water area or harbour, including records of responses or feedback	Stakeholder feedback (qualitative) about access to sufficient information on activities, impacts, mitigation and management measures	Monthly	■ Project Communications Specialist
	Number of complaints regarding loss of water area or access to harbour, and the rate of resolution for registered complaints	Number of complaints satisfactorily addressed/resolved in accordance with the community complaints management procedure	Monthly	■ Project Communications Specialist
Tourism				
Compliance with GPC standards, regulatory provisions and approval conditions	Internal record of training for workers regarding management plans, GPC standards, policies and procedures	Number of non-compliances with approval conditions, management plans, standards, policies, and procedures	Monthly	■ Project Manager
Reduced impact to stakeholder and community amenity	Internal record of engagement with tourism operators, including records of responses or feedback	Stakeholder feedback (qualitative) about access to sufficient information on activities, impacts, mitigation and management measures	Monthly	■ Project Communications Specialist
	Number of complaints regarding impact to tourism and the rate of resolution for registered complaints	Number of complaints satisfactorily addressed/resolved in accordance with the community complaints management procedure	Monthly	■ Project Communications Specialist

Management Outcomes	Monitoring Activities	Performance Indicators	Monitoring Frequency	Responsible Person/s
Maritime Use				
Compliance with GPC standards, regulatory provisions and approval conditions	Internal record of training for workers regarding management plans, GPC standards, policies and procedures	Number of non-compliances with approval conditions, management plans, standards, policies and procedures	Monthly	■ Project Manager
		Number of incidents and accidents occurring in the Port of Gladstone, directly attributed to construction works	Monthly	■ Project Manager ■ Executive General Manager Asset Management
Reduced impact to stakeholder and community amenity	Internal record of engagement with maritime users, including records of responses or feedback	Stakeholder feedback (qualitative) about access to sufficient information on activities, impacts, and mitigation and management measures	Monthly	■ Project Communications Specialist ■ Executive General Manager Asset Management
	Number of complaints regarding maritime congestion/safety, and the rate of resolution for registered complaints	Number of complaints satisfactorily addressed/resolved in accordance with the community complaints management procedure	Monthly	■ Project Communications Specialist ■ Executive General Manager Asset Management
Road Amenity and Safety				
Compliance with GPC standards, regulatory provisions and approval conditions	Internal record of training for workers regarding management plans, GPC standards, policies and procedures	Number of non-compliances with approval conditions, management plans, standards, policies and procedures	Monthly	■ Project Manager
		Number of incidents and accidents occurring in the Port of Gladstone, directly attributed to construction works	Monthly	■ Project Manager ■ Executive General Manager Asset Management
Reduced impact to stakeholder and community amenity	Internal record of engagement with stakeholders and community members, including records of responses or feedback	Stakeholder feedback (qualitative) regarding access to sufficient information on activities, impacts, mitigation and management measures	Monthly	■ Project Communications Specialist
	Number of complaints regarding Project related to traffic/safety and the rate of resolution for registered complaints	Number of complaints satisfactorily addressed/resolved in accordance with the community complaints management procedure	Monthly	■ Project Communications Specialist
Stakeholder perceptions				
Compliance with GPC standards, regulatory	Internal record of training for workers regarding management plans, GPC standards, policies and procedures	Number of non-compliances with approval conditions, management plans, standards, policies, and procedures	Monthly	■ Project Manager

Management Outcomes	Monitoring Activities	Performance Indicators	Monitoring Frequency	Responsible Person/s
provisions and approval conditions				
To build trust, credibility and visibility with community members and stakeholders	Internal record of engagement with stakeholders and community members, including records of responses or feedback	Stakeholder feedback (qualitative) access to sufficient information on activities, impacts, mitigation and management measures	Monthly	■ Project Communications Specialist
Reduced impact to stakeholder and community amenity	Internal record of engagement with stakeholders and community members, including records of responses or feedback	Stakeholder feedback (qualitative) about access to sufficient information on activities, impacts, mitigation and management measures	Monthly	■ Project Communications Specialist
	Number of complaints regarding Project related to traffic/safety and the rate of resolution for registered complaints	Number of complaints satisfactorily addressed/resolved in accordance with the community complaints management procedure	Monthly	■ Project Communications Specialist
Workforce Management				
Refer to Section 9 of the NLEP Communications and Stakeholder Engagement Plan (CSEP).				

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