

**Port of Gladstone
Gatcombe and Golding
Cutting Channel
Duplication –
Environmental Impact
Statement**

Preliminary Draft Social
Impact Management Plan

**Gladstone Ports
Corporation**

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to life*

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Document prepared by:

Aurecon Australasia Pty Ltd

ABN 54 005 139 873

Ground Floor, 25 King Street

Bowen Hills QLD 4006

Locked Bag 331

Brisbane QLD 4001

Australia

T +61 7 3173 8000

F +61 7 3173 8001

E brisbane@aurecongroup.com

W aurecongroup.com

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Glossary of terminology

The following terms have been used throughout the document and are listed below for reference.

Term	Meaning
BUF	barge unloading facility
EIS	Environmental Impact Statement
GPC	Gladstone Ports Corporation Limited
IAP2	International Association for Public Participation
LNG	Liquefied natural gas
LGA	Local Government Area
PCCC	Port Curtis Coral Coast
SIA	Social Impact Assessment
SIMP	Social Impact Management Plan
SRG	Stakeholder Representative Group
WB	Western Basin
WBE	Western Basin Expansion
WICT	Wiggins Island Coal Terminal

1 Introduction

1.1 Overview

Gladstone Ports Corporation Limited (GPC) proposes to undertake the duplication of the Port of Gladstone Gatcombe and Golding Cutting Channels (the Project).

This document is the initial iteration of the Project's Social Impact Management Plan (SIMP). This draft SIMP outlines the potential social impacts and opportunities associated with the Project as extrapolated from community consultation undertaken to date on the Project and the completed Social Impact Assessment (SIA) as part of the Environmental Impact Statement (EIS) process. This document presents high level draft actions to illustrate how GPC propose to respond to potential social impacts and opportunities.

The purpose of a SIMP is to identify action plans which aim to mitigate social impacts, a framework for a program which seeks to monitor and measure the effectiveness of the SIMP and a community engagement strategy which promotes the ongoing role of the communities in which GPC operates throughout all stages of the Project.

During the development of the SIA, GPC engaged with stakeholders, including all potentially affected local government authorities, key State Government agencies and communities.

Ongoing consultation with stakeholders and partners is a crucial component in the development and implementation of the SIMP and this is outlined in the Stakeholder Engagement Strategy (refer Section 5).

GPC will continue consultation with and involvement of the Government, community and other stakeholders in the development and refinement of the action plans, monitoring program and the engagement framework outlined in this preliminary version of the SIMP.

It is GPC's intention that the finalised SIMP will be in place prior to Project construction activities commencing.

1.2 Gladstone Ports Corporation Limited

GPC is a Company Government Owned Corporation under the *Government Owned Corporation Act 1993* (Queensland). GPC manages and operates the Port of Gladstone, Port of Rockhampton and Port of Bundaberg.

GPC's core business functions are to manage port infrastructure and cargo handling operations for coal and other products at the three ports; provide and maintain vital shipping channels; and to develop, manage and lease Strategic Port Land. GPC is directly responsible for road infrastructure, pilotage services, towage services (through an exclusive licence), property services, community parklands and quarantine and waste disposal services.

GPC directly supports the resources sector by operating the facilities required to export significant quantities of the State's resources (e.g. coal, alumina, etc.) to international markets and by planning and building infrastructure to grow the region and the Queensland economy.

GPC has been an active part of the Gladstone community for over 100 years, providing financial and in-kind support to ensure the sustainable future for the Gladstone region.

GPC takes great pride in providing social infrastructure for the region, such as recreation and parkland facilities at the Gladstone Marina and East Shores – Gladstone Coal Exporters Maritime Precinct Development.

GPC is committed to sustainable port development, ensuring the best environmental, social and economic outcomes are achieved. As a major landholder in the region, GPC recognises the need to be an active and responsible member of the communities in which it operates, and to contribute to the sustainable development of these communities and share the socio-economic benefits from their operations.

These principles have guided development of this preliminary draft SIMP.

1.3 Purpose of this document

The purpose of the preliminary draft SIMP is to identify and define the roles of GPC, the Government and the community in the mitigation and management of social impacts throughout construction and maintenance phases of the Project. The SIMP also aims to promote an active and on-going role for communities, local authorities and Government throughout the life of the Project.

1.4 Project description

The Port of Gladstone is Queensland's largest multi-commodity port, and RG Tanna Coal Terminal is the world's fourth largest coal export terminal (by throughput). The Port's trade will increase over the next decade with gradual increases in operational throughputs of the three liquefied natural gas (LNG) plants on Curtis Island and the Wiggins Island Coal Terminal (WICT).

The Gatcombe and Golding Cutting Channel Duplication dredging is required to improve the Port of Gladstone operational and economical efficiencies. It will improve the existing and future safe passage of vessels within the Port as throughput and associated vessel numbers increase, and the portion of predicted Capesize vessels (i.e. export and import) also increases in the future.

The Project involves the duplication of the existing Gatcombe and Golding Cutting bypass shipping channels that are parallel to the main shipping channel, facilitating two-way passage of vessels arriving and departing the Port of Gladstone.

The key components of the Project include:

- Initial dredging of seabed material to establish an access channel to allow barges to transport dredged material from the Gatcombe and Golding Cutting shipping channels to the barge unloading facility (BUF) adjacent to the existing Western Basin (WB) reclamation area
- Dredging of seabed material to deepen the Gatcombe and Golding Cutting bypass shipping channels
- Construction of the WBE reclamation area bund walls and BUF, and dredged material placement for beneficial reuse within the WB and Western Basin Expansion (WBE) reclamation areas
- Provision of supporting services to the Project activities, such as treated water, power supply and waste management
- Removal, relocation and installation of navigational aids
- Demobilisation of dredging operation
- Project maintenance phases activities, including reclaimed land surface stabilisation, maritime operation within duplicated channels and maintenance dredging.

1.5 Methodology

There is no set format that a SIMP is required to follow. As such, the development of the SIMP is guided by:

- Social Impact Assessment Guideline (Queensland Government, March 2018)
- Current, best practice based on other SIMPs prepared for major infrastructure projects in Queensland
- The social impact assessment (Chapter 18) of the Project EIS
- The findings from the Stakeholder Engagement Report by GPC, which informed the SIA
- Mitigation measures identified in other technical chapters of the EIS.

2 Summary of social impact assessment findings

An SIA has been undertaken and is included in Project EIS (refer Chapter 18). The SIA provides a baseline assessment of the Gladstone Local Government Area (LGA) social environment and an assessment of the potential social impacts, with risk rating and mitigation measures to be implemented. A summary of the existing baseline environment and key findings of the SIA are provided below.

2.1 Existing baseline environment

A brief summary of the existing regional socio-economic context, key characteristics of the SIA study area's population and economy, local business and industry, and social infrastructure is provided below.

Population demographics

Gladstone LGA has a resident population of 63,288 people with a projected population growth rate of 2.4% per annum – attributed mainly to the expected growth in the resource sector in the coming years. The median age of residents in Gladstone is 35 years old, slightly lower than Queensland. Just over 3% of the population identify as Aboriginal and/or Torres Strait Islander. Gladstone also has a fluctuating non-resident population who are employed to support major construction projects.

Housing and accommodation

Within the Gladstone LGA, the majority of dwellings are separate houses, and 31% of households are a family couple with children, 26% are a family couple without children and 20% are lone person households. The median residential house sale price between 2017-2018 in Gladstone LGA varied among suburbs from \$125,000 to \$370,000. Median rental prices are comparable to other coastal LGAs in Queensland. Dwellings owned with a mortgage account for 38% of homes, with the remaining rented or owned outright.

During construction of large projects many non-resident workers in Gladstone have typically been housed in worker accommodation villages.

Employment, income and occupations

The primary occupations in Gladstone LGA are technicians and trade workers, professionals, labourers, machinery operators and drivers, and clerical and administrative workers. The median weekly household income for the Gladstone LGA was \$1,586, which is higher than the Queensland state average of \$1,402. Gladstone LGA's Social Economic Index for advantage and disadvantage is six out of ten, indicating a slightly advantaged social and economic ranking.

Economy and industry

Gladstone's main industries of employment are manufacturing, construction and retail trade. The commercial and recreational fishing industry are key commercial and tourism activities within the Port, with the boat registration rate more than double that of Queensland.

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.

Community wellbeing

The median age at death for the total population in Gladstone is lower than the Australian average, and hospital admissions in Gladstone are 13.6% higher than the national average, as are emergency department presentations which are 58.8% higher than the national average. Gladstone, along with many other rural and regional centres in Australia, have poorer health indicators than national averages. Additionally, Gladstone has a higher crime rate than the Queensland average.

Social infrastructure

Gladstone LGA is generally well serviced and supports the needs of the community. Education services include one university, 28 state schools, nine non-state schools and 35 childcare centres.

Gladstone Hospital is the main public hospital, and Mater Misericordiae is a privately-run hospital in Gladstone. Emergency services are found within the Gladstone LGA, in addition a Volunteer Marine Rescue service also operates out of Gladstone Marina.

Gladstone city is well catered for with respect to major retail and shopping facilities and sports clubs/organisations. The area also hosts a number of annual cultural events. As a regional hub, Gladstone is well serviced and connected by a range of transport modes.

2.2 Engagement

Stakeholder and community engagement formed an integral part of Project's EIS preparation. A significant source of data for the SIA was the Stakeholder Representative Group (SRG). Engagement was also undertaken through stakeholder briefings, focus groups and one-on-one meetings with community members and key stakeholders, including recreational and commercial fishers, Aboriginal representatives, State and local government representatives and local businesses.

This SIA has been informed by the outcomes of this engagement process, including the identification of community values and potential benefits and impacts of the Project.

Community values identified through consultation activities are summarised below.

- Economic development and the associated benefits, such as employment, regional wealth and standard of living are important to the community surrounding the Project

- Maintaining access to services and facilities with quality of amenities is important, as is preserving the current 'way of life'
- Protecting the region's natural assets, especially the marine environment.

2.3 Social impacts

The potential Project social impacts are predicted to vary for different groups, mainly correlating to their proximity to the Project impact areas (for landscape character, visual amenity and noise and vibration), and their use of the marine environment (commercial, recreational fishing and tourism).

The construction and maintenance phases of the Project have the potential to result in impacts on local communities. The majority of related social impacts (from visual amenity, noise and vibration, and road safety) would be during construction and therefore temporary and short term.

Table 3.1 summarises the potential social impacts of the Project.

3 Social impact management plan

Table 3.1 outlines the potential social impacts of the Project as identified in the SIA undertaken to support the Project EIS, the proposed mitigation measures, and monitoring of the performance of mitigation measures.

Table 3.1 Social impact management plan

Potential impact	Mitigation	Responsibility	Timing	Monitoring
Landscape character				
<ul style="list-style-type: none"> ■ WBE reclamation area permanently changes landscape and view ■ Introduction of land into marine environment and a change in the natural character of waterway ■ Change to receptors' sense of place and visual amenity 	<p>Ongoing communication with sensitive receptors to advise on the likely landscape character outcomes. Sensitive receptor areas include:</p> <ul style="list-style-type: none"> ■ Users of Yarwun and Friend Point which have immediate views to the WBE reclamation area ■ Port of Gladstone, in particular, the marine users of areas between the WBE reclamation area and Curtis Island ■ Elevated urban areas of Gladstone, including the Radar Hill, Round Hill and Auckland Point lookouts, and residential areas. 	GPC	Pre-construction	Internal documentation of engagement with the users of sensitive receptor areas, including records of responses or feedback.
Visual amenity				
<ul style="list-style-type: none"> ■ Construction related activities causing reduced visual amenity ■ Perceived and actual loss of views 	<p>Ongoing consultation and communication will occur with users of sensitive receptor areas about the timing, duration and likely visual amenity impacts of construction works.</p>	GPC	Pre-construction Construction	<p>Internal documentation of consultation with the users of sensitive receptors, including records of responses or feedback.</p> <p>Monitor the number of complaints regarding visual amenity and the rate of resolution for registered complaints.</p>
Noise and vibration				
<ul style="list-style-type: none"> ● Construction noise and vibration (dredging and pile driving for the installation of navigational aids) for Facing Island and Boyne Island residents closest to the Project activities have the potential to impact on residents amenity and/or loss of sleep 	<p>Consultation with Facing Island and Boyne Island residents to determine the least sensitive daytime periods for navigational aid piling activities.</p> <p>Provision of community liaison phone number and permanent site contact so that noise and/or vibration related complaints can be received and addressed in a timely manner.</p>	GPC	Pre-construction Construction	<p>Monitor the number of complaints regarding noise and vibration and the rate of resolution for registered complaints.</p>

Potential impact	Mitigation	Responsibility	Timing	Monitoring
Commercial fishing				
<ul style="list-style-type: none"> Potential for reduced water quality, and change in the location of fish stocks 	<p>Ongoing, targeted engagement with commercial fisher groups leading up to and during construction to reduce impacts to the commercial fishing industry and to obtain better fishing data</p> <p>Adherence to mitigation measures identified in the Project EIS chapters for water quality, nature conservation and noise and vibration, which will minimise water quality and marine flora and fauna impacts.</p>	GPC Contractor	Pre-construction Construction	Regular data collection from Queensland Fishing (QFish) to monitor outputs from the commercial fishing industry to understand the level of impact being experienced over the construction period of the Project.
Recreational fishing				
<ul style="list-style-type: none"> Potential for reduced water quality, and change in location of fish stocks 	<p>Ongoing engagement with recreational fishers and the tourism industry leading up to and during construction</p> <p>Adherence to mitigation measures identified in the Project EIS chapters for water quality, nature conservation and noise and vibration.</p>	GPC Contractor	Pre-construction Construction	Monitor the number of complaints regarding recreational fishing and from tourism operators, and the rate of resolution for registered complaints.
Traditional Owners				
<ul style="list-style-type: none"> Loss of waterway area, access to harbour and impacts on traditional fishing grounds 	<p>Ongoing engagement with Traditional Owners about their values, traditional fishing grounds and addressing potential Project impacts in accordance with the Cultural Heritage Protocol</p> <p>If an unknown item of tangible cultural heritage is uncovered during construction, work must cease until Traditional Owners are consulted in accordance with the Cultural Heritage Protocol (refer Project EIS, Appendix M).</p>	GPC	Pre-construction Construction	GPC will consider the use of PCCC Sea Rangers to monitor the potential impacts of Project marine activities.
Tourism (construction)				
<ul style="list-style-type: none"> Potential impact on the marine environment Change in visual amenity, recreational value/ attractiveness of the Port 	<p>Ongoing consultation with the tourism industry, particularly during the dredging activities</p> <p>Adherence to mitigation measures identified in the Project EIS chapters for water quality, nature conservation and noise and vibration, relating to water quality and marine flora and fauna.</p>	GPC Contractor	Pre-construction Construction	Monitor the number of complaints regarding tourism issues and the rate of resolution for registered complaints.

Potential impact	Mitigation	Responsibility	Timing	Monitoring
Maritime use				
<ul style="list-style-type: none"> Construction vessels could increase maritime congestion and increase safety risks 	<p>Communicate scheduled Project dredging activities to maritime users (Harbour Master).</p> <p>Additional safety information for boating around dredging vessels.</p>	GPC	Pre-construction Construction	Monitor the number of complaints regarding maritime safety and congestion and the rate of resolution for registered complaints.
Road amenity and safety				
<ul style="list-style-type: none"> Increased truck movements, decline in amenity, increased safety risks and congestion on Landing Road 	<p>Undertake consultation and information sessions with the Targinnie/Yarwun community and local industry about potential impacts and mitigation measures to be implemented.</p>	GPC Gladstone Regional Council	Pre-construction Construction	Monitor the number of complaints regarding Project related truck and vehicle movements and the rate of resolution for registered complaints.
Workforce influx				
<ul style="list-style-type: none"> Impacts on housing and accommodation Impacts on community cohesion and social infrastructure (medical facilities, entertainment facilities) 	<p>Prepare a Workforce Management Plan (refer Section 4)</p> <p>Encourage non-resident employees and contractors to integrate and become involved in local communities</p> <p>Enforce a work Code of Conduct and a policy on appropriate worker behaviour and interaction with the public</p> <p>Provide information and Australian cultural awareness briefing for overseas workers on how to undertake day-to-day activities.</p>	GPC Contractor	Pre-construction Construction	Monitor the number of complaints or community concerns raised regarding the workforce influx, and the rate of resolution for registered complaints/concerns.
Stakeholder perceptions				
<ul style="list-style-type: none"> Negative stakeholder perception of the Project 	<p>Ongoing engagement with stakeholders, including through the SRG.</p> <p>Adherence to Project design features and management principles intended to minimise environmental and social impacts.</p>	GPC Contractor	Pre-construction Construction	Monitor grievance register for number of complaints and rate of complaints resolution, and the completion rate of action items arising from minutes of the SRG.
Cumulative effects				
<ul style="list-style-type: none"> Impacts from workforce influx in conjunction with other projects 	<p>Provide State and local government agencies responsible for educational, health and other social infrastructure with forecasts of workforce numbers to assist in their future service planning.</p>	GPC	Pre-construction Construction	Monitor the number of complaints or community concerns raised regarding the workforce influx, and the rate of resolution for registered complaints/concerns.

4 Draft action plans

The SIA commits to the development of a draft Workforce Management Plan for the Project. The content of this plan is presented in Section 4.1.

No other action plans were identified in the SIA. However, as this iteration of the SIMP is a preliminary draft, action plan requirements will be reviewed and developed with the community to achieve a finalised SIMP in advance of Project construction works commencing. Thereafter, the SIMP will be the subject of periodic review as described in Section 6.

4.1 Workforce Management Plan

GPC's Workforce Management Plan provides a framework for the management of potential Project impacts and commitments to the community. The plan recognises that the Project is expected to employ people recruited locally, regionally and internationally. The Project dredging would be carried out by an overseas contractor with the WBE reclamation area bund wall construction carried out by a local/regional contractor.

The dredging works will require a specialist labour skill set and the dredging contractor would recruit a skilled workforce to complete this work with minimal training opportunities available. The bund wall construction works are more likely to be undertaken by workers with skills found in the local workforce.

Further, there are opportunities to employ local workers, including Aboriginal and Torres Strait Islander peoples, during later phases of the Project, including partnerships for implementing the offsets strategy.

Table 4.1 details the proposed Workforce Management Action Plan.

Table 4.1 Workforce Management Action Plan

Action	Responsibility	Timing
Workforce behaviour		
<ul style="list-style-type: none"> Adhere to relevant legislation for construction workers, including the <i>Coal Mining (Safety and Health) Act 1999</i> and <i>Work Health and Safety Act 2011</i>. 	GPC Contractor	Pre-construction Construction
<ul style="list-style-type: none"> Develop a workforce code-of-conduct which outlines acceptable behaviour, standards for work performance and appropriate ways of interacting with the residents of Gladstone. 	GPC	Pre-construction
<ul style="list-style-type: none"> Implement the code-of-conduct by ensuring that this is included in all contract documentation as well as 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. 	GPC Contractor	Pre-construction Construction
Workforce recruitment		
<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 would 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 Strait Islander peoples, women, unemployed or under employed people, secondary school students and graduates. 	GPC Contractor	Pre-construction

Action	Responsibility	Timing
<ul style="list-style-type: none"> GPC will work with contractors to endeavour to achieve a minimum 3.6% employment rate for Aboriginal and Torres Strait Islander people throughout the course of the Project. 	GPC Contractor	Pre-construction Construction Post-construction
<ul style="list-style-type: none"> All Project employees will be hired through formalised recruitment processes with no 'at the gate' sign ups allowed. Utilise local and regional recruitment and training providers where possible and practical to meet vacant position requirements. 	GPC Contractor	Pre-construction
Accommodation planning		
<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. 	GPC	Pre-construction
<ul style="list-style-type: none"> 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. 	GPC	Pre-construction
The local community		
<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. 	GPC Contractor	Pre-construction
<ul style="list-style-type: none"> 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. 	GPC Contractor	Construction

The development of monitoring key performance indicators will be done in consultation with the SIMP stakeholders.

5 Social impact management plan engagement strategy

5.1 Overview

Engagement with stakeholders is an important tool for managing potential social impacts and opportunities of the Project along with monitoring. GPC is committed to stakeholder engagement throughout the Project lifecycle. GPC recognises the importance of key stakeholder engagement in the development and finalisation of the draft SIMP.

An outline of a proposed engagement strategy ('the Strategy') for the continued development of the draft SIMP prior to finalisation before construction activities commence is provided below.

5.2 Communication and engagement approach

The communication and engagement approach for the development of the SIMP will be guided by the core values and principles of the International Association for Public Participation (IAP2). From an engagement perspective, a core principle will be to clearly communicate the level of involvement stakeholders and the community will have in the various aspects of the Project.

IAP2 has developed a spectrum to define the level of public participation as shown in Figure 5.1. In most cases, the level of participation for the Project is anticipated to be Inform and Consult, however for certain groups such as the SRG an Involve level will be more appropriate.

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.

Figure 5.1 IAP2 Public Participation Spectrum

5.3 Strategic approach

The Strategy will focus on continuing relationship building and collaborative working, building on the engagement undertaken during the preparation of the EIS to develop a SIMP which addresses those social impacts of significance to the community.

Engagement for the continued development of the draft SIMP will focus initially on existing Project stakeholders, the SRG and with Traditional Owners and Aboriginal and/or Torres Strait Islander groups to understand ongoing issues and concerns identified during the development of the Project EIS. This group will be the ‘core’ sounding board for advance of the draft SIMP.

Issues of community importance from the Project EIS related to environmental effects and monitoring, safety, education about construction and dredging methodologies, and construction of the WBE reclamation bund wall, although the workforce associated with the Project is small in comparison to other projects undertaken within the Gladstone region.

GPC will continue to inform and engage on the draft SIMP with the wider community through media and website updates and community forums as necessary, details of which will be discussed and agreed with the relevant stakeholders.

6 Management and monitoring

GPC’s management team for implementation of the SIMP includes the following key positions:

- Chief Executive Officer
- People, Community and Sustainability General Manager
- Corporate and Community Relations Superintendent
- Port Strategy and Development General Manager
- Port Planning Manager

- Project Liaison Manager
- Project Manager.

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

SIMP will be made available to all SIMP stakeholders and the general community.

The SIMP is a live document. As such, the effectiveness of management measures and action plans will be monitored throughout the Project lifecycle. It is intended that performance indicators for the SIMP will be developed in consultation with Government agencies, Gladstone Regional Council and the community over the course of 2019 and 2020 and incorporated in the next iteration of the draft SIMP.

In the event that management measures are not meeting the desired outcomes, or there is a need to improve the effectiveness of a measure, or indeed an unforeseen issue arises, amendments and updates to the SIMP will be made. To ensure appropriate engagement in any change process is carried out, the community engagement strategy will be simultaneously reviewed and if necessary updated to describe any new processes or confirm new stakeholders.

Due to the Project commencement timeframes, GPC proposes to review the draft SIMP at the following Project milestones:

- Post EIS decision, to align with conditions and requirements of approval
- Detailed design
- Tender
- Three months prior to commencement of construction work.

Thereafter, the finalised SIMP would be reviewed every six months unless management measures require amendment based on Project requirements, stakeholder feedback or complaints.

GPC will work collaboratively with the Office of the Coordinator-General to identify a process to facilitate any amendments should they be required.

7 Complaints and dispute resolution

7.1 Complaints

GPC is committed to taking an open and transparent approach with this Project. GPC recognises that a community member may at times consider that the Project is not meeting its good neighbour responsibilities. As such, the community feedback system summarised below sets out the timelines, accountabilities and process for managing community complaints and grievances regarding the Project should the need arise.

This procedure has been developed to be locally appropriate and easily accessible to all community members. Under the policy, all stakeholders, employees, members of the community, representatives of State agencies or Gladstone Regional Council, suppliers, customers, media, and local industry can provide feedback.

The procedure's key steps are:

- Engaging with the feedback provider
- Recording the feedback
- Assessing the feedback

- Responding to feedback
- Escalating the feedback as appropriate.

Community members can provide feedback through the methods summarised in Table 7.1.

Table 7.1 Summary of community feedback methods

Mechanism	Description
Telephone	Via the community hotline number (1800 243 GPC) or direct telephone call to the Project Liaison Person
In person	Either through visiting the Project Liaison Person or other interaction with a Community Relations staff member
Formal letter/email	Addressed to the Project Liaison Person or via the community feedback mailbox corporate&communityrelations@gpcl.com.au or the project mailbox

All complaints are to be forwarded to the Project Liaison Manager and the Project Manager via an internal complaints/enquiry form.

All feedback (enquiries/complaints) received via these channels are expected to be acknowledged within 48 hours, with details entered into a stakeholder database for monitoring and management purposes.

When a complaint is resolved it should be 'closed out' as an action in the stakeholder database.

Each month, a record of complaints activity will be reviewed by the GPC's management team to check that all actions have been closed out.

7.2 Disputes resolution

Disputes may arise where a community member affected by an issue considers their complaint has not been resolved.

Where a resolution through the complaints process cannot be achieved, an Independent Expert will be appointed to review the complaint and arbitrate between the parties.

8 Further information

For further information about the Project's SIMP, contact the Corporate and Community Relations Team:

- Telephone - 1800 243 GPC
- Email - corporate&communityrelations@gpcl.com.au
- Online enquiry form: to be hosted at www.gpcl.com.au on the Project page.

Document prepared by

Aurecon Australasia Pty Ltd

ABN 54 005 139 873

Ground Floor, 25 King Street
Bowen Hills QLD 4006

Locked Bag 331
Brisbane QLD 4001
Australia

T +61 7 3173 8000

F +61 7 3173 8001

E brisbane@aurecongroup.com

W aurecongroup.com

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