

**Port of Gladstone
Gatcombe and Golding Cutting
Channel Duplication Project**

Environmental Impact Statement



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**Appendix N2
Channel Duplication
EIS Engagement Report**



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Gladstone Ports Corporation Channel Duplication EIS

Engagement Report

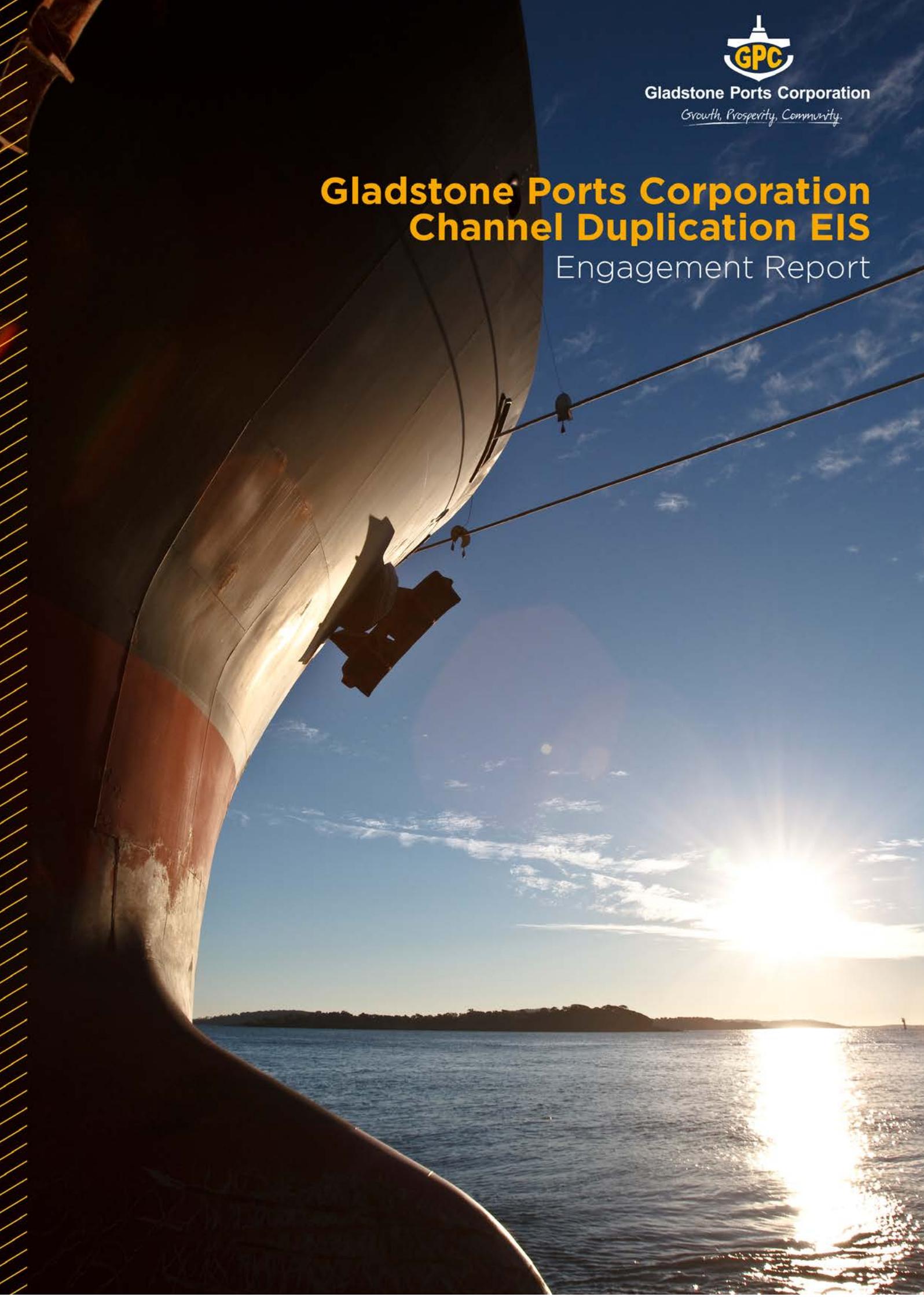


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Executive Summary

The Engagement Report outlines the consultation process adopted for the Port of Gladstone Gatcombe and Golding Cutting Channel Duplication Project (the Project) to support the preparation of the Project's Environmental Impact Statement (EIS).

The Project's engagement activities have been conducted in accordance with the Project's EIS Terms of Reference for public consultation and engagement (Section 3.7 Public Consultation Process and Section 6.1.2 Community engagement).

A Consultation Plan was developed in 2013 providing the engagement framework for the Project's EIS preparation. The Plan confirms the consultation procedures and protocols used to guide and implement the engagement process. It sets out the engagement objectives overarching the process as well as the type and timing of activities and associated responsibilities.

An initial stakeholder assessment was completed to indicate which organisations, agencies and parties should be engaged with, due to their interest and association with the Project activity areas. This assessment concluded that a range of public sector, private sector, non-governmental organisation (NGO) stakeholders and business groups with an interest in the marine environment were Project stakeholders in addition to the wider community including those potentially directly affected parties.

A range of engagement tools and methods were employed to encourage open dialogue and information share between Gladstone Ports Corporation Limited (GPC) and the stakeholders. The key aim was to ensure that those matters of importance to stakeholders concerning the Project were identified and measures to avoid, remedy or mitigate discussed. Engagement activities carried out included meetings, briefings and workshops as well as the production and distribution of Project factsheets and newsletters. A successful outcome has been the establishment of a Stakeholder Representative Group (SRG).

Participation in the engagement process was sought and encouraged via a project page on GPC's website (established on 5 November 2013), social media campaign using GPC's online media platforms (9 March 2018) and advertising in local newspapers (8- 15 March 2018) as well as the distribution of Project updates in GPC newsletters, both internal and external (2013-2018 highlighting project milestones and developments). To date, a range of stakeholders have been engaged with through the Stakeholder Representative Group, as well as a number of contacts from the wider community through separate one-on-one meetings.

Feedback was gathered from all engagement activities carried out and reported to the EIS study team to inform impact assessments and the development of Project mitigation measures. Views of the wider community have also been taken into consideration through monitoring of public opinion on social and printed media regarding the Project. Overall, engagement outcomes were positive with stakeholders keen to see the Project progress due to the economic benefits it will bring, however, concerns about the Project do exist, particularly the potential for environmental impacts (e.g. water quality, marine flora and fauna) and loss of environmental and recreational amenity.

It is GPC's intention that the consultation channels established for the planning and approvals phase of the Project will be maintained as the Project advances including the construction and maintenance phases. GPC has committed to continuing the SRG as a key engagement method for the Project.

Glossary of Terms

Table 1. Abbreviations and acronyms

Dredged Material Placement Options Investigation	DMPOI
Environmental Impact Study	EIS
Environment Protection and Biodiversity Conservation Act 1999	EPBC Act
Gladstone Ports Corporation Limited	GPC
International Association for Public Participation	IAP2
Minerals Council of Australia	MCA
Non-governmental organisation	NGO
Port of Gladstone Gatcombe and Golding Cutting Channel Duplication Project	The Project
Stakeholder Representative Group	SRG
State Development and Public Works Organisation Act 1971	SDPWO Act
Social Impact Assessment	SIA
Technical Advisory and Consultative Committee	TACC
Terms of Reference	ToR
Queensland Alumina Limited	QAL

1.0 Introduction

Community and stakeholder engagement has formed an integral part of the Project's EIS preparation.

The Engagement Report outlines the stakeholder engagement and consultation for the Draft EIS which was undertaken from February 2018 to February 2019, and summarises earlier consultation carried out for the Project between 2013 and 2015.

It addresses Section 5.8 of the Australian Government's Guidelines for an EIS and Section 3.7 of the Queensland Government's EIS Terms of Reference in relation to public consultation.

This report outlines the consultation approach adopted for the Project and confirms:

- the stakeholders engaged and how stakeholders were identified
- the types of engagement activities undertaken and their timings
- the engagement responsibilities and protocols
- a summary of engagement feedback and how this was integrated into the EIS process
- the future consultation strategies and programs.

2.0 Engagement Strategy

2.1 Consultation Plan

Consultation and engagement activities were led by GPC's Corporate and Community Relations team with support from the EIS Project team. The engagement was guided by the Stakeholder Engagement and Communication Strategy (originally completed by GPC in 2015) which is provided at *Appendix A*.

The strategy demonstrates the principals of the International Association for Public Participation's (IAP2) Core Values and Public Participation Spectrum. The project actively sought out interested and impacted stakeholders and facilitated their involvement through the sharing of information and empowering them to contribute to decisions.

The adopted engagement framework set out in the Strategy ensured all parties were aligned during the engagement process. Key areas of the Strategy are outlined in the following sections.

2.2 Engagement Objectives

A number of engagement objectives were articulated for the Project at the outset of the EIS process. These included:

- Enable an open and transparent consultation process for the Project
- Provide Project information to relevant stakeholders and the community during the preparation of the Project EIS
- Facilitate informed discussion about the impacts and opportunities presented by the proposed duplication of the Gatcombe and Golding Cutting Channels (e.g. increase in port capacity);
- Establish trust with stakeholder and work toward positive, enduring relationships which will continue throughout all stages of the EIS process
- Proactively manage stakeholders real, perceived and potential issues, and opportunities regarding the Project.

2.3 Stakeholder Identification

The Project EIS has gained the attention of a variety of stakeholders. A stakeholder assessment was undertaken to understand who these stakeholders are, what their interest and influence on the Project is, and how they were classified based on the Minerals Council of Australia’s Power vs Interest table (see Figure 1 below). They were then engaged with in accordance with IAP2’s Public Participation Spectrum (Figure 2), which defines the public’s role in any public participation process.

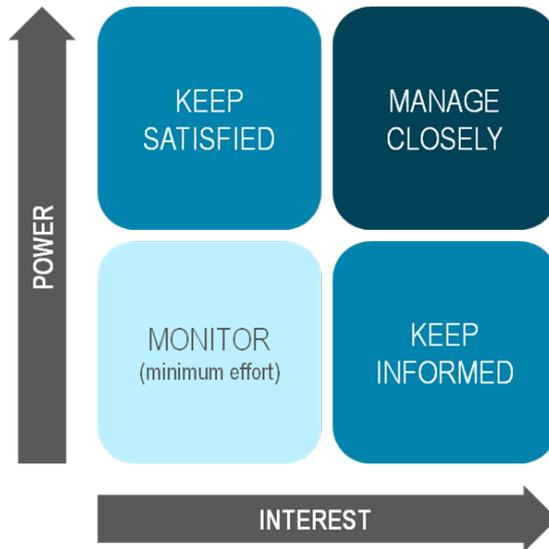


Figure 1. Minerals Council of Australia’s Power vs Interest table

		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 2. IAP2 Public Participation Spectrum

Project stakeholders have been assigned to the following categories:

- Federal Government departments and/or agencies

- State and Local Government agencies and departments
- Fishing industry and groups; harbour users
- Environmental Groups
- Local industry
- Local business
- Media
- Community
- NGOs and groups
- Traditional Owners/Aboriginal and Torres Strait Islander groups.

Stakeholders were identified through their involvement in previous projects, self-identification and through invitation to participate. A list of all stakeholders engaged with between 2017-19 is provided at *Appendix B*.

2.4 Engagement Methods and Tools

The following engagement methods were employed to ensure those matters of importance to the community and Project stakeholders were identified. The range of methods and tools used reflect the composition of the Project stakeholders, the engagement objectives and the EIS timeframe:

- Meetings, briefings and workshops were held with relevant stakeholder to provide Project information and gain information and feedback
- The SRG was formed with the purpose of providing a forum for key stakeholders to work collaboratively with GPC to discuss the proposed Project, any areas of interest, key challenges, and to identify opportunities to address these and enhance the Project
- One-on-one and focus group meetings - which were advertised through social media and traditional print media - were held with groups from key interest areas (e.g. Facing Island residents and commercial and recreational fishing representatives)
- Project factsheets and newsletters were distributed to stakeholders and made available on GPC's website
- A Project page was created on GPC's website providing Project information and updates;
- Internal stakeholders were engaged via regular project updates communicated directly from the CEO and well as through factsheets, Port Life (internal newsletter), CEO's Newsletter and digital communications screens
- Media releases to local and regional news agencies
- Use of GPC's online social media platforms
- Contact details for the Project were advertised on the GPC website and in all Project communications and printed media – email address: corporate&communityrelations@gpcl.com.au and phone number 1800 243 GPC.

3.0 Summary of Previous Engagement on Project

Initial engagement for the Project was undertaken between 2013 and 2015, with the first stakeholder engagement and communication strategy developed in 2014. In 2015, the GPC Queensland Alumina Limited (QAL) Gatcombe and Golding Cutting Channel Duplication EIS Joint Communication Protocol was developed to outline the generation, review, approval and dissemination of public information regarding the Port Central Expansion placement area option.

Early engagement included:

- Creation of Channel Duplication webpage on GPC's corporate website
- Project factsheets
- Media releases and interviews
- Government briefings
- Stakeholder engagement with key critical stakeholders including Gladstone Regional Council, QAL and traditional owners.

Early engagement focused on the purpose of the Project, proposed placement sites and baseline monitoring.

Key issues included the Project duration and timeframe, impacts on seagrass in the Western Basin area, sediment, costs, transparency of data and the consideration of the Boyne Marina and Boyne River dredging.

4.0 EIS Project Engagement Activities

4.1 Government Engagement

As a Government Owned Company, Government engagement plays a significant role in all projects. Due to the high profile nature of this project as well as previous dredging projects undertaken in the Port, it is vital that GPC engages regularly with Local, State and Commonwealth Government stakeholders.

Consequently, Project EIS updates and briefings have been provided to Local, State and Commonwealth Government stakeholders since 2013, the purpose of which has been to identify key issues and confirm Project EIS detail. Of particular note are the Project EIS progress meetings with the Office of the Coordinator General held at regular intervals between 2013 and 2019A copy of all the SRG meeting notes has also been provided to the Office of the Coordinator General.

Investigation workshops were held with State and Commonwealth Government representatives and traditional owner stakeholders to consider dredged material placement options for the Project. As part of this process, a multi-criteria analysis workshop was facilitated and Project dredged material options shortlisted for inclusion into the EIS process.

4.2 Internal Engagement

Internal stakeholders (staff and contractors) are GPC's greatest asset. By accurately engaging and educating them on the Project details, they can hold informed discussions regarding the Project both internally and externally. The importance of this stakeholder group was also identified by members of the SRG in the first SRG meeting.

Table 2. Internal engagement activities

Activity and Timing	Stakeholder/s	Issue/topic	Outcome
Letter to employees 5 February 2018	GPC employees	Channel Duplication EIS update	Educate and engaged employees
CEO Newsletter 21 February 2018	GPC employees	Channel Duplication EIS update	Educate and engaged employees
Digital Communication screen 22 February 2018	GPC employees	Channel Duplication EIS update	Educate and engaged employees

4.3 Stakeholder Engagement

A collaborative engagement approach was developed for the Project to create trust and promote solutions, focused engagement and a shared understanding of the Project, its values and those of the community. Table 3 confirms the stakeholder activities undertaken for the Project EIS.

Stakeholders were also consulted during the preparation of the Project Dredged Material Placement Options Investigation (DMPOI), including:

- Government agencies
- Port Curtis Coral Coast Native Title Claimant Group (PCCC) representative
- Queensland Energy Resources
- QAL
- Cement Australia
- Boral.

Table 3. Stakeholder engagement activities

Activity and Timing	Stakeholder/s	Issue/topic	Outcome
SRG invitation sent to identified stakeholders 16 January 2018	Identified stakeholders including representatives from various key interest groups	Requesting expressions of interest to participate in the projects SRG	SRG members identified
SRG meeting 8 February 2018	SRG	Project overview and SRG Terms of Reference, as per <i>Appendix C</i> . Issues, topics of discussion and opportunities identified in <i>Appendix D</i> .	As per <i>Appendix D</i> .
SRG meeting 1 presentation emailed 9 February 2018			
SRG meeting 1 Issues, topics of discussion and opportunities register emailed 9 March 2018			
Advertising of one on one and focus group meetings in traditional print media and social media 8 – 15 February 2018	Community, Facing Island, Traditional Owners and Commercial and Recreational fishers		



Activity and Timing	Stakeholder/s	Issue/topic	Outcome
SRG meeting 12 March 2018	SRG	Options analysis and values from previous meeting. Issues, topics of discussion and opportunities identified in <i>Appendix D.</i>	As per <i>Appendix D.</i>
SRG meeting 2 presentation emailed 13 March 2018			
SRG meeting 2 Issues, topics of discussion and opportunities register emailed 22 March 2018			
One on One 13 March 2018	Recreational Fishermen	Primary concern build-up of silt and the changes this has made to our waterways. <i>Appendix E.</i>	
One on One 21 March 2018	Gladstone Conservation Council	Why we are doing the Project, acid sulphates, bund wall, transparency and accountability, turbidity and data. <i>Appendix F.</i>	
One on One 22 March 2018	Indigenous Community	Harbours status as a fishing harbour and recreational access to waterways. <i>Appendix G.</i>	
SRG meeting 28 March 2018	SRG	Values and hydrodynamic modelling. Issues, topics of discussion and opportunities identified in <i>Appendix D.</i>	As per <i>Appendix D.</i>
SRG meeting 3 presentation emailed 29 March 2018			
SRG meeting 3 Issues, topics of discussion and opportunities register emailed 11 April			
Focus Group meeting 4 April 2018	Commercial Fishermen	Potential impacts on fish catches and the industry, discussion on how to minimise and work together. <i>Appendix H</i>	
SRG meeting 19 April 2018	SRG	Perceptions, seafood data, metal hydroxides and environment management plans. Issues, topics of discussion and opportunities identified in <i>Appendix D.</i>	As per <i>Appendix D.</i>
SRG meeting 4 presentation emailed 23 April 2018			
SRG meeting 3 Issues, topics of discussion and opportunities register emailed 3 May 2018			
SRG meeting 12 December 2018	SRG	Opportunity for the project to provide Government feedback regarding the Draft EIS submission. Issues, topics of discussion and opportunities identified in <i>Appendix D.</i>	As per <i>Appendix D.</i>
SRG meeting 5 presentation emailed 19 December 2018			
SRG meeting 5 Issues topics of discussion and opportunities register emailed 28 February 2019			



Activity and Timing	Stakeholder/s	Issue/topic	Outcome
SRG meeting 18 February 2019	SRG	Presentation of remodelling results for the new dredging methodology. Issues, topics of discussion and opportunities identified in	As per <i>Appendix D</i> .
SRG meeting 6 presentation emailed 19 January 2019			
SRG meeting 6 presentation emailed 28 February 2019			

4.4 Community Engagement

It was important that GPC engage with the broader community in the early stages of the Project to represent transparency and demonstrate the proactive nature of this process.

Table 4. Community engagement activities

Activity and Timing	Stakeholder/s	Issue/topic	Outcome
Project update factsheet December 2014	Community	Up-to-date Project information	Provide the community with the latest Project information
Water quality monitoring factsheet October 2015	Community	Information on and confirmation of the monitoring process	Provide the community with the latest Project information
Seagrass survey factsheet October 2015	Community	Information on and confirmation of the survey process	Provide the community with the latest Project information
Marine Ecology, monitoring factsheet October 2015	Community	Information on and confirmation of the survey process	Provide the community with the latest Project information
Channel Duplication Website updates 5 February 2018 9 March 2018 4 April 2018	Community	Up to date Project information	Provide the community with the latest Project information
Channel Duplication EIS Factsheet 31 January 2018	Community	Project and EIS update	Available on Channel Duplication Project page on GPC website. The factsheets purpose is the inform the community of the Project and status
Media release 7 February 2018	Media	Channel Duplication EIS Stakeholder Representative Group	Article in local newspaper, Gladstone Observer
EIS background monitoring reports March 2018	Community	Information on and confirmation of the monitoring processes undertaken for the Project	Available on Channel Duplication project page on GPC website. The purpose of this information was to provide Project information in a transparent manner and build trust.

Activity and Timing	Stakeholder/s	Issue/topic	Outcome
Dredging factsheet 26 March 2018	Community	Dredging 101	This was a request from the first SRG meeting and is available on the GPC website. The outcome is to educate the community on the role dredging plays in the development of the port.
Media release W/C 14 May 2018	Media	Channel Duplication EIS Stakeholder Representative Group success	

5.0 Engagement Outcomes

This section provides a summary of the feedback received during the engagement program. This feedback has informed the EIS assessment process.

Presented below in *Table 5* is a summary of the key issues and concerns raised which have been categorised into topic areas which reflect the EIS assessment matters.

Table 5. Outcomes

Key issue/concern	Stakeholder/s category
Education regarding dredging, methodologies, needs and offsets	All stakeholders
Transparency of environmental monitoring and dredging activities data	All stakeholders
Western Basin Bund Wall and construction of new bund wall	All stakeholders
Metal hydroxides and acid sulfates, and their treatment	Environment stakeholder
Marine flora and fauna including seagrass, fish, mudcrabs, shorebirds and turtles	All stakeholders
Safety during times of high traffic volumes, commercially, industrially and recreationally	Community stakeholder
Increase in velocity at Facing Island and impacts on sand movement from beaches and silting up in harbour	Facing Island stakeholders
Turbidity limits, measures and monitoring	All stakeholders
Connection and association to the area, restricted access to our waterways for recreational purposes and commercial fishing activities	Community and recreational and commercial fishing stakeholders
Stigma regarding the health of the seafood from the Port of Gladstone and therefore consumption of this seafood	All stakeholders
Perceptions from previous dredging projects	All stakeholders

As evidence by the summary in *Table 5*, the matter of significant interest to Stakeholders is transparency and monitoring of the Project's dredging impacts on marine flora and fauna. Other issues include access to Port waterways, metal hydroxides and changes to hydrodynamics. The engagement and feedback from these activities confirms the success of this strategy. Stakeholders remained engaged throughout the process, continually contributing to valuable discussions. Their willingness to raise concerns as well as solutions demonstrated that they felt valued. At the conclusion of the February 2019 SRG meeting the group was asked if they valued the process and the response was yes from all stakeholders.



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6.0 Future Engagement

At the February 2019 SRG meeting, a commitment was made to the group by GPC that it will remain operational for the duration of the Project. GPC will continue to engage with SRG members and other stakeholders throughout and will meet with them upon the release of the EIS for feedback. This was well received.

GPC is committed to taking an open and transparent approach with this Project and will continue to inform and engage throughout the course of the EIS process and Project through media updates, factsheets, website updates, community forums and SRG meetings.

Appendices

Appendix A

Gladstone Ports Corporation EIS for Port of Gladstone Gatcombe and Golding Cutting Channel Duplication project Stakeholder Engagement and Communication Strategy

Introduction

Used effectively, stakeholder engagement improves community participation, interaction with, and understanding of an organisation, and delivers sustainable results by bringing all perspectives to the table.

The GPC Channel Duplication EIS Stakeholder Engagement and Communication Strategy is key to assessing potential impacts on, and key benefits to, the community.

It will enable GPC and the EIS project team to:

- Understand why the community feels the way they do, their needs and motivations, and why certain outcomes are more likely
- Find common goals and tap into the human element of any community impacts
- Establish trust with stakeholders and work towards positive, enduring community relationships
- Proactively manage real, perceived and potential issues
- Positively position GPC and the Project
- Meet the formal EIS public engagement requirements.

Detailed project overview

GPC is committed to sustainable port development, ensuring the best environmental, social and economic outcomes are achieved.

The Queensland Government's *Sustainable Ports Development Act 2015*, identifies the Port of Gladstone as an existing long-established port and one of Queensland's four priority ports, among Hay Point and Mackay, Abbott Point and Townsville.

The proposed Gatcombe & Golding Cutting Channel Duplication Project will support the future growth of the Port of Gladstone.

GPC's *50 Year Strategic Plan* identifies the significant growth in trade and therefore shipping traffic in the port. After significant research, modelling and studies, it has been identified that to accommodate future growth, GPC will need to duplicate some of the harbour channels. The duplicate channels will run parallel to the existing Gatcombe and Golding Cutting channels allowing two way passage of vessels in this area of the Gladstone Harbour.

Without the duplication of the Gatcombe and Golding Cutting Channels, the ability of the port to accommodate planned future industrial developments and meet future trade commitments will be significantly limited, hindering the economic viability of the region.

The proposed Gatcombe and Golding Cutting Channel Duplication Project was declared a 'coordinated project' by the Queensland Coordinator-General under the *State Development and Public Works Organisation Act 1971* (SDPWO Act), and deemed a 'controlled action' by the Commonwealth Environment Minister under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act).

GPC is undertaking an Environmental Impact Statement (EIS) to support the assessment of the Gatcombe and Golding Cutting Channel Duplication Project under the SDPWO Act and EPBC Act.

2. Rationale

2.1 Goal

Attain EIS approval for the GPC Channel Duplication Project by effectively articulating GPC’s position as a responsible and sustainable developer.

Purpose

To implement a Stakeholder Engagement and Communication Strategy that positively facilitates, and ultimately leads to the approval of the EIS for the GPC Gatcombe and Golding Cutting Channel Duplication Project by the Queensland and Commonwealth Governments.

Engagement and communication objectives

We seek to understand all positions on the project and why stakeholders feel the way they do, their needs, motivations and concerns in relation to dredging and dredge material placement to effectively manage these.

The attainment of four overarching objectives will ensure achievement of the stakeholder engagement and communication goals. These objectives are to:

- Facilitate informed discussion about the impacts and opportunities presented by the proposed duplication of the Gatcombe and Golding Cutting Channels (e.g. increase in port capacity).
- Establish trust with stakeholder and work toward positive, enduring relationships which will continue throughout all stages of the EIS process
- Proactively manage real, perceived and potential issues
- Report back to stakeholders regarding how their feedback has been used.

These objectives will ensure stakeholders have a richer understanding of the scope and issues surrounding the Project, and the importance of finding common ground. Importantly, the objectives demonstrate sustainable decision-making – considering economic viability, technical feasibility, environmental compatibility, and public acceptability.

Evaluation methods will be employed to monitor and analyse the effectiveness of stakeholder engagement and communication, according to the achievement of the stated objectives.

What are the issues and opportunities?

The channel duplication project will raise many issues and will present many opportunities that will influence project decisions, all of which will be of interest to project stakeholders. Some of these will be raised directly as a result of project features, however it is anticipated previous projects and learnings will be topical.

As with any issue of intense interest, the best method for resolution is to involve those who are concerned in coming up with the solution. The following list of issues (and opportunities) are envisaged as being part of this solution finding focus.

Issues	Opportunities
Frequency of stakeholder meetings (last Technical Advisory and Consultative Committee (TACC) meeting was in 2014, however one was held more recently on 11 December 2017)	Education on the purpose of the dredging - maintenance dredging - capital dredging Engage with this group regularly throughout the year to create a bond to aid the yearly TACC meetings.

Issues	Opportunities
Western Basin Dredging Project legacy: - Turbidity link to rainfall data - Sediment dynamics model data - Red spot illness and links to flooding - Turtle and dugong health - Mix of impacts and role of each in harbour health - Transparency and honesty of GPC as an organisation - Bund wall leak	Learning from past experiences and improving
Data gathering and open sharing of information	Data transparency/sharing for this project
Community see dredging as destroying the harbour	Myth busting Environmental management education Education surrounding the need to dredge
Spoil placement and management	Learning from past experiences & improving

Methodology

To facilitate the EIS delivery, two critical platforms of engagement will be undertaken to inform technical studies, the Social Impact Assessment and the EIS.

These aim to minimise the potential for negative stakeholder reactions and/or delays caused by an issues-based campaign or community concerns.

The two platforms are:

A consultation program whereby key project stakeholders and the community can provide input and become involved in the process

A communication program that delivers key messages and information about the project to stakeholders and the wider community.

A summary of the methodology can be found at Appendix A – EIS Stakeholder Engagement Methodology.

GPC Vision, Mission and Values

This Stakeholder Engagement and Communication Strategy is aligned with GPC's corporate Vision, Mission and Values; as well as the Code of Conduct. The GPC governance values are provided:

Vision:

To be the most respected Ports Corporation in the Nation.

Mission:

To responsibly manage, develop and operate port facilities and services for the sustainable economic growth and social prosperity of our region, Queensland and Australia.

Values:

Sustainability

We preserve the inherent worth of Port assets for future generations. We protect the health and safety of our people, the environment, and our community. We engage with and contribute to the communities in which we operate.

Excellence

We continually strive for excellence in all that we do and constructively challenge for a better way. We are open to learning and appreciate that shared knowledge and innovation are essential to our growth.

Customers

We serve our customers and the Port community with pride and passion. We respond with urgency, anticipate their needs, and exceed their expectations.

Respect

We build relationships based on equality, dignity, honesty and trust. In all our dealings we strive to be friendly and courteous, as well as fair and compassionate.

Empowerment

We support and empower people to give their best and reach their potential. We fully apply our skills and capability, are accountable in our actions, and perform to the best of our ability.

Teamwork

We are one company, one team. We work together to achieve our objectives.

Code of Conduct

This Stakeholder Engagement and Communication Strategy, and the process of stakeholder engagement, adheres to GPC's Code of Conduct, available here:

www.gpcl.com.au/SiteAssets/Release%20of%20Info/Code_of_Conduct.pdf

GPC is committed to creating and maintaining an environment for its customers, visitors and employees, which is professional, customer responsive, safe and free from any form of unlawful or inappropriate behaviour. The minimum standard of behaviour is depicted through the following guiding principles:

- Respect for people
- Integrity and impartiality
- Accountability and transparency
- Promoting a positive public image.

Stakeholders

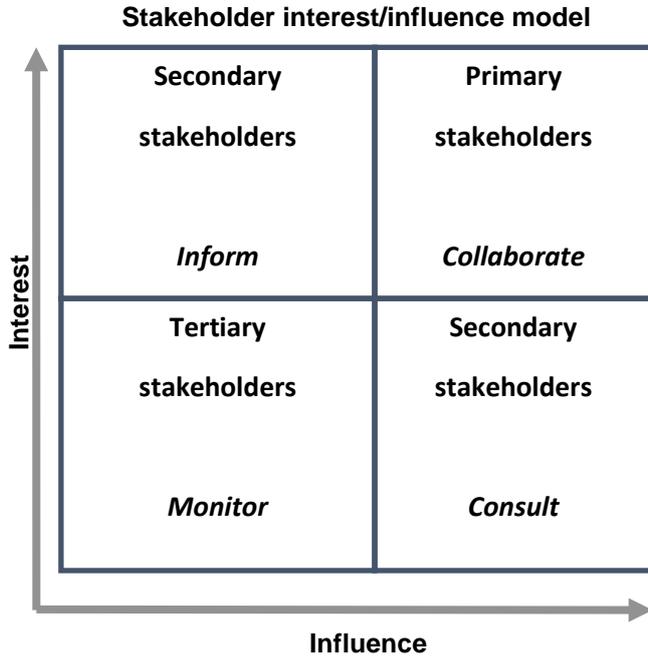
Managing relationships with external stakeholders, their issues and their perceptions, is central to the Stakeholder Engagement and Communication Strategy and an ongoing focus for the EIS for the Port of Gladstone Gatcombe and Golding Cutting Channel Duplication.

The success of our engagement with stakeholders is contingent on thoroughly identifying and prioritising all stakeholders, understanding the influence each of them has on the EIS, and subsequently the level of priority to assign to each of them.

It is the responsibility of all within the project team to manage stakeholder relationships and/or provide, where appropriate, approved information about potential impacts and mitigation measures relating to the project. This section identifies the stakeholders and interested parties and how they will be engaged.

External stakeholder assessment

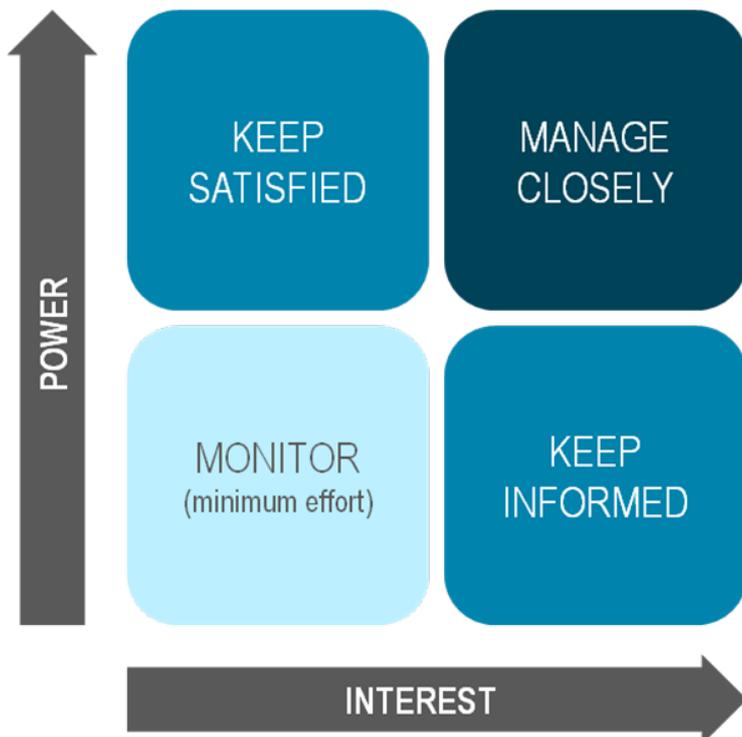
Throughout Queensland and in particular the Gladstone area, there exists a significant number of stakeholders with various interests in the EIS. Stakeholders have been analysed and will be engaged with according to the following power vs influence table:



External stakeholders issues and risk

It is also essential that stakeholders’ risk profile is assessed, based on GPC’s current need to identify:

- Those who can contribute to risk
- Stakeholders who can assist in securing endorsement.
- Stakeholders are identified and classified according to their interest in and influence on the project based on the Minerals Council of Australia’s (MCA) Power vs Interest table (see figure below).



Source: Socioeconomic Benefits and Impacts: an assessment and planning toolkit

Every stakeholder is assessed by rating their power over and influence, with the groups ranked in terms of engagement levels required. Rankings applied by the MCA are identified below with the approach for this project noted next to each:

MCA Ranking	Application to this project
Manage closely	Collaborate on solutions
Keep satisfied	Engage actively
Keep informed	Invite participation
Monitor	Opportunistic engagement

Stakeholders classified as manage closely require more resources directed at engaging and consulting with them than monitor stakeholders.

In relating this framework to the above matrix, those who have the most power and most interest typically present the highest project influence and risk. Those groups or individuals who have little interest and power, typically present the least influence and risk. However, local context is a key determinant.

It is also important to recognise that any stakeholder can move from one classification to the other, therefore, flexibility and constant review of stakeholder classifications is essential. A detailed internal analysis of each stakeholder group will be developed.

External Stakeholder Overview

The following overview looks at the various stakeholder categories for this project and assigns a broad interest, influence and risk ranking. This in turn will inform the engagement approach to each.

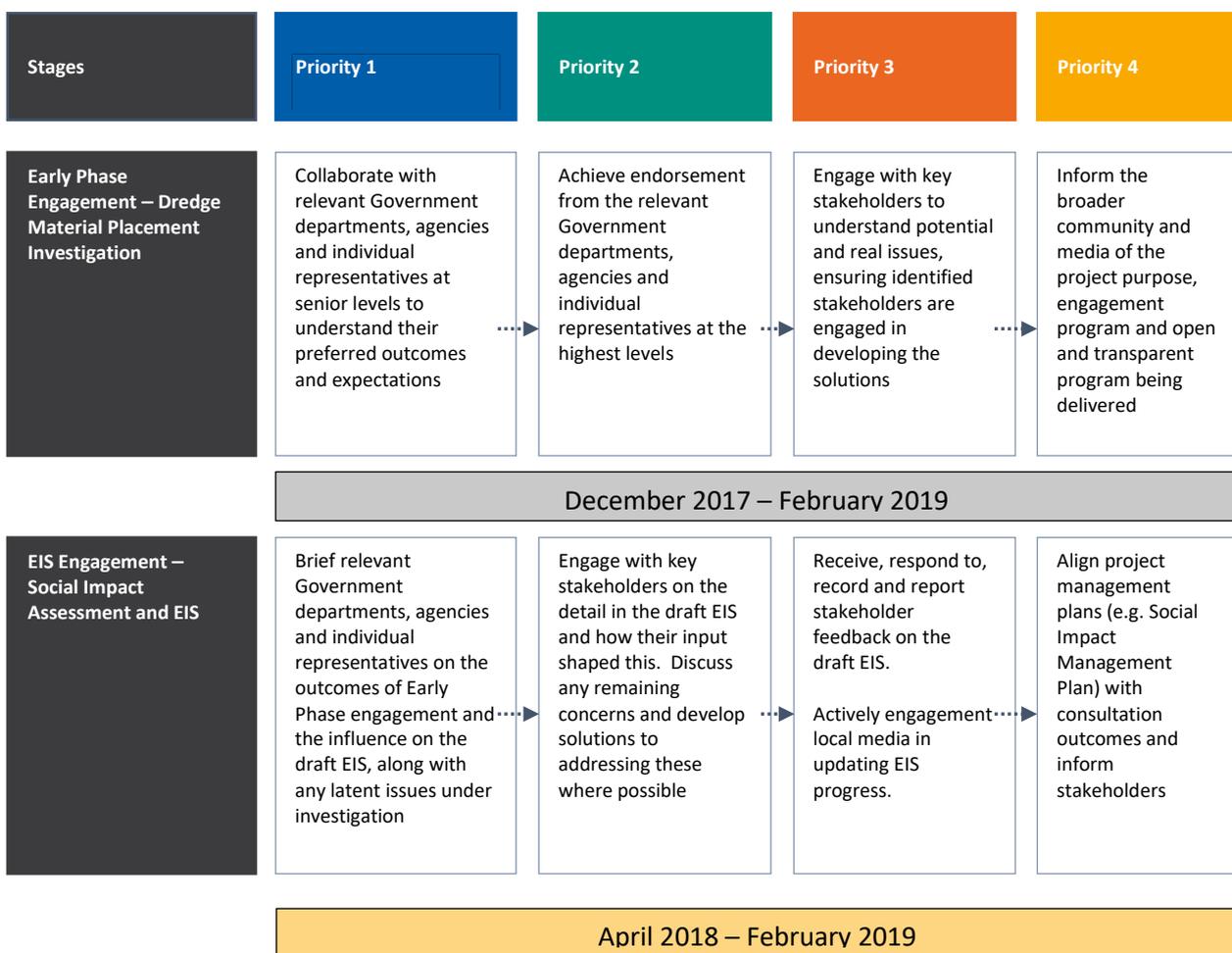
A more detailed assessment of individual stakeholders is provided in Appendix A.

Stakeholder	Specific interest	Interest rating	Influence rating	Risk based engagement ranking
Federal Government Departments and Agencies	Legislative influence EIS process and outcomes Community sentiment	H	H	Collaborate
State Government Department and Agencies	Legislative influence EIS process and outcomes Community sentiment	H	H	Collaborate
Local Government	Planning considerations Marine animal and waterway health Community sentiment	H	L	Collaborate
Traditional owners/ Aboriginal and Torres Strait Islander groups	Marine animal and waterway health Impact on access to the harbour	H	H	Collaborate
Fishing industry and groups	Marine animal and waterway health Impact on access to the harbour	H	M	Collaborate
Environmental groups	Marine animal and waterway health	H	M	Collaborate
Local dredging industry	Opportunities for commercial activity (immediate and longer term)	H	M	Collaborate
Local business	Opportunities for commercial activity (immediate and longer term)	M	L	Engage opportunistically

Stakeholder	Specific interest	Interest rating	Influence rating	Risk based engagement ranking
Media	Community sentiment and reaction to the project	H	H	Collaborate
Community	Marine animal and waterway health	M	M	Engage opportunistically

Strategic approach

Given the controversial nature of dredging and dredged material placement, a careful, phased engagement approach is recommended, consisting of the following:



Central to the approach outlined above, two strategic pillars – each with specific outcomes and evaluation – will be used to provide a meaningful opportunity to harness community and stakeholder interest in the project.

Collaborative Engagement – collaborating with key stakeholders to create trust, a solutions-focused stakeholder environment and a shared understanding of project and stakeholder drivers.

Government relations – shared information and open dialogue with all levels of government and their agencies to promote the rigorous process and create faith in the approach to the community and stakeholders.

Modern engagement theory and practice advocates for involving stakeholders in solving the issues that once were attempted to be solved in the project office – how to address environmental issues, how to manage impacts, how to communicate about the project.

This “best practice” approach has the effect of:

- harnessing the good will of supporters as they can see the honest and open approach being taken to engagement
- gaining the support of those who are as yet undecided for the same reason
- acknowledging the concerns of those normally opposed and allowing them to be part of the solution
- re-engaging with stakeholders who feel disgruntled from previous engagement effort to present a new open approach and provide them with opportunity to influence project decision making where reasonable.

Importantly for these last two groups they get to see why the project is necessary and why some actions cannot be implemented as they are part of the detailed discussion around them.

This open and honest communication flows on to the approach to media engagement. With no hidden story and proactive provision of project information, the project rarely represents a compelling front page article.

Engagement

The most critical of all pillars, engagement, focuses on taking a truly consultative approach with stakeholders.

The purpose will be to ensure stakeholder understanding of the proposed project; how their input may be incorporated, or not incorporated, and to positively position GPC as a sustainable developer and operator. To achieve this, the community will be engaged throughout the EIS process utilising two-way communication.

Engagement will be based on enabling the community to have their say – asking residents to take an active role in understanding the proposed project and to look beyond scaremongering.

Stakeholder engagement will:

- Focus on supporting the State and Federal regulatory process while positively positioning GPC
- Inform critical EIS studies including the DMPOI and SIA
- Employ a collaborative approach to decision making, involving stakeholders as part of the solution finding journey.

Roles and responsibilities

Taking a considered and structured approach to all engagement is critical to success. This can only be achieved through forward planning and the articulation of roles and responsibilities of GPC and the Aurecon EIS team.

Relationship Level	Gladstone Ports Corporation	Aurecon EIS team
Primary	Chief Executive Officer, Peter O’Sullivan Chairman, Peter Corones	
Secondary	Craig Walker Anil Bhakta	Stephen Cole, Aurecon Adam Anderson, Aurecon
Tertiary		
Infrastructure and planning	Lal Jayakody	
Media and community	Anita Hastings Ashleigh Maxwell	Marion Lawie Mel Rippon (SIA)

Relationship Level	Gladstone Ports Corporation	Aurecon EIS team
	Carly Mafrici Lee-ann Dudley	
Environment	Anthea Bennett	

Feedback mechanisms

Solid connections with stakeholders depend on quickly establishing effective two-way communication, to ensure timely response to community questions and concerns. For this to happen, dedicated resources must be established and monitored on a regular, continual, and consistent basis.

Dedicated personnel

Dedicated personnel from the GPC Corporate and Community Relations Team, with support from project contractors as required, can help facilitate strong stakeholder relationships with stakeholders throughout the EIS.

They will be responsible for creating and fostering relationships with the community during engagement, whilst positively positioning GPC and the Channel Duplication Project with stakeholders.

With their ears-to-the-ground, they assist in the early identification of consultation issues or fatigue, any impact on the reputation of GPC, and implementing strategies to address issues.

Email, hotline, and online enquiry form

Feedback mechanisms for the EIS process will include:

Telephone: 1800 243 GPC

Email: communityrelations@gpcl.com.au

Online enquiry form: hosted at www.gpcl.com.au

Feedback mechanisms will be handled on a daily basis by the dedicated GPC Corporate and Community Relations team members. Information from the feedback mechanisms should be regularly entered into the stakeholder database and reported on a regular basis to the project team, and strategic partners.

Stakeholder database

Establishing and maintaining lasting relationships with stakeholders is facilitated through a deep understanding of their issues, concerns, and feedback. This can be effectively achieved by recording and reporting all engagements in a central database that supports process and the timely identification of issues.

The database will hold critical information to support all contact with stakeholders. Table 1 (below or [Doc #1384030](#)) outlines a template to capture key data during all engagements.

Stakeholders, their issues, and any commitments made, should be maintained, discussed, and addressed at project meetings, and as part of consultation evaluation.

Table 1 – Stakeholder contact register

Name	Phone	Address	Contact date	Contact detail	Comms response	Action(s)	Relationship Owner	Status

Communication material and activity

A range of tools have and will be implemented to enable opportunities for discussion with key stakeholders to explain the Project, identify issues and respond to concerns. Taking into account the stakeholders, the Project timeframe and the consultation objectives, the following tools will be developed and utilised as part of the consultation process:

Information/Fact Sheets and Community Feedback Forum

A Fact Sheet will be produced to provide an overview on the Project, the project area and the methodology for widening the channel. A feedback mechanism will be included to provide comment on the project. The information sheet and feedback form will be distributed at all consultation events.

Project Hotline and Email

GPC uses a 1800 phone number, 1800 243 GPC (472), and Community Relations email address (communityrelations@gpcl.com.au) as its key communication channels with stakeholders. These contact details will be included on all project communication materials, including advertisements, website and stakeholder letters.

All 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.

Media and Publications

GPC uses a range of communication materials to proactively inform its communities on the progress of the Project, and to facilitate timely and accessible delivery of messages to all identified stakeholders, including:

Media releases and briefings - proactive (and reactive, if necessary) to keep the media informed of all issues, opportunities and activity to avoid negative reporting;

External newsletter and advertisement – existing GPC communication tool, Port Talk, which is distributed electronically to a subscriber database quarterly, and supporting advertisements published in Gladstone’s print publications, The Observer and Gladstone News Weekly, and also available via GPC’s website and shared on GPC’s Facebook page;

Social Media (Facebook and LinkedIn) – GPC has established Facebook and LinkedIn channels which provide audiences with information and engagement on the Project and other GPC news.

One-on-one and Group/Agency, Association and Industry Meetings

GPC will coordinate and facilitate one-on-one and small group meetings to introduce the Project, discuss the approvals process and to seek feedback and comments about potential impacts that maybe associated with the delivery of the Project activities at the proposed target areas, as well as to receive feedback.

The key stakeholder engaged in this process to date include: Federal and State Governments, the Regional Harbour Master and Gladstone Marine Pilot Services.

Stakeholder and Community Meetings

In feedback collected following the conclusion of the WBDDP, it was evident that many stakeholders and community members felt there was a lack of consultation, particularly during the early stages of the project. GPC, with the technical and project delivery support of any project partners, will facilitate a number of Stakeholder and Community Meetings to provide community stakeholders with project information and updates on the process, and to seek feedback and comments about potential impacts or considerations that may be associated with implementation of the Project.

Community Meetings are planned for early 2018, pending project progress.

Stakeholder Briefings

Stakeholder briefings provide key stakeholders, such as government officials and elected representatives with the opportunity to understand the project in more detail and typically provide expert input or communicate requirements. Briefings are typically held on a one-to-one basis or in small groups to encourage fuller disclosure within the context of Commercial in Confidence parameters. This enables stakeholders to become highly educated about critical topics through open sharing of information.

Website

A dedicated Channel Duplication Project webpage has been established since early 2016 to provide information on the Project. The Project website is available here: <http://www.gpcl.com.au/development/channel-duplication-project>

Electronic Direct Mailout (eDM)

GPC communicates updates to community stakeholders and keeps them informed via email communication, using their Engagement Tracking Register. Regular eDMs will also be prepared and distributed to all stakeholders groups who wish to receive project updates.

Stakeholder Representative Group (SRG)

An SRG is a reference body and is designed to allow stakeholder concerns and interests to be discussed openly as part of project planning. It is typically an independent, voluntary, advisory committee. The objectives of this SRG are to:

- Provide a clear understanding of the need for, purpose and constraints of the project among its key stakeholders
- Identify issues and opportunities of interest to stakeholders and workshop solutions to these collaboratively
- Create a shared understanding of the multitude of interests and considerations in managing a capital dredging project
- Create a sense of trust between stakeholders and GPC through open and transparent communication.

Current TACC members historically engaged for maintenance dredging will be invited to nominate for the numbers-limited groups, along with other identified and referred stakeholders not currently on the TACC. An invitation email will be sent out providing a framework for nomination.

Key Messages

GPC is committed to sustainable port development, ensuring the best environmental, social and economic outcomes are achieved.

The Queensland Government's *Sustainable Ports Development Act 2015*, identifies the Port of Gladstone as an existing long-established port and one of Queensland's four priority ports, among Hay Point and Mackay, Abbott Point and Townsville.

Significant research, modelling and studies, have identified that GPC will need to duplicate some of the harbour channels to accommodate future growth.

The proposed Gatcombe and Golding Cutting Channel Duplication Project will support the future growth of the Port of Gladstone.

GPC is undertaking an Environmental Impact Statement (EIS) for the proposed duplication of Gatcombe and Golding Cutting Channels.

The duplicated channels are proposed to run parallel to the existing 15km Gatcombe and Golding Cutting Channels.

Duplication of the channels involves deepening and realigning the existing channels to a depth of approximately 16.1 metres and a width of 200 metres, allowing for two-way passage of vessels.

The duplication will involve removal of around 14 million cubic metres of dredge material (including the dredger access channel and dredged material transfer location).

The proposed Gatcombe and Golding Cutting Channel Duplication Project has been declared a “Coordinated Project” by the Queensland Coordinator-General under the *State Development and Public Works Organisation Act 1971*.

The project was also determined to be a “controlled action” requiring an EIS by the Commonwealth Environment under the EPBC Act.

GPC is committed to working with stakeholders and the community to identify and resolve social, economic and environmental issues relating to duplicating the channel

Duplication means deepening and realigning the existing bypass channels to allow for two-way passage of vessels. This will require dredging and a new placement area for dredged material.

The Port of Gladstone’s channels are our greatest asset, and need to be managed to ensure the Port’s long term sustainability.

The Channel Duplication Project aligns with GPC’s 50 Year Strategic Plan and Queensland Government’s Master Planning for Priority Ports.

The Queensland Government’s *Sustainable Ports Development Act 2015*, identifies the Port of Gladstone as an existing long-established port and one of Queensland’s four priority ports, along with Hay Point and Mackay, Abbott Point and Townsville.

GPC will be working with stakeholders in early 2018 to identify issues and work in partnership to find solutions to those issues.

Stakeholders and the community will be able to review and make submissions on the draft EIS in 2019.

For further information please contact:

1800 123 472(GPC)

communityrelations@gpcl.com.au

www.gpcl.com.au

Government relations

An extensive government relations program during the early phase of the EIS, with particular regard to the DMPOI will form the cornerstone of stakeholder engagement for the duration of the EIS and complement community consultation.

The approach will focus on establishing and/or strengthening strategic contacts with local, State and Federal Government departments, agencies and elected representatives to establish productive relationships and achieve a level of support for GPC and the proposed channel duplication, which will continue through the EIS process. This will be particularly important in the early phase DMPOI to ensure government is satisfied that the options for dredge material placement take into account their advice.

Strong government relations will be coordinated through:

- individual briefings and meetings with local, state and federal elected representatives; and Ministers
- ongoing briefings, meetings and liaison with government agencies and departments
- central information contact for all government-related engagement around community consultation, key milestones, and arising issues.

Elected representative and Ministerial briefings

GPC already holds regular briefings with key elected state and federal representatives and Ministers, with initial meetings already held in 2015, including:

- Glenn Butcher MP, State Member for Gladstone and Assistant Minister to Treasury
- Ken O’Dowd, Federal Member for Flynn
- Mayor and Councillors of the Gladstone Regional Council.

Continuing and building on these briefings is integral to establishing strong working relationships between GPC and key decision-makers, and positively positioning the port and its future expansion plans.

A comprehensive list of elected representatives and Ministers who are stakeholders, can be found in Appendix A – Stakeholder Issues and Risk Matrix.

All briefings will be supported by targeted key messages, Q&As, and briefing notes that are consistent with the EIS values and positioning statement.

Central contact

Any potential or actual issue considered as having an impact on the EIS or its technical studies, from a government perspective, will be identified as part of issues management and stakeholder engagement.

Open dialogue, and assigning a central information contact for issues management will facilitate a more effective and consistent issues response process.

The central contact for government-related issues management will be GPC CEO, Peter O’Sullivan, who will be supported by GPC’s Media and Government Relations Specialist, Anita Hastings.

Monitoring

To minimise reputational risk and public escalation of concerns, issues must be identified early, raised appropriately, and proactively managed. A comprehensive stakeholder and issues analysis has been undertaken and can be found at Appendix 5 – Stakeholder Issues and Risk Matrix.

The below table identifies the highest project risks across all stakeholder groups, and the management process prior to, and during, consultation.

Table 9 – Issues identification and management

Issues	Mitigations/management process
<p>Negative social and economic impacts on the community resulting from further port development</p>	<p>Provide timely, factual communication Develop key messages and supporting facts to guide clear, consistent communication Demonstrate the benefits of the development to the local economy and community in a manner which stakeholders can make an informed decision about benefits versus potential impacts Positively position GPC as wanting to engage and inform stakeholders Establish and strengthen relationships through regular updates and contact Leverage existing GPC/stakeholder meetings and forums Develop regular feedback mechanisms and reporting Establish a Community Reference Group with a clear Charter and Terms of Reference which allows the group to inform decision making Identify and establish influencers as project supporters Identify key community concerns via media e.g. letters to the editor; social media Implement the GPC Issues Protocol to support the escalation and efficient management of key issues Proactively manage real, perceived and potential issues raised Utilise GPC stakeholder database to record all enquiries and complaints Positively position GPC as respecting cultural heritage and willingness to undertake any required mitigation.</p>
<p>Negative environmental impacts associated with a further dredging and dredge material placement project</p>	<p>Provide timely, factual communication including supporting science and data Develop key messages and supporting facts, specific to environmental concerns, to guide clear, consistent communication Develop a suite of materials e.g. fact sheets, which communicate the way GPC will mitigate the impacts of dredging and dredge material placement Positively position GPC as being thorough and transparent during the EIS process and committing to undertake any dredging and dredge material placement in a responsible manner Positively position GPC as wanting to engage and inform stakeholders Demonstrate project benefits from an economic and social perspective Establish environmental experts as project supporters Establish and strengthen relationships through regular updates and contact Leverage existing GPC/stakeholder meetings and forums Develop regular, formal feedback mechanisms and reporting Demonstrate the benefits of the development to the local economy and community in a manner which stakeholders can make an informed decision about benefits versus potential impacts Establish Community Reference Group with a clear Charter and Terms of Reference Identify key concerns via media e.g. letters to the editor; social media Implement the GPC Issues Protocol to support the escalation and efficient management of key issues Proactively manage real, perceived and potential issues raised Utilise GPC stakeholder database to record all enquiries and complaints Monitor opposition and special interest groups and the messages they are disseminating Monitor media closely via GPC media monitors service for issues and trends</p>
<p>A negative, public campaign opposing a further dredging and dredge material placement project</p>	<p>Provide timely, factual communication including dispelling of myths Develop key messages and supporting facts to guide clear, consistent communication Align current GPC communication and engagement plans and protocols with communication imperatives required as a result of EIS engagement activity Adhere to all media, stakeholder communication, and issues plan and protocols e.g. respond to media inquiries within agreed timeframe Identify stakeholders who will act as third party endorsers and advocates for GPC Take a collaborative approach to issue-related responses and engaging activist groups, carefully considering each group's charter and membership Identify key concerns via media e.g. letters to the editor; social media Monitor groups and the messages they are disseminating</p>

Issues	Mitigations/management process
	Monitor media closely via GPC media monitors service for issues and trends Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and dredge material placement in a responsible manner Positively position GPC as wanting to engage and inform stakeholders throughout the EIS process
Distribution of inconsistent or inaccurate information regarding the proposed project at a local, state and national level	Provide timely, factual communication proactively to refute claims which have the ability to inaccurately spread concern and fear Develop key messages and supporting facts to guide clear, consistent communication Utilise multiple channels and tools for disseminating information Establish Community Reference Group as a conduit between GPC and stakeholders Identify third party advocates who can be called upon to provide evidence-based information that refutes inaccurate claims Establish and build relationships through regular updates and contact Leverage existing GPC/stakeholder meetings and forums to disseminate information Establish formalised feedback mechanisms Identify key concerns via media e.g. letters to the editor; social media Monitor opposition and special interest groups and the messages they are disseminating Monitor media closely via GPC media monitors service Proactively address inaccurate information e.g. Myths and Facts sheet; infographics Positively position GPC as wanting to engage and inform stakeholders

Issues Management

In order to effectively manage stakeholder issues, an Issues Management/Complaints Protocol should be implemented to facilitate issues and complaints resolution and escalation.

Reporting

To ensure effective management and resolution of issues, open and honest communication, trust, and a joint-focus on best-for-project outcomes, must be established between GPC and the EIS project team.

Productive and successful partnerships will be based on consistent, high-quality, shared information. One of the ways to achieve this is through regular, meaningful reporting.

The basis of reporting will be the monthly progress report (or more frequent if required), which will include the following:

- Communication and stakeholder engagement activities – past month and upcoming period
- Media mentions and analysis (e.g. negative vs neutral/positive media coverage)
- Community sentiment (e.g. negative vs neutral/positive media coverage)
- Issues analysis as a result of stakeholder engagement and feedback (e.g. main themes) and proposed mitigation strategies.

Reporting will culminate in a **Community Consultation Report** which will include details of engagement activities and records, issues raised, key recommendations and management strategies.

Evaluation

Regularly evaluating the stakeholder engagement approach is necessary to tailor and continuously improve communication and consultation. Evaluation will be a continuous process that will be built into reporting and engagement throughout the life of the project.

- Evaluation will be based on:
- Feedback from stakeholder engagement (on the EIS process)

- Satisfaction of the State and Federal Governments with the Community Consultation Report (as part of the EIS)
- Balanced media reports of the EIS process and facts surrounding the project
- Influence of detractors on the EIS process.

To measure success, engagement and communication will be evaluated against the set objectives using communication and engagement tools and mechanisms, as in the below table.

Table 11 - Evaluation methodology

Objective	Measurement tool
Facilitate informed discussion about the impacts and opportunities presented by the proposed Gatcombe and Golding Cutting Channel Duplication Project	Number and nature of enquiries via feedback mechanisms: email phone online enquiry form contact reports. Stakeholder enquiries are responded to within agreed timeframes Nature of stakeholder enquiries and feedback i.e. negative vs positive/neutral Participation levels in consultation activities Communication materials developed and distributed Issues and topics raised at CRG meetings Issues are managed and associated negative media or project perceptions are minimal Analysis of website statistics Number and nature of submissions for and against the EIS Feedback from key stakeholders e.g. government demonstrating awareness based on key messages Coverage and content in the media i.e. negative vs positive/neutral
Position GPC's best practice capabilities in construction, environmental and stakeholder engagement activities	Penetration of key messages into non-project communication materials Nature of stakeholder enquiries and feedback i.e. negative vs positive/neutral Positive feedback from key stakeholders e.g. government Number and nature of submissions for and against the EIS Coverage and content in the media i.e. negative vs positive/neutral
Provide stakeholders with factual, timely and relevant information at key milestones	Number and nature of enquiries via feedback mechanisms: email phone online enquiry form contact reports. Stakeholder enquiries are responded to within agreed timeframe Communication materials developed and distributed Communication activities and tools are fully utilised as per plan Issues and topics raised at CRG meetings
Minimise the impact of a concerted negative publicity campaign and/or negative community sentiment on the EIS process.	Stakeholder engagement and communication strategy implemented Early and proactive consultation with all stakeholders particularly media Ongoing reassessment of stakeholder analysis (Appendix 4) and stakeholder risks and opportunities (Appendix 5) Close monitoring of environmental and fishing groups, traditional and non-traditional media Nature of stakeholder enquiries and feedback i.e. negative vs positive/neutral Coverage and content in the media i.e. negative vs positive/neutral



Gladstone Ports Corporation

Growth, Prosperity, Community.

Appendix A Stakeholder Engagement and Communication Strategy

Stakeholder Issues and Risk Matrix

NOTES:

- Stakeholders are identified and classified according to their interest in and influence on the project based on the Minerals Council of Australia’s (MCA) Power vs Interest table.
- In relating this framework to the matrix below, those who have the most power and most interest typically present the highest project influence and risk. Those groups or individuals who have little interest and power, typically present the least influence and risk. However, local context is a key determinant.
- It is also important to recognise that any stakeholder can move from one classification to the other, therefore, flexibility and constant review of stakeholder classifications is essential.

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
Federal Government departments and/or agencies	Great Barrier Reef Marine Park Authority (GBRMPA)	<ul style="list-style-type: none"> Kevin Edison 	Manager	<ul style="list-style-type: none"> Public perception of GRMPA in context of dredging, dredge material placement and broader dredging operations debate GBR World Heritage Status Impacts on GBR including water quality, turbidity, marine flora and fauna health Impacts on Gladstone Harbour including above Local, state and national community reaction to disposal options and further dredging Historical considerations from WBDDP 	H	H	H	Ranking = Manage Closely <ul style="list-style-type: none"> Hold one-to-one briefings on an individual or group basis. Build relationships through regular updates and contact Provide timely, factual communication about the investigation process and progress Develop regular feedback mechanisms Demonstrate benefits to the community from a social, economic and environmental perspective Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Proactively manage real, perceived and potential issues Utilise GPC stakeholder database to record all interactions

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
	Department of the Environment	<ul style="list-style-type: none"> Andrew Murrell 	Acting Asst Director	<ul style="list-style-type: none"> Impacts on GBR including water quality, turbidity, marine flora and fauna health Impacts on Gladstone Harbour including above Investigation process complying with required government processes and legislative requirements Public perception of DoE in context of dredging and dredge material placement and broader dredging operations debate Local, state and national community reaction to disposal options and further dredging Accountability Historical considerations from WBDDP 	H	H	H	<p>Ranking = Manage Closely</p> <ul style="list-style-type: none"> Hold one-to-one briefings on an individual or group basis. Build relationships through regular updates and contact Provide timely, factual communication about the investigation process and progress Develop regular feedback mechanisms Demonstrate benefits to the community from a social, economic and environmental perspective Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Proactively manage real, perceived and potential issues Utilise GPC stakeholder database to record all interactions

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
	Federal Member	<ul style="list-style-type: none"> Ken O'Dowd 	Federal Member for Flynn	<ul style="list-style-type: none"> Local community reaction to disposal options and further dredging Impacts on local livelihoods and/or lifestyle Impacts on GBR Impacts on Gladstone Harbour Historical considerations from WBDDP 	M	M	M	<p>Ranking = Keep Informed</p> <ul style="list-style-type: none"> Hold one-to-one briefings on an individual basis. Maintain relationship through regular updates and contact Provide timely, factual communication Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Proactively manage real, perceived and potential issues Utilise GPC stakeholder database to record all interactions

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
State and Local Government agencies and departments	Office of the Coordinator General	<ul style="list-style-type: none"> Barry Broe 	Coordinator General	<ul style="list-style-type: none"> Investigation process complying with required government processes and legislative requirements Accountability Public perception of Department in context of dredging, dredge material placement and broader dredging operations debate Facilitation of increased access/throughout at the Port of Gladstone and associated benefits Costs associated with disposal options Consultation and engagement with community Local and state community reaction to disposal options and further dredging What it means for future development e.g. more reclaimed land Historical considerations from WBDDP 	H	H	H	<p>Ranking = Manage Closely</p> <ul style="list-style-type: none"> Hold one-to-one briefings on an individual or group basis. Build relationships through regular updates and contact Provide timely, factual communication about the investigation process and progress Develop regular feedback mechanisms Demonstrate benefits to the community from a social, economic and environmental perspective Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Proactively manage real, perceived and potential issues Utilise GPC stakeholder database to record all interactions

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
	Department of State Development	<ul style="list-style-type: none"> Anthony Lynham MP 	Minister	<ul style="list-style-type: none"> Investigation process complying with required government processes and legislative requirements Accountability Public perception of Department in context of dredging, dredge material placement and broader dredging operations debate Facilitation of increased access/throughout at the Port of Gladstone and associated benefits Local and state community reaction to disposal options and further dredging What it means for future development e.g. more reclaimed land Historical considerations from WBDDP 	H	H	H	<p>Ranking = Manage Closely</p> <ul style="list-style-type: none"> Hold one-to-one briefings on an individual or group basis. Build relationships through regular updates and contact Provide timely, factual communication about the investigation process and progress Develop regular feedback mechanisms Demonstrate benefits to the community from a social, economic and environmental perspective Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Proactively manage real, perceived and potential issues Utilise GPC stakeholder database to record all interactions

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
	DNRM, DEHP, DAF, MSQ, DTMR, Premier's Department and Queensland Treasury	<ul style="list-style-type: none"> John Fallon (MSQ) 	Harbour Master	<ul style="list-style-type: none"> Investigation process complying with required government processes and legislative requirements Accountability Public perception of Departments in context of dredging, dredge material placement and broader dredging operations debate Local and state community reaction to disposal options and further dredging Impacts on GBR including water quality, turbidity, marine flora and fauna health Impacts on Gladstone Harbour including above Historical considerations from WBDDP Premier's Dept and Treasury: Facilitation of royalties from increased port trade DTMR, Treasury and Premier's Depts: GPC's reputation as a Government-Owned Corporation undertaking study and proposing new dredging 	H	H	H	<p>Ranking = Manage Closely</p> <ul style="list-style-type: none"> Hold one-to-one briefings on an individual or group basis. Build relationships through regular updates and contact Provide timely, factual communication about the investigation process and progress Develop regular feedback mechanisms Demonstrate benefits to the community from a social, economic and environmental perspective Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Proactively manage real, perceived and potential issues Utilise GPC stakeholder database to record all interactions

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
	Gladstone Health Harbour Partnership	<ul style="list-style-type: none"> Paul Birch 	GHHP Chair	<ul style="list-style-type: none"> Impacts on Gladstone Harbour including water quality, turbidity, marine flora and fauna health Investigation process complying with required government Processes and legislative requirements Local, state and national community reaction to disposal options and further dredging Accountability Historical considerations from WBDDP 	H	M	H	<p>Ranking = Manage Closely</p> <ul style="list-style-type: none"> Hold one-to-one briefings on an individual or group basis. Build relationships through regular updates and contact Provide timely, factual communication about the investigation process and progress Develop regular feedback mechanisms Demonstrate benefits to the community from a social, economic and environmental perspective Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Proactively manage real, perceived and potential issues Utilise GPC stakeholder database to record all interactions



Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
	Gladstone Regional Council (Planning Department)	<ul style="list-style-type: none"> Leisa Dowling 	<ul style="list-style-type: none"> Director Planning and Environment 	<ul style="list-style-type: none"> Investigation process complying with required GRC processes and legislative requirements Accountability Public perception of GRC Planning Department in context of dredging, dredge material placement and broader dredging operations debate What it means for future development e.g. more reclaimed land Performance and accountability of GPC, particularly responsible environmental management 	H	H	H	<p>Ranking = Manage Closely</p> <ul style="list-style-type: none"> Hold one-to-one briefings on an individual or group basis. Build relationships through regular updates and contact Provide timely, factual communication about the investigation process and progress Develop regular feedback mechanisms Demonstrate benefits to the community from a social, Economic and environmental perspective Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Proactively manage real, perceived and potential issues Utilise GPC stakeholder database to record all interactions

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
	State Member	<ul style="list-style-type: none"> Glenn Butcher 	State Member for Gladstone	<ul style="list-style-type: none"> Local and state community reaction to disposal options and further dredging Impacts on local livelihoods and/or lifestyle Performance and accountability of GPC, particularly responsible environmental management Impacts on GBR Impacts on Gladstone Harbour Historical considerations from WBDDP Public perception of her in context of dredging, dredge material placement and broader dredging operations debate Investigation process complying with required government processes and legislative requirements Facilitation of increased access/throughout at the Port of Gladstone and associated benefits 	H	H	H	<p>Ranking = Manage Closely</p> <ul style="list-style-type: none"> Hold one-to-one briefings on an individual basis. Maintain relationship through regular updates and contact Provide timely, factual communication Develop supporting facts and Q&A document to guide responses to likely related media Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Proactively manage real, perceived and potential issues Utilise GPC stakeholder database to record all interactions

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
	Gladstone Regional Council	Matt Burnett	Mayor	<ul style="list-style-type: none"> Local community reaction to disposal options and further dredging Impacts on local livelihoods and/or lifestyle Performance and accountability of GPC, particularly responsible environmental management Impacts on GBR Impacts on Gladstone Harbour Historical considerations from WBDDP Public perception of her in context of dredging, dredge material placement and broader dredging operations debate Public perception of Gladstone Investigation process complying with required government processes and legislative requirements Facilitation of increased access/throughout at the Port of Gladstone and associated benefits 	H	H	H	<p>Ranking = Manage Closely</p> <ul style="list-style-type: none"> Hold one-to-one briefings on an individual basis. Maintain relationship through regular updates and contact Provide timely, factual communication Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Proactively manage real, perceived and potential issues Utilise GPC stakeholder database to record all interactions

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
	Gladstone Regional Council	Roslyn Baker Chris Trevor Cindi Bush Glenn Churchill Rick Hansen Kahn Goodluck PJ Sobhanian Peter Masters Desley O'Grady	CEO Deputy Mayor Councillor Councillor Councillor Councillor Councillor Councillor Councillor	<ul style="list-style-type: none"> Local community reaction to disposal options and further dredging Impacts on local livelihoods and/or lifestyles Impacts on GBR Impacts on Gladstone Harbour Historical considerations from WBDDP Benefits of increase access/throughput through the Port of Gladstone Public perception of Gladstone 	H	M	M	<p>Ranking = Keep Satisfied</p> <ul style="list-style-type: none"> Provide timely, factual communication as required Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Proactively manage real, perceived and potential issues Utilise GPC stakeholder database to record all interactions
Fishing industry and groups; harbour users	Gladstone Local Marine Advisory Committee	Karl French Daniel Aeschlimann Arthur Dahl Ronald Doherty Dr Megan Ellis Graham Humphreys Vance Krahenbring David Kopelke Desley O'Grady Greg Realf Blue Thompson Teresa Wilkie	Chair Member Member Member Member Member Member Member Member Member Member Member	<ul style="list-style-type: none"> Impacts on GBR and Gladstone Harbour specifically fish health and water quality Impacts on local livelihoods and/or lifestyles Local community reaction to disposal options and further dredging Historical considerations from WBDDP 	H	M	M	<p>Ranking = Keep Satisfied</p> <ul style="list-style-type: none"> Establish a one-to-one relationship Provide timely, factual communication as required Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Proactively manage real, perceived and potential issues Utilise GPC stakeholder database to record all interactions

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
	Gladstone commercial fishers	<ul style="list-style-type: none"> Simon Whittingham Craig Dean 	Gladstone Fish Market Co-owner Trawler operator	<ul style="list-style-type: none"> Impacts on GBR and Gladstone Harbour specifically fish health and water quality Impacts on fish supplies Impacts on livelihood Prospects for further compensation Performance and accountability of GPC Historical considerations from WBDDP 	H	M	H	Ranking = Manage Closely <ul style="list-style-type: none"> Monitor group and the messages they are disseminating Ensure investigation's key messages are accurate and being disseminated clearly, when required Develop supporting facts and Q&A document to guide responses Demonstrate GPC's commitment to undertaking any dredging and spoil disposal in a responsible manner Proactively manage real, perceived and potential issues raised by this group including personal impacts e.g. further loss of livelihood Leverage GPC Issues Protocol to support the escalation of key issues Utilise GPC stakeholder database to record all enquiries and complaints

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
	Queensland Seafood Industry Association	<ul style="list-style-type: none"> Eric Perez 	CEO	<ul style="list-style-type: none"> Impacts on GBR and Gladstone Harbour specifically fish health and water quality Impacts on fish supplies Impacts on livelihood Prospects for further compensation Performance and accountability of GPC Historical considerations from WBDDP 	H	M	H	<p>Ranking = Manage Closely</p> <ul style="list-style-type: none"> Monitor group and the messages they are disseminating Ensure investigation's key messages are accurate and being disseminated clearly, when required Develop supporting facts and Q&A document to guide responses Demonstrate GPC's commitment to undertaking any dredging and spoil disposal in a responsible manner Proactively manage real, perceived and potential issues raised by this group including personal impacts e.g. further loss of livelihood Leverage GPC Issues Protocol to support the escalation of key issues Utilise GPC stakeholder database to record all enquiries and complaints
	Sunfish Gladstone Sports fishing Club	<ul style="list-style-type: none"> Bill and Stefan Sawynok Andrew Sullivan Bob Pirie 	President Tagging Officer	<ul style="list-style-type: none"> Impacts on GBR and Gladstone Harbour specifically fish health and water quality Impacts on fish supplies Impacts on lifestyles Historical considerations from WBDDP 	M	L	M	<p>Ranking = Keep Informed</p> <ul style="list-style-type: none"> Provide timely, factual communication Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access Proactively manage real, perceived and potential issues Utilise GPC stakeholder database to record all interactions

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	Gladstone Seafood Promotion Committee	<ul style="list-style-type: none"> Peter Milne 	Independent Chairman	<ul style="list-style-type: none"> Public perception of Gladstone seafood Impacts on GBR and Gladstone Harbour specifically fish health and water quality Local community reaction to disposal options and further dredging Historical considerations from WBDDP 	M	L	L	<p>Ranking = Monitor / Keep Informed</p> <ul style="list-style-type: none"> Provide timely, factual communication as requested Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access
	Gladstone Seafood retailers	<ul style="list-style-type: none"> Simon and Ted Whittingham 	Gladstone Fish Market owners	<ul style="list-style-type: none"> Impacts on GBR and Gladstone Harbour specifically fish health and water quality Impacts on fish supplies Impacts on livelihood Public perception of Gladstone seafood Historical considerations from WBDDP 	H	M	M	<p>Ranking = Keep Satisfied</p> <ul style="list-style-type: none"> Monitor group Demonstrate GPC's commitment to undertaking any dredging and spoil disposal in a responsible manner Proactively manage real, perceived and potential issues raised by this group including personal impacts e.g. further loss of livelihood Utilise GPC stakeholder database to record all enquiries and complaints

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Environmental Groups	Ecosystem Research and Monitoring Program Advisory Panel (ERMPAP);	<ul style="list-style-type: none"> Dr Chris Crossland Dr Richard Fuller Prof. Peter Harrison Dr Norm Duke Helene Marsh Dr Col Limpus 	ERMP Chair Member Member Member Member	<ul style="list-style-type: none"> Baseline monitoring and research commitments Historical considerations from WBDDP particularly baseline data Impacts on GBR and Gladstone Harbour specifically fish health and water quality Local community reaction to disposal options and further dredging 	H	M	L	Ranking = Monitor/Keep Informed <ul style="list-style-type: none"> Provide timely, factual communication as requested Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access Proactively manage real, perceived and potential issues Utilise GPC stakeholder database to record all interactions
	Port Curtis Integrated Monitoring Program (PCIMP)	<ul style="list-style-type: none"> Owen Nevin 	Independent Chair (PCIMP)					
	Capricorn Conservation Council	<ul style="list-style-type: none"> Paul Bambrick Bethlea Bell Ian Herbert Lauren Hunt John McCabe Marnie Augustein Paul Humphreys Bob Newby 	President Vice President Treasurer Secretary Member Member Member Member	<ul style="list-style-type: none"> Impacts on GBR including water quality, turbidity, marine flora and fauna health Impacts on Gladstone Harbour including above GBR World Heritage status Local, state and national community reaction to disposal options and further dredging Performance and accountability of GPC Historical considerations from WBDDP 	H	H	H	Ranking = Manage Closely <ul style="list-style-type: none"> Monitor groups Demonstrate GPC's commitment to undertaking any dredging and spoil disposal in a responsible manner Proactively manage real, perceived and potential issues raised by these groups Leverage GPC Issues Protocol to support the escalation of key issues Utilise GPC stakeholder database to record all enquiries and complaints
	Queensland Conservation Council	<ul style="list-style-type: none"> Dr Tim Seelig 	Coordinator					

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	Quoin Island Turtle Rehabilitation Centre	<ul style="list-style-type: none"> Bob McCosker 	<ul style="list-style-type: none"> Owner 	<ul style="list-style-type: none"> Impacts on GBR and Gladstone Harbour specifically water quality, marine flora and fauna health Impacts on turtle populations Historical considerations from WBDDP 	M	L	L	<p>Ranking = Monitor</p> <ul style="list-style-type: none"> Provide timely, factual communication about study progress as requested Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access
	Greenpeace Save the Reef Friends of the Earth Lock the Gate World Wildlife Fund Get Up Fitzroy Basin Association	<ul style="list-style-type: none"> Various 	Various	<ul style="list-style-type: none"> Impacts on GBR including water quality, turbidity, marine flora and fauna health Impacts on Gladstone Harbour including above GBR World Heritage status Increased import/export capacity of Gladstone Ports Increased shipping traffic over GBR Climate change Local, state and national community reaction to disposal options and further dredging Historical considerations from WBDDP 	H	H	H	<p>Ranking = Manage Closely</p> <ul style="list-style-type: none"> Monitor groups Demonstrate GPC's commitment to undertaking any dredging and spoil disposal in a responsible manner Proactively manage real, perceived and potential issues raised by these groups Leverage GPC Issues Protocol to support the escalation of key issues Utilise GPC stakeholder database to record all enquiries and complaints

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Local industry	GILG	<ul style="list-style-type: none"> Patrick Hastings 	GILG to represent various	<ul style="list-style-type: none"> Reputation through direct involvement with further dredging and spoil disposal, ie. Dredged Material Placement on land owned by QAL. Benefits of increase access/throughput through the Port of Gladstone What it means for future development e.g. more reclaimed land Community reaction to disposal options and further dredging Historical considerations from WBDDP Improving aesthetics for residents of Barney Point with the placement of man-made hills and grassed areas. 	H	H	M	<ul style="list-style-type: none"> Engage with stakeholders at structured meetings to discuss dredged material placement options. Ensure meetings are documented and recorded appropriately. Provide information appropriate to the dredged material placement options for each stakeholder. Develop a joint communications protocol to ensure reputational impact is minimised and key messages are aligned. Develop supporting facts and Q&A document to guide responses to likely related media, and ensure these are available to the stakeholders. Demonstrate GPC's commitment to undertaking any dredging and spoil disposal in a responsible manner Leverage GPC Issues Protocol to support the escalation of key issues Utilise GPC stakeholder database to record all enquiries and complaints

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
	GPC Major Coal customers: Shipping companies	• Various	Various	<ul style="list-style-type: none"> • Benefits of increase access/throughput through the Port of Gladstone • What it means for future development e.g. more reclaimed land • General reputation of the coal and shipping industries • Performance and accountability of GPC • Due process followed and legislative requirements met • Community reaction to disposal options and further dredging • Historical considerations from WBDDP 	H	M	L	<p>Ranking = Monitor</p> <ul style="list-style-type: none"> • Provide timely, factual communication as requested • Leverage existing meetings/forums • Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner • Demonstrate benefits to the coal exporters and shippers if dredging goes ahead to increase port access • Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access
	Industry port users including RTA, QAL, LNG GILG to represent as per above.	• Various	Various	<ul style="list-style-type: none"> • Benefits of increase access/throughput through the Port of Gladstone • What it means for future development e.g. more reclaimed land • General reputation of local industries through indirect involvement with further dredging and spoil disposal • Community reaction to disposal options and further dredging • Historical considerations from WBDDP 	M	L	L	<p>Ranking = Monitor</p> <ul style="list-style-type: none"> • Provide timely, factual as requested • Leverage existing meetings/forums • Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner • Demonstrate benefits to the community and industry from an economic perspective if dredging goes ahead to increase port access

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Local business	Charter boat and tourism operators	<ul style="list-style-type: none"> GAPDL (tourism rep) FODICO MIPEC Curtis Ferry Services VMR SeaLink 	Various	<ul style="list-style-type: none"> Impacts on local livelihoods and/or lifestyles Impacts on GBR and Gladstone Harbour specifically water quality, marine flora and fauna GBR World Heritage status Public perception of Gladstone Historical considerations from WBDDP 	M	L	L	<p>Ranking = Monitor</p> <ul style="list-style-type: none"> Provide timely, factual communication as requested Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access
	Gladstone Chamber of Commerce	<ul style="list-style-type: none"> Rick Hansen 	Chairman	<ul style="list-style-type: none"> Impacts on local livelihoods and/or lifestyles Commercial opportunities Impacts on GBR and Gladstone Harbour specifically water quality, marine flora and fauna GBR World Heritage status Public perception of Gladstone Historical considerations from WBDDP 	L	L	L	<p>Ranking = Monitor</p> <ul style="list-style-type: none"> Provide timely, factual communication as requested Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
Media	The Gladstone Observer	<ul style="list-style-type: none"> Christine McKee Chris Lees Tegan Annett 	Editor Deputy Editor Journalist	<ul style="list-style-type: none"> Local community reaction to disposal options and further dredging Facilitating the public debate and being seen at the forefront of the news cycle Impacts on GBR and Gladstone Harbour specifically water quality, marine flora and fauna Impacts on local livelihoods and/or lifestyles Performance and accountability of GPC, particularly responsible environmental management Investigation process complying with required government processes and legislative requirements Historical considerations from WBDDP 	H	H	H	Ranking = Manage Closely <ul style="list-style-type: none"> Establish one-to-one relationships and provide briefings as required Monitor media closely via GPC media monitors service for issues and trends Respond to all media enquiries within agreed timeframe Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access Utilise GPC stakeholder database to record all interactions
	Channel 7 Local TV News	<ul style="list-style-type: none"> Brittany Hancock 	Reporter					
	ABC Local Radio	<ul style="list-style-type: none"> Angus Peacock Paul Robinson Jacque Mackay 	Journalist News Breakfast					

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
	WIN TV News CQ	• Andrea Crothers	Producer	<ul style="list-style-type: none"> Local, state and national community reaction to disposal options and further dredging Facilitating the public debate and being seen at the forefront of the news cycle Impacts on GBR and Gladstone Harbour specifically water quality, marine flora and fauna GBR World Heritage status Impacts on local livelihoods and/or lifestyles Performance and accountability of GPC, particularly responsible environmental management Investigation process complying with required government processes and legislative requirements Historical considerations from WBDDP 	M	H	M	<p>Ranking = Keep Informed</p> <ul style="list-style-type: none"> Establish one-to-one relationships and provide briefings as required Monitor media closely via GPC media monitors service for issues and trends Respond to all media enquiries within agreed timeframe Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access Utilise GPC stakeholder database to record all interactions
	Nine TV News CQ	• Jordan Fabris	Reporter					
	Gladstone News	• Karina Brindley	Editorial contact					
	The Morning Bulletin	• Frazer Pears • Michelle Gately	Editor Journalist					
	NewsMail	• Craig Warhurst • Jim Alouat	Editor Journalist					
	Brisbane Times	• Louise Brannely	Business editor					
	Courier Mail	• John McCarthy, Darryl Passmore	Business reporter					
	The Australian	• Graham Lloyd • Eric Johnston	Environment Editor Business Editor					
	Australian Financial Review							

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	Queensland Industry Advocate	<ul style="list-style-type: none"> Belinda Humphries 	Journalist	<ul style="list-style-type: none"> Local, state and national community reaction to disposal options and further dredging 	M	M	M	Ranking – Keep Informed <ul style="list-style-type: none"> Establish one-to-one relationships and provide briefings as required Monitor media closely via GPC media monitors service for issues and trends Respond to all media enquiries within agreed timeframe Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access Utilise GPC stakeholder database to record all interactions
	Australian Ports News	<ul style="list-style-type: none"> Tom Cook 	Editorial contact	<ul style="list-style-type: none"> Facilitating the public debate and being seen at the forefront of the news cycle 				
	Shift Miner Magazine	<ul style="list-style-type: none"> Alex Graham 	Editorial contact	<ul style="list-style-type: none"> Impacts on GBR and Gladstone Harbour specifically water quality, marine flora and fauna 				
	Coalfields Express			<ul style="list-style-type: none"> Facilitation of increased access/throughout at the Port of Gladstone and associated benefits 				
	Australian Mining Review			<ul style="list-style-type: none"> Historical considerations from WBDDP 				
	Australian Associated Press	<ul style="list-style-type: none"> MJ Bailey 	Host					
	Grant Broadcasters (4CC)							
	Southern Cross Austereo (Hot FM/Sea FM)							

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
Community	Community Reference Group	<ul style="list-style-type: none"> N/A 		<ul style="list-style-type: none"> Local community reaction to disposal options and further dredging Impacts on local livelihoods and/or lifestyle Performance and accountability of GPC, particularly responsible environmental management Impacts on GBR Impacts on Gladstone Harbour Historical considerations from WBDDP Public perception of group and individual members in context of dredging, dredge material placement and broader dredging operations debate Investigation process complying with required government processes and legislative requirements 	H	M	H	<p>Ranking = Manage closely (particularly at outset. Ongoing risk analysis will depend on scope and membership)</p> <ul style="list-style-type: none"> Carefully consider charter and membership of group Establish Terms of Reference Establish one-to-one relationships and hold regular meetings Proactively manage real, perceived and potential issues raised Establish formalised feedback mechanisms and reporting Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access
	Adjacent landowners (e.g. Gatcombe Heads)	<ul style="list-style-type: none"> Trudy Sheppard Lizabeth Steel 	President South End Progress Association Community representative (Facing Island)	<ul style="list-style-type: none"> Impacts on GBR and Gladstone Harbour, including water quality, fish health etc Property values Noise during dredging and disposal Visual impact Historical considerations from WBDDP 	M	L	M	<p>Ranking = Keep Informed</p> <ul style="list-style-type: none"> Provide timely, factual information as requested Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
	General community	<ul style="list-style-type: none"> Various 	Various	<ul style="list-style-type: none"> Impacts on GBR and Gladstone Harbour, including water quality, fish health etc Historical considerations from WBDDP 	M	L	L	<p>Ranking = Monitor</p> <ul style="list-style-type: none"> Provide timely, factual communication as requested Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access
NGOs and groups	Ports Australia Queensland Ports	<ul style="list-style-type: none"> Michael Gallacher 	Chief Executive Officer	<ul style="list-style-type: none"> Benefits of increase access/throughput through the Port of Gladstone What it means for future development e.g. more reclaimed land General reputation of the ports industry Performance and accountability of GPC Due process followed and legislative requirements met Community reaction to disposal options and further dredging; and implications for other ports Historical considerations from WBDDP 	H	M	L	<p>Ranking = Keep Informed (due to advocacy capability)</p> <ul style="list-style-type: none"> Provide timely, factual communication Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Demonstrate benefits to ports industry if dredging goes ahead to increase port access Demonstrate economic benefits to the community if dredging goes ahead to increase port access

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
	Queensland Resources Council	<ul style="list-style-type: none"> Ian MacFarlane 	CEO	<ul style="list-style-type: none"> Benefits of increase access/throughput through the Port of Gladstone What it means for future development e.g. more reclaimed land General reputation of the resources sector Performance and accountability of GPC Due process followed and legislative requirements met Community reaction to disposal options and further dredging; and implications for other ports Historical considerations from WBDDP 	H	M	L	<p>Ranking = Keep Informed (due to advocacy capability)</p> <ul style="list-style-type: none"> Provide timely, factual communication Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Demonstrate benefits to ports industry if dredging goes ahead to increase port access Demonstrate economic benefits to the community if dredging goes ahead to increase port access
	Gladstone Area Promotion and Development Limited	<ul style="list-style-type: none"> Darryl Branthwaite 	<ul style="list-style-type: none"> CEO 	<ul style="list-style-type: none"> Benefits of increase access/throughput through the Port of Gladstone Commercial opportunities Impacts on local livelihoods and/or lifestyles Impacts on GBR and Gladstone Harbour specifically water quality, marine flora and fauna GBR World Heritage status Public perception of Gladstone Historical considerations from WBDDP 	M	M	L	<p>Ranking = Monitor</p> <ul style="list-style-type: none"> Provide timely, factual communication as requested Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Demonstrate economic benefits to the community if dredging goes ahead to increase port access



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	<ul style="list-style-type: none"> Department of State Development Gladstone Industry Leadership Group 	<ul style="list-style-type: none"> Peter Dougherty Patrick Hastings 	<ul style="list-style-type: none"> DSDGladstone Office Manager CEO 	<ul style="list-style-type: none"> Benefits of increase access/throughput through the Port of Gladstone What it means for future development e.g. more reclaimed land General reputation of local industry Performance and accountability of GPC Due process followed and legislative requirements met Impacts on GBR and Gladstone Harbour Community reaction to disposal options and further dredging Historical considerations from WBDDP 	M	M	L	<p>Ranking = Monitor</p> <ul style="list-style-type: none"> Provide timely, factual communication as requested Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Demonstrate economic benefits to the community if dredging goes ahead to increase port access

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Traditional Owners/Aboriginal and Torres Strait Islander groups	Port Curtis Coral Coast Native Title Claimant Group (PCCC)	<ul style="list-style-type: none"> Kerry Blackman Richard Johnson Matthew Cooke Dean Sarra 	<ul style="list-style-type: none"> Claimants 	<ul style="list-style-type: none"> Cultural heritage mitigation Traditional Owner acknowledgement and opportunities Engagement Benefits of increased access/throughput through the Port of Gladstone (in context of ILUA) Impacts on GBR and Gladstone Harbour specifically water quality, marine flora and fauna Impacts on local livelihoods and/or lifestyles Performance and accountability of GPC and government departments Historical considerations from WBDDP 	H	H	H	<p>Ranking = Manage Closely</p> <ul style="list-style-type: none"> Establish one-to-one relationships Incorporate indigenous cultural initiatives where possible e.g. indigenous art in developments Provide timely, factual communication Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Positively position GPC as respecting cultural heritage and willingness to undertake any required mitigation Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access Proactively manage real, perceived and potential issues Utilise GPC stakeholder database to record all interactions

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
	Future Directions Community Liaison Group	<ul style="list-style-type: none"> Lee-ann Dudley Melena McKeown Valerie Dempsey Michelle Stout Gay Sarris Naomi Johnson Neola Savage Allan Brown Gavin Veach 	<ul style="list-style-type: none"> Chairperson Member Member Member Member Member Member Member Member 	<ul style="list-style-type: none"> Cultural heritage mitigation Traditional Owner acknowledgement Engagement with Traditional Owners Impacts on GBR and Gladstone Harbour specifically water quality, marine flora and fauna Historical considerations from WBDDP 	M	M	M	<p>Ranking = Keep Satisfied</p> <ul style="list-style-type: none"> Provide timely, factual communication Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Positively position GPC as respecting cultural heritage and willingness to undertake any required mitigation Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access Proactively manage real, perceived and potential issues Utilise GPC stakeholder database to record all interactions

Stakeholder group	Specific group	Key stakeholder (s)	Position	Main issue/concern	Interest	Power	Risk	Mitigation/opportunity
	Local Aboriginal and Torres Strait Islander community	<ul style="list-style-type: none"> Various 	Various	<ul style="list-style-type: none"> Cultural heritage mitigation Acknowledgement and opportunities Benefits of increased access/throughput through the Port of Gladstone (in context of ILUA) Impacts on GBR and Gladstone Harbour specifically water quality, marine flora and fauna Impacts on local livelihoods and/or lifestyles Performance and accountability of GPC and government departments Historical considerations from WBDDP 	M	M	M	<p>Ranking = Keep Informed</p> <ul style="list-style-type: none"> Establish one-to-one relationships Incorporate indigenous cultural initiatives where possible e.g. indigenous art in developments Provide timely, factual communication as requested Positively position GPC as undertaking a thorough investigation and committing to undertake any dredging and spoil disposal in a responsible manner Positively position GPC as respecting cultural heritage and willingness to undertake any required mitigation Demonstrate benefits to the community from an economic perspective if dredging goes ahead to increase port access Proactively manage real, perceived and potential issues Utilise GPC stakeholder database to record all interactions



Gladstone Ports Corporation

Growth. Prosperity. Community.

Appendix B

List of Stakeholders engaged between 2017-2019:

- Shareholding Ministers
- Government Agencies
- Fisherman's Portal
- Commercial Fishermen
- Recreational Fishermen
- Gladstone Regional Council
- Gidarjil Development Corp
- South End Progress Association- Curtis Island
- Facing Island Community
- Gladstone Industry leadership Group
- QGC
- Gladstone Sportfishing Club
- Gladstone LNG
- Chamber of Commerce
- Port Curtis Integrated Monitoring Program
- Gladstone Conservation Council
- MIPEC
- CQUniversity
- Glenn Butcher State Member
- Australian Pacific LNG
- Port Curtis Coral Coast Trust
- Future directions Indigenous Leaders Group
- FODICO
- Gladstone Area Promotion and Development
- Local media.

Appendix C

Gladstone Ports Corporation Channel Duplication project Stakeholder Representative Group Terms of Reference

This Terms of Reference (ToR) guides the role and operation of the GPC Channel Duplication Stakeholder Representative Group (the Group).

Purpose of the group

The purpose of the Group is to provide a forum for key stakeholders to work collaboratively with GPC to discuss the proposed Channel Duplication project, to openly discuss any areas of interest, key challenges, and to identify opportunities to address them and enhance the project.

The Group will not be a decision making group, but will actively work with GPC to improve project planning through identifying and discussing:

- Historical issues of relevance to this project
- Potential issues specific to this project
- Measures to address both historical issues and new project specific issues
- Opportunities to enhance project outcomes.

Term of the group

The Group and this Terms of Reference is effective from the first meeting on 8 February 2018 and will continue until the final of the group, which will be determined in consultation with the Group.

This ToR will be endorsed at the first meeting of the Group.

Outcomes of the group

The Group undertakes to achieve the following:

- A shared understanding of the need for, purpose and constraints of the project
- A shared understanding of the multitude of interests and considerations in managing a capital dredging project
- Identification of issues and opportunities of interest to stakeholders
- Collaboratively designed solutions for these issues and opportunities of interest
- A sense of trust between stakeholders and GPC through open and transparent communication.

Membership of the group

The Group will include representative from each of the following stakeholder categories:

- Environment
- Marine Conservation
- Commercial Fishing
- Recreational Fishing
- Local business/commercial
- Indigenous cultural heritage
- Facing Island community
- Gladstone community.

Other members may be appointed in merit on a case-by-case assessment.

Members will be selected from an email nomination process where they are asked to provide the following information:

- Name
- Organisation (if applicable)
- Which of the representative categories above best describes you
- One to two paragraphs noting how many people you represent and what knowledge you can offer to the group
- Contact telephone and email details.

A list of the membership will be provided. Members' information is considered private information and should not be disclosed to any third party unless group permission has been provided to do so.

If a member needs to resign from the group, they should do so by informing the Group facilitator in writing. At this time the group may decide to fill the vacancy from a stand-by list created through the above nomination process.

Group operation

Meeting support:

Secretariat duties and minuting meetings will be managed through the Group facilitator. These minutes will be distributed to members approximately one week after the meeting, and will be made publicly available on GPC's website once confirmed by the Group. Agendas will be made available at least three days prior to meetings.

Meeting frequency and location:

The group will commit to up to four (4) meetings to support input to the project's planning phase, but additional meetings may be called at the Group's and facilitator's discretion. The Group may be extended beyond this period if the Group and facilitator agree there is merit in the Group continuing further into the project's development and delivery.

Meetings will be hosted by GPC at a time that suits the majority of members.

Meeting Quorum:

For meetings to take place in an effective way, a minimum of 75 percent of members must be present.

Out of session discussions may be held via email, phone or in person at the agreement of all members.

Authority of Group:

The Group does not represent GPC and has no authority to speak on behalf of GPC or to commit GPC to any outcome of expenditure of funds.

The Group may request GPC or the facilitator to arrange or host certain activities to support the outcomes of this process. These will be discussed and agreed at Group meetings.

Payment of Group:

Membership of the Group is purely voluntary and no payment will be made for attendance at meetings or involvement in the Group.

If activities agreed to at a formal Group meetings will result in a cost to members, the appropriateness of reimbursement will be discussed and agreed at that meeting.

Group review:

The outputs of the Group will be reviewed at the completion of each meeting as part of a standing agenda item. This review will involve Group members, GPC personnel and the facilitator.

The review will critically assess the operation and outputs of the meeting to determine if progress is being made and desired meeting deliverables achieved. Any required enhancements to meeting operation agreed during the review will be recorded and implemented at subsequent meetings.

Photography, recording and social media:

Use of recording, video recording or social media during meeting times is not permitted out of respect for the privacy of group members. From time to time photography may be required to capture meeting outcomes and process, and members may choose to abstain from any photographs.

Media:

Group members may not speak to the media on behalf of GPC.

Group members may not speak to the media on behalf of the Group unless consent has been provided by full Group membership to a particular member to do so and the content discussed and agreed.

Group members may speak to the media on their own behalf, but are not permitted to discuss any matters noted as confidential in the Group meetings. This is to protect the privacy of other members and/or to avoid media reporting of project elements not yet decided, approved, or agreed to. Any confidential content will be noted by the facilitator at the time.

Roles and responsibilities

Facilitator:

A facilitator will be appointed by GPC to ensure the smooth and efficient operation of each meeting. They will be from an external supplier but will be paid by GPC. The facilitator will outline the operation of each meeting, the key objectives and outputs desired and will check in with the Group at the end of each meeting, as part of the Review process.

Any concerns with the conduct of the facilitator or the way the meeting is being run should be raised with the facilitator during the meeting or during the Review.

Group conduct:

Members of the Group are accountable at all times to:

- Listen and appreciate a diversity of views and opinions
- Actively participate in the group
- Focus on the agreed scope of the group operation
- Attend all meetings punctually
- Support and respect each other and the right to personal perspectives
- Respect the role of the facilitator to guide the group process.

Conversation and deliberation should be undertaken to share views and ideas constructively.

Disagreement and differences of opinion should be acknowledged and appreciated. Should conflict arise, it will be addressed with the guidance of facilitator. In some cases due to the different areas of interest represented across the Group, differences of opinion may remain unresolved. This will be acknowledged to the Group and in meeting minutes.

Any inappropriate conduct (as determined by the balance of members or facilitator) may result in permanent expulsion from the Group.

Meeting attendance:

Meeting attendance is a mandatory requirement of Group membership unless previously negotiated with the facilitator. Meeting dates will be discussed any confirmed at the end of each meeting to allow forward planning and Group agreement of the time and date.

Proxy representation is not permitted unless agreed with the facilitator and unless the proxy member has been fully briefed prior to their participation in meetings to avoid having to go over issues discussed previously.

From time to time, subject matter experts or guest speakers may be invited to present to the group, either at the invitation of GPC or the facilitator or at the request of the Group.

Conflict of interest:

Any apparent, potential or perceived conflict of interest in matters that may be considered by the group should be declared to the facilitator. This is particularly important where a commercial interest is linked to a particular project action or outcome. This declaration will not preclude the member from participation as there is no voting or other decision making requirement placed upon the Group, but it will ensure all members understand various member perspectives.

Confidentiality:

From time to time, matters may be raised with the group that may be considered confidential in nature. All group members must treat these items as confidential for the purposes of the Representative group conversation only. Sharing, distributing or discussion of confidential items outside of the Group can result in permanent expulsion from the Group.

All confidential matters will be advised to the Group at the time of discussion.

Appendix D

Key stakeholder issues, topics of discussion and opportunities from Stakeholder Representative Group meeting 1 (8 February 2018)

STAKEHOLDER	ISSUE/TOPIC/OPPORTUNITIES	ACTION	OUTCOME/NOTES	RESULTS
Industry representative	Communication opportunities identified as posting on GPC's social media channels, and the sharing of messages by stakeholder groups on their social media channels.	YES	<ul style="list-style-type: none"> The use of social media to share GPC project messaging is outlined in the project's stakeholder engagement and communication strategy. 	<ul style="list-style-type: none">
Industry representative	Importance of educating employees on the project through internal engagement activities, GPC and other stakeholder groups.	YES	<ul style="list-style-type: none"> Internal engagement is included in the project's stakeholder engagement and communication strategy Information will be provided to Stakeholders for distribution among their group's members and employees. 	<ul style="list-style-type: none">
All stakeholders	Availability of data and information on GPC corporate website to promote transparency. Overload of information, so that if people are looking, they will find it.	YES	<ul style="list-style-type: none"> Website environmental data project currently under progress, continue to progress and investigate opportunities. Commit to making information available on the corporate website. 	<ul style="list-style-type: none"> Continuing to progress this project with environment team at GPC.
All stakeholders	Understanding the process behind identifying the placement area for dredged material (i.e. Western Basin Expansion (WBE) reclamation area)	YES	<ul style="list-style-type: none"> Topic for discussion at next SRG meeting with options analysis. 	<ul style="list-style-type: none"> This is a discussion point for SRG meeting 2 on Monday 12 March 2018.
All stakeholders	Knowledge of depth and width of channel, current compared with proposed.	YES	<ul style="list-style-type: none"> Opportunity to share this in an infographic on the website and factsheet and add to FAQs. 	<ul style="list-style-type: none">
Environment Stakeholder	Consideration of the NRG ash site for dredged material.	YES	<ul style="list-style-type: none"> Stakeholder engaged for specific details, which were provided to EIS project team. 	<ul style="list-style-type: none"> Option investigated and results included in SRG meeting 2. This dredge placement option is too far to pump using a Cutter Suction Dredger, portion of suggested area is earmarked for future port development, agreements in place with Power Station and dredged material transfer location needed in close proximity to reclamation area.
All stakeholders	Opportunity to promote the positives in dredging, reclaimed land (Marina, Spinnaker Park, East Shores) and environmental benefits (coastal lagoons in Singapore, rehab areas).	YES	<ul style="list-style-type: none"> Potential media, social media and fact sheet (dredging 101). 	<ul style="list-style-type: none"> Factsheet developed and will be added to the website when finalised.
All stakeholders	Language, feedback regarding use of acronyms for the general public and also the large mound (53m height) shown on WBE reclamation area presentation figure.	YES	<ul style="list-style-type: none"> Review communication tools and explore other options regarding mounds. Mounds shown on presentation figure do not form part of this project so reference to height will be removed as not pertinent to EIS 	<ul style="list-style-type: none"> As the mounds are not relevant to this project, they have been removed from future communication regarding this campaign.
Marine Conservation Stakeholder	Clarity around reclamation areas, two identified in WBE.	YES	<ul style="list-style-type: none"> Throughout project communication clearly explain the process in which the identified sites will be filled, where and when. 	<ul style="list-style-type: none">
Community Stakeholder	Discussion regarding how the WBE reclamation area will be accessed in the future when potential berths in place and operating, questions were raised around a bridge and maritime security identification card (MSIC) access.	YES	<ul style="list-style-type: none"> Include information in the EIS project description. 	<ul style="list-style-type: none">
Environment Stakeholder	Offsets: WBDP offset included seagrass which will now be part of extended reclamation area, so offset value will be voided. No point having offsets if they are overridden by consequent activities. Need to develop offsets that work, implement them and maintain them.	YES	<ul style="list-style-type: none"> Investigate offset opportunities and history; share detail of WBDP offsets and where/whether they will be voided by plans for current project Identify our current offsets and effective offsets implemented here or in other ports 	<ul style="list-style-type: none"> When collated this will be distributed to SRG members.
Local business and community stakeholders	Impacts on local economy, job generation, services and facilities. Promote buy local, use of local contractors when available in dredging campaign.	YES	<ul style="list-style-type: none"> To consider opportunities in social impact assessment (SIA). 	<ul style="list-style-type: none"> Focus group meetings have been advertised (Tuesday 13, Wednesday 14, Wednesday 21 and Thursday 22 March) which will aim to identify these issues and impacts and potential mitigation opportunities.
Industry and community stakeholders	Impacts on port users, commercial and non-commercial. Financial impacts, navigation, hazards.	YES	<ul style="list-style-type: none"> Communicate that there will be limited impacts on current users, operations and use will be maintained throughout the project. Be upfront with any changes as they arise. 	<ul style="list-style-type: none"> Impacts will be agenda item for SRG Meeting 3.

STAKEHOLDER	ISSUE/TOPIC/OPPORTUNITIES	ACTION	OUTCOME/NOTES	RESULTS
Recreational fishing stakeholder	Development of Western Basin boat ramp was promised in WBDDP. Where and when will this be provided keeping in view the proposed new development?	YES	<ul style="list-style-type: none"> Investigate this and report back to stakeholder. This is outside of Channel Duplication and part of WBDDP stage 2. 	<ul style="list-style-type: none"> This has been considered and at this stage is still a commitment in WBDDP Stage 2. The Channel Duplication dredge material is not sufficient enough in volume to build up the reclamation site to facilitate a boat ramp. Future dredging campaigns and the commitment of this site as a long-term dredge material placement site, will enable this in the future as previously committed to.
Recreational fishing stakeholder	How is the 53m mound beneficial reuse.	YES	<ul style="list-style-type: none"> Review wording and explore opportunities for reuse of material, micro restoration, seabirds. Mounds shown on presentation figure do not form part of this project. 	<ul style="list-style-type: none"> Mounds have been removed from presentation figure.
All stakeholders	Educate the community on what dredging is, why we do it, how we do it, what it will look like, processes, legislation, etc.	YES	<ul style="list-style-type: none"> Create dredging 101 factsheet and present on this topic at next SRG meeting. 	<ul style="list-style-type: none"> Factsheet developed and will be added to the website when finalised.
All stakeholders	Distinguish the difference in dredging projects, previous/other Port of Gladstone activities and how this and other future projects are different.	YES	<ul style="list-style-type: none"> Consider in external messaging regarding the project, size, legislative changes, etc. Include in key messages. 	<ul style="list-style-type: none">
All stakeholders	What an EIS and SIA is, why we do them etc.	YES	<ul style="list-style-type: none"> Consider in external messaging regarding this aspect of the project. May be worthy of a social media post or fact sheet/web content 	<ul style="list-style-type: none">
Community stakeholder	Recreational commuters had an increase in fees for boat access (Curtis Island) following WBDDP, will this happen again.	YES	<ul style="list-style-type: none"> Investigate this \$1,500 a year charge from WBDDP. Confirm impacts on recreational users. 	<ul style="list-style-type: none"> Impacts will be agenda item for SRG Meeting 3.
Community stakeholder	Safety, particularly at time of high traffic (Hook Up). Sand bar build ups from sediment movement. Safety issues around two other islands already with fast currents especially as tide turns to run out.	YES	<ul style="list-style-type: none"> Investigate and address safety concerns and impacts as required. Include in key messages. 	<ul style="list-style-type: none"> These and other impacts will be explored at focus group meetings as above, community members are invited to share concerns and ideas for mitigation.
All Stakeholders	Project numbers, channel dimensions etc., explain how they were determined.	YES	<ul style="list-style-type: none"> Include in key messages with figures. 	<ul style="list-style-type: none">
Community stakeholder	Tug wash off at the end of Facing Island, presenting safety issue for small boats. What is the expected volume in future and impacts? What will boat speeds be and where tugs be meeting ships? Can this current issue be addressed even if channel duplication will not make worse?	YES	<ul style="list-style-type: none"> Investigate and provide response to stakeholders on Facing Island. 	<ul style="list-style-type: none"> Impacts will be agenda item for SRG Meeting 3. These and other impacts will be explored at focus group meetings as above.
Community stakeholder	Facing Island provides strategic protection to our harbour, we must protect it the physical presence of it and look after turtles, light pollution, debris, water quality. Some beaches have disappeared since WBDDP.	YES	<ul style="list-style-type: none"> Consider, investigate and address in GPC's Facing Island Management Plan. Can dredged material be used to replace washed away beaches? Long term beach replacement project as with other beaches elsewhere? 	<ul style="list-style-type: none"> While this is not possible for this project we will continue to investigate opportunities regarding beach restoration with dredge spoil.
Community stakeholder	Access to the Facing Island boat harbour is limited. GPC has dredged this but it needs to be continued. This is the access point for the community.	YES	<ul style="list-style-type: none"> Share Hydrodynamics of this area with residents as found in this EIS. Investigate opportunities. 	<ul style="list-style-type: none"> Impacts will be agenda item for SRG Meeting 3. Hydrodynamics will be discussed including report findings which will be complete by next meeting.
All stakeholders	The importance of engaging commercial fishermen.	YES	<ul style="list-style-type: none"> This stakeholder group has been invited to the meetings and will continue to be. Discuss potential one on one but acknowledge the time of all of those who have attended. 	<ul style="list-style-type: none"> We have continued to reach out to this group.
Environment stakeholder	Dredged material sediment make-up- metal contents, sulphides - WBDDP did not work.	YES	<ul style="list-style-type: none"> Share sediment information with stakeholders and discuss findings and any required management etc. 	<ul style="list-style-type: none"> This is the discussion point for SRG meeting 2 on Monday 12 March 2018. A 1:1 was had with the SRG member who raised this to ensure we're clear of the concern.
Environment stakeholder	Seagrass is compromised, what is the amount delivered since WBDDP.	YES	<ul style="list-style-type: none"> Share Seagrass data. Develop Seagrass research snapshot. 	<ul style="list-style-type: none"> This is a discussion point for SRG meeting 2 on Monday 12 March 2018.

STAKEHOLDER	ISSUE/TOPIC/OPPORTUNITIES	ACTION	OUTCOME/NOTES	RESULTS
Environment stakeholder	Potential impacts on shorebirds from the proposed WBE reclamation area.	YES	<ul style="list-style-type: none"> • Share any available research. • Investigate impacts in EIS. 	<ul style="list-style-type: none"> • This is a discussion point for SRG meeting 2 on Monday 12 March 2018.

Key stakeholder issues, topics of discussion and opportunities from Stakeholder Representative Group meeting 2 (12 March 2018)

STAKEHOLDER	ISSUE/TOPIC/OPPORTUNITIES	ACTION	OUTCOME/NOTES	RESULTS
Marine Conservation Stakeholder	It was identified that the Western Basin Expansion site was not included in the initial three suitable options from the analysis.	NO	<ul style="list-style-type: none"> Discussion occurred in response to this issue. It was stated that the initial DMPOI was undertaken in 2013 and 2014. The introduction of the Sustainable Ports Development Act in 2015, which prohibited the at sea placement of capital dredged material, resulted in the need for GPC to reassess the dredged material placement options. This process resulted in four beneficial reuse options being identified for further assessment as part of the EIS, including the Port Central Expansion, West Banks Island, Western Basin Expansion (WBE) and Fisherman's South. The priority Port of Gladstone master planning process also provided input into the process. The preferred reclamation area for the Channel Duplication dredged material is the WBE reclamation area, this area can also accommodate other potential capital dredged material (subject to obtaining environmental approvals). 	<ul style="list-style-type: none">
Commercial Fishing Stakeholder	The commercial fisherman stated the Western Basin Expansion reclamation site is where a lot of fishing occurs. This location has a substantial amount of Mudcrabs and a large population of King Salmon, Barramundi and Shark. The documented catches is based on grids and is not specific enough and can be impacted by a shift of effort.	YES	<ul style="list-style-type: none"> Reassessment of grid data. Agreed to meet offline with GPC and other commercial fishers, although it was noted that it is difficult to arrange a time due to nature of work. 	<ul style="list-style-type: none">
Commercial Fishing Stakeholder	The dredging location will affect Banana Prawns. The main season for this is December to May.	YES	<ul style="list-style-type: none"> Reassessment of grid data. Agreed to meet offline with GPC and other commercial fishers, although it was noted that it is difficult to arrange a time due to nature of work. 	<ul style="list-style-type: none">
Commercial Fishing Stakeholder	Channel proposed between North and South reclamation sites may cause some run/erosion issues.	YES	<ul style="list-style-type: none"> Issue to be addressed in the coastal processes and hydrodynamic modelling, the EIS and the detailed design phase. 	<ul style="list-style-type: none">
Marine Conservation Stakeholder	Enquired about the nature of the dredged material transfer location.	YES	<ul style="list-style-type: none"> It was explained that a Cutter Suction Dredger (CSD) would dredge a depression at the transfer location site and the Trailer Suction Hopper Dredger (TSHD) that does the dredging within the channels would place the material in the depression. The CSD would then transfer this material by pumping straight into the reclamation area. This will be a continuous operation. The depression will be temporary, during the dredging campaign only. 	<ul style="list-style-type: none">
Industry Stakeholder	What is the maximum pumping distance for a CSD.	YES	<ul style="list-style-type: none"> Based on previous experience in the Port of Gladstone a response was provided stating about 5km with 2 boosters depending on the nature of the material. 	
Community Stakeholder	In regards to the dredged material transfer location it was asked what the impacts of placing on the sea floor would be on turbidity.	YES	<ul style="list-style-type: none"> Due to the depression which will be created in the transfer location, the turbidity will be reduced however modelling is being developed to understand this. 	<ul style="list-style-type: none">
Industry Stakeholder	Due to the narrowing of the entrance at the Western Basin what will the effect be on the flow of Jacobs Channel.		<ul style="list-style-type: none"> It was acknowledged that there may be change in the flow of other channels and that the EIS modelling will help us determine those impacts, which we can discuss in the next meeting. 	<ul style="list-style-type: none"> Discussion point in Meeting 3, 28 March.
Community Stakeholder	Discussion regarding the difference between Capital and Maintenance dredging, and why we can place maintenance dredged material at sea, East Banks, but there has been a total ban on placing capital dredged material at sea. Believe to be some link to East Banks dredged material placement and the build-up on south end of Facing Island.		<ul style="list-style-type: none"> A brief response was made in regards to the difference in legislation and that while we agree, dredging is dredging, and the legislation and permit requirements are different. The quantity of maintenance dredged material is significantly less in volume than capital dredging. 	<ul style="list-style-type: none"> An opportunity to provide further detail around the difference in legislation.

STAKEHOLDER	ISSUE/TOPIC/OPPORTUNITIES	ACTION	OUTCOME/NOTES	RESULTS
Community Stakeholder	Turbidity, are we able to overlay natural occurrences with a dredging project to understand the manmade impacts.	YES	<ul style="list-style-type: none"> To provide a graphic of data captured during a dredging project. EIS hydrodynamic modelling predicts dredging impacts. 	<ul style="list-style-type: none"> Discussion point in Meeting 3, 28 March.
Community Stakeholder	Turbidity monitoring, will it be maintained post dredging to ensure levels return to normal.	YES	<ul style="list-style-type: none"> Turbidity and water quality will continue to be monitored for a period after the dredging project. 	<ul style="list-style-type: none">
All Stakeholders	Discussion regarding turbidity limits, consideration for natural influences and also processes around the works themselves if limits are reached.	YES	<ul style="list-style-type: none"> It was discussed that within the dredging contract limits and processes will be set. This will be discussed at a future meeting. 	<ul style="list-style-type: none"> Discussion point in Meeting 4 - mitigation.
All Stakeholders	Discussion around natural movement of sediment in our harbour due to tides. Wanting to know how well the harbour flushes.	YES	<ul style="list-style-type: none"> Provide model of harbour flushing, which will also indicate how quickly the harbour will settle post dredging. 	<ul style="list-style-type: none"> Discussion point in Meeting 3, 28 March.
All Stakeholders	Have we considered dredging timeframes, not dredging in particular periods where fishing or natural events are most likely to occur. Darling Harbour prohibits dredging 6 months of the year.	YES	<ul style="list-style-type: none"> For consideration and to respond to at next meeting. 	<ul style="list-style-type: none"> Provide a response at next meeting.
Community Stakeholder	Do Dugongs feed on a particular type of seagrass.	YES	<ul style="list-style-type: none"> The intertidal seagrass occurs within the proposed WBE reclamation area. Dugongs, turtles and other marine fauna can use this seagrass during high tides. Investigate dugong activity in this particular area. 	<ul style="list-style-type: none"> Provide a response at next meeting.
All Stakeholders	Whales are increasing their presence in our waterways - 3 pods were seen in our harbour in 2017. Whales also use the shipping channels and have been seen where ships are anchored offshore.	YES	<ul style="list-style-type: none"> For consideration in the EIS. 	<ul style="list-style-type: none">
Community Stakeholder	Enquiry regarding whether there will be a monitoring site at the southern end of Facing Island.	YES	<ul style="list-style-type: none"> Currently there is only one location nearby and locations are determined due to sensitive receptors in the area. Based on the outcome of the modelling, the need for any additional locations will be realised. 	<ul style="list-style-type: none">
All Stakeholders	Hydrodynamic modelling and whether GPC had built the model. Concern around understanding the increase in currents and decrease in sand at Gatcombe Head over the last 30 years. Current modelling only captures 12 months of data. Movement of sand occurs over a long period of time, which is not captured.	YES	<ul style="list-style-type: none"> Hydrodynamic modelling was developed with as much real data as available and was validated with real results. 	<ul style="list-style-type: none"> Potential to investigate old imagery of areas impacted by change to form a greater understanding.
Commercial Fishing Stakeholder	Reclamation bund wall leaking again.	YES	<ul style="list-style-type: none"> Discuss what happened last time and measures in place to ensure no reoccurrence. 	<ul style="list-style-type: none"> Discussion point in Meeting 3, 28 March.
All Stakeholders	Turbidity level, operating parameters and process.	YES	<ul style="list-style-type: none"> Discuss what measures will be in place to minimise the impact of dredging on the harbours natural turbidity. Stop work limits and processes. Comparison of thresholds to natural variability. 	<ul style="list-style-type: none"> Discussion point in Meeting 4 - mitigation. Provide BMT WBM turbidity model findings at Meeting 3, 28 March.
All Stakeholders	Social values, in regards to environmental values and locations, recreational uses, and visual amenity. LNG social study conducted in 2010 and boat ramp surveys 2012. PhD thesis by Paola Rodriguez Salinas provided by Dr Emma Jackson for review of its content regarding the surveying and exploring of Gladstone Region marine and coastal environments that were perceived as important in all four-value contexts (i.e. cultural, economic, environmental and social).	YES	<ul style="list-style-type: none"> Review PhD, boat ramp and social studies to gain understanding around values. Discuss in focus group meetings. 	<ul style="list-style-type: none"> Discussion point in Meeting 3, 28 March.

Key stakeholder issues, topics of discussion and opportunities from Stakeholder Representative Group meeting 3 (28 March 2018)

STAKEHOLDER	ISSUE/TOPIC/OPPORTUNITIES	ACTION	OUTCOME/NOTES	RESULTS
Community stakeholder	Bund wall construction techniques considering height RL50.	YES	<ul style="list-style-type: none"> Response provided on night, as discussed this project will be 10.24 LAT (above Lowest Astronomical Tide) . The geotextile material has to be placed to the highest astronomical tide. 	<ul style="list-style-type: none">
Local business stakeholder	Findings from Independent review of Western Basin Bund Wall seem common sense, were they not considered in the Western Basin project.	YES	<ul style="list-style-type: none"> Unsure of whether these findings were identified in the initial project design, and it is likely that the design at the time was considered best practice. The best designs can fail if not implemented well, governance of the implementation will be prioritised in the Channel Duplication project. 	<ul style="list-style-type: none"> Review the Western Basin bund wall design files and develop key messages for this project and others regarding bund wall construction.
Environment stakeholder	What filtering mechanism will be used? Black algae observed during Western Basin project, caused by metal hydroxides, what will be done to mitigate this. Metal hydroxides so fine they won't settle out.	YES	<ul style="list-style-type: none"> The geochemical work identified that acid sulfates soils were not as prominent within this project's footprint Committed to reducing permeability where possible. 	<ul style="list-style-type: none"> Arrange one on one meeting to discuss concerns and potential monitoring and mitigation opportunities
Community and environment stakeholder	How do you drive water through the polishing ponds.	YES	<ul style="list-style-type: none"> This will be part of the detailed design to allow settlement time, EIS concept only There will be testing at the licenced discharge point for the project prior to release into Port Curtis. 	<ul style="list-style-type: none">
Community stakeholder	Do you key in bund walls, like dams.	YES	<ul style="list-style-type: none"> Confirm with engineering. 	<ul style="list-style-type: none"> Provide response at next SRG meeting, 19 April.
Industry stakeholder	Seeing a reversal of social value findings since the construction phases of the Curtis Island LNG plants. Project team asked group what was traditional employment.	YES	<ul style="list-style-type: none"> The construction requirements for the LNG facilities took workforce from established local business, workshops, etc. 	<ul style="list-style-type: none"> This dredging project does not have a requirement for a large construction workforce If this project were to occur at the same time as other large projects (i.e. new industries or expansion of existing industries) there would be a bigger/different impact. This issue will be reassessed prior to the project commencing and project mitigation plans/strategies amended as needed
Community stakeholder	Loss of connection and association to the area, sense of community.	YES	<ul style="list-style-type: none"> These issues go beyond this project to perceptions from previous projects. We must consider previous projects and therefore remnant issues and concerns and manage these. Group consensus was to deal with this as a separate section of the EIS (within the social impact assessment) How does this project turn around previous perceptions, transparency. 	<ul style="list-style-type: none"> Include section in EIS regarding perceptions from previous projects
Community stakeholder	Locals stop using the harbour for recreational purposes and tourism declines.	YES		
Community stakeholder	Visual amenity of the harbour deters users.	YES		
Community stakeholder	Harbour traffic flow.	YES		
Environment stakeholder	Metal hydroxides, you will get algae blooms, rashes, health issues and fish health issues.	YES		
All stakeholders	Stigma surrounding the consumption of seafood from Gladstone Harbour.	YES		
Commercial Fishermen stakeholders	Gladstone Seafood Promotion from Western Basin project did not set seafood stigma straight. A lot of money went into the fund. When data was requested regarding the safety of our seafood for consumption group went quite, data was not released and group dissolved.	YES	<ul style="list-style-type: none"> Commitment to transparency. 	<ul style="list-style-type: none"> Source data and confirmation that seafood is ok to eat and present at next SRG meeting, 19 April.
Recreational fishing stakeholder	Media management. Media has been an issue in the past, creating hype and false news.	YES	<ul style="list-style-type: none"> Ensure strong relationships with local and state media agencies Be proactive in media responses and distribution Be transparent. 	<ul style="list-style-type: none"> Continue to maintain and develop relationships with media outlets Continually update communications strategy with key messages Distribute media in a timely manner to maintain control.

STAKEHOLDER	ISSUE/TOPIC/OPPORTUNITIES	ACTION	OUTCOME/NOTES	RESULTS
Local business stakeholder	Continued education program for the duration of the project lead up.	YES	<ul style="list-style-type: none"> It was agreed that it is vital to the success of the project, and future projects, that GPC continue to communicate about the project, dredging and other port developments to educate our communities on the role the Port plays. 	<ul style="list-style-type: none"> GPC has recently developed an education tour program for our local schools GPC is committed to continually developing educational resources, including factsheets, videos and presentations promoting the role of the Port and the vital aspects of their operation.
Community stakeholder	Is the modelling related to monitoring stations and were the ADCP fixed?		<ul style="list-style-type: none"> The ADCP were fixed for the duration of the deployment period. The location map was not available at the meeting however a commitment was made to provide the map. 	<ul style="list-style-type: none"> Share ADCP monitoring locations.
Community stakeholder	Continued concerns regarding the loss of sand at Facing Island. While sand is being removed from beach it is accumulating in the boat harbour.		<ul style="list-style-type: none"> Additional work needs to be done to understand the sand movements at the south end of Facing Island and the boat harbour. 	<ul style="list-style-type: none"> Arrange a one on one meeting with Facing Island community.
Environment stakeholder	Trying to understand how realistic modelling is with a series of questions. Concerns again raised over metal hydroxides which are difficult to understand, they don't settle.		<ul style="list-style-type: none"> There is the ability to do a model which focuses on elements which do not settle out. 	<ul style="list-style-type: none"> Consider developing this model and include metal hydroxides.
Community stakeholder	Will the channel increase the velocity of the Port. In a 1966 report the velocity was 1.01m/s this recent modelling is showing 2 m/s.		<ul style="list-style-type: none"> Generally velocities are not increased by dredging in Gladstone There is not expected to be any impacts on Facing Island. 	<ul style="list-style-type: none"> Model velocity changes over time Provide locations of monitoring devices Understand what the impacts may be to the Facing Island communities.
Community stakeholder	Loss of amenity on Facing Island, is the duplication likely to make this worse and what mitigation can be done, can the rock wall be restored.		<ul style="list-style-type: none"> Changes over time have been reviewed and it appears the impacts should be minor, often the addition of structures can result in impacts in other locations If a structure were possible, could be considered a potential social offset. 	<ul style="list-style-type: none"> GPC to consider investigating this further to gain a greater understanding of manmade and environmental impacts on the island Continue to work with community.
Community stakeholder	Will wave height increase down the harbour?		<ul style="list-style-type: none"> The wave height increase is isolated to the channel area. 	<ul style="list-style-type: none">
Environment stakeholder	What does the wave height increase mean for the collapsing of the channel batters and maintenance dredging.		<ul style="list-style-type: none"> There will be a small increase in maintenance dredging volume from the project. 	<ul style="list-style-type: none"> Continue education regarding maintenance dredging.
Environment stakeholder	Issues again raised regarding metal hydroxides and acid sulfate soils, are we going to characterise the overflow material and water from the dredger.		<ul style="list-style-type: none"> A commitment was made to take this offline and engage directly This can be modelled if we can identify sources. 	<ul style="list-style-type: none"> Arrange a meeting with stakeholder.
All stakeholders	Metal hydroxides, with a solution based focus suggested as content for next meeting. Concerns regarding impacts on health, Shewanella algae.		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Include in next SRG meeting, 19 April.

Key stakeholder issues, topics of discussion and opportunities from Stakeholder Representative Group meeting 4 (19 April 2018)

STAKEHOLDER	ISSUE/TOPIC/OPPORTUNITIES	ACTION	OUTCOME/NOTES	RESULTS
All stakeholders	Confirmation that the perceptions from previous projects had been captured.	YES	<ul style="list-style-type: none"> The group confirmed that those presented were correct Another suggestion was added regarding offsets from previous projects and their outcomes. There is an opportunity to promote this. 	<ul style="list-style-type: none"> Include chapter in SIA and continue to promote the ERMP and BOS initiatives from the WBDDP. At the conclusion of the WBDDP ERMP and BOS program, GPC to review the success of the program and the findings to be incorporated into the Channel Duplication Project offset strategy.
Tourism stakeholder	Questioned red spot, thought that red spot also occurred during the flooding of 2012/13.	YES	<ul style="list-style-type: none"> Confirm whether or not this happened then also. 	<ul style="list-style-type: none"> Provide feedback on findings.
Marine conservation and tourism stakeholder	Additional fish and crab data available through GHHP fish health, Boyne Tannum Hook Up and the Crab Classic.	YES	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Source some of the data already available for future use and continue to work with these groups in the future for third party endorsement of data.
Community stakeholder	How will we promote the health of our harbour and seafood.	YES	<ul style="list-style-type: none"> This is an objective in GPC's Statement of Corporate Intent. 	<ul style="list-style-type: none"> Continue to promote the sustainable harbour, with industry and recreational and commercial fishing in partnership.
Marine conservation stakeholder	Space between geochemical sampling sites, if we receive a positive result for PASS in bore site do we sample again nearby.	YES	<ul style="list-style-type: none"> Currently this has not been done, sampling sites are located near sensitive receptors. There is enough evidence from the sampling as part of the Project EIS to prepare the ASS management plan. 	<ul style="list-style-type: none">
Environment stakeholder	Are the guidelines for ASS management the same as the Western Basin Dredging and Disposal Project and are they relative to a specific form of dredging.	YES	<ul style="list-style-type: none"> Yes they are the same and are relevant to all types of dredging. 	<ul style="list-style-type: none">
Community stakeholder	How do we treat the ASS material with lime.	YES	<ul style="list-style-type: none"> There are injection points at the CSD pipeline prior to discharge into the reclamation area to ensure the lime is mixed through the material effectively. It must be treated with the lime here as it is difficult to do later on. Regular monitoring will occur after placement in the reclamation area to assess potential for Actual ASS generation, with management measures implemented if required. 	<ul style="list-style-type: none">
Industry stakeholders	The project trigger points, when will they be address.	YES	<ul style="list-style-type: none"> These will be addressed in the EIS. 	<ul style="list-style-type: none"> Share EIS with Stakeholders highlighting sections of interest.
Environment stakeholder	In the turbidity data comparison between wet and dry seasons, the Project baseline water quality turbidity data showed that the mean wet season turbidity was lower than the dry season.	YES	<ul style="list-style-type: none"> To continue to source additional data from the Queensland Government to qualify or correct presented data. 	<ul style="list-style-type: none">
All stakeholders	There is an education opportunity for GPC to share some of the EIS data and understandings with the community and continue to strengthen awareness regarding dredging.	YES	<ul style="list-style-type: none"> Some of the data needs to be confirmed, as per the above, however there is time in this Project to educate and continue to work with our stakeholders and community. 	<ul style="list-style-type: none"> Continue to work with stakeholders to understand what they think would be most valuable for GPC to share with the community and develop some supporting communications tools.
Community stakeholder	Are the dredgers fitted with monitors for the plume, and do they have their own sensors.		<ul style="list-style-type: none"> The TSHD overflow into the Port will contain water with elevated turbidity, this discharge can be monitored, however not in real time. The TSHD overflow quantity can be controlled and forms part of the adaptive management to be included in the Dredging EMP. The dredgers are not fitted with their own turbidity sensors, however dredgers will have their own operating parameters and Environmental Management Plans which link to GPC's Plans. Plume modelling allows us to understand where monitoring locations are required during dredging, as well as being located near sensitive receptors (e.g. seagrass). 	<ul style="list-style-type: none">
Environment stakeholder	When the seagrass impact trigger is reached dredging should be stopped immediately, there has to be a consequence.		<ul style="list-style-type: none"> If the trigger level is reached this results in an investigation. 	<ul style="list-style-type: none"> Highlight this component of EIS with stakeholders.
Marine conservation stakeholder	Sediment can smother seagrass, so while the light might be ok the sediment may cause the seagrass issues.		<ul style="list-style-type: none"> This could be something we include as part of our trigger investigations as well as some initial studies now to understand potential sedimentation in particular areas. 	<ul style="list-style-type: none"> Discuss with Michael Rasheed and include in Project Environmental Monitoring Procedure.

STAKEHOLDER	ISSUE/TOPIC/OPPORTUNITIES	ACTION	OUTCOME/NOTES	RESULTS
Environment stakeholder	Discussion continued regarding 0.03% metals from WBDDP and that this Project is not substantially different. What are we going to do to limit chemical reactions and potential algae blooms.		<ul style="list-style-type: none"> There is some additional work required regarding metal speciation's. 	<ul style="list-style-type: none"> Share additional findings and highlight this component of the EIS with stakeholders.

Key stakeholder issues, topics of discussion and opportunities from Stakeholder Representative Group meeting 5 (12 December 2018)

STAKEHOLDER	ISSUE/TOPIC/OPPORTUNITIES	ACTION	OUTCOME/NOTES	RESULTS
Community stakeholder	Concern that water quality monitoring won't continue due to delays.	YES	<ul style="list-style-type: none"> GPC constantly gathers data on water quality in the harbour and its surrounds. This will continue as planned. 	
Industry representative	Clarity sought around new methodology and what this means for tug movements and shipping movements. Essentially, what impact will it have on current port users.	YES	<ul style="list-style-type: none"> Tugs will be supporting the project. Existing commercial traffic and shipping will remain the priority and won't be impacted by the works. 	
Community stakeholder	Clarification sought around size of material transfer station.	YES	<ul style="list-style-type: none"> Discussion around the proposed methodology. Construction will be sheet pile or similar earth retaining structure. Fill material to come from the existing Western Basin reclamation area. 40 barge trips per week – 24/7 operation. 	
Industry stakeholder	Question regarding the trucking movements	YES	<ul style="list-style-type: none"> 32 trucks (8 working with each unloader all the time). The earthworks associated with the project will provide employment opportunities for the Gladstone region. 	
	Clarification requested regarding reference to "temporary" and "long-term" facility	YES	<ul style="list-style-type: none"> 30-years or more planned for the barge unloading facility adjacent to the existing western basin reclamation area. Proposed structure to be integrated with the future wharf line in the long term. 	
Government stakeholder	Timeframes – will GPC be required to restart the EIS process	YES	<ul style="list-style-type: none"> Project need may not arise within current EIS timeframes. This is about due diligence and ensuring GPC is on the front foot should an immediate need arise (ie. LNG industry example) 	
Industry stakeholder	Project's financial viability – difference in cost between original methodology and revised methodology. Topic was later revisited – what is GPC buying for the extra money? Is it worth it?	YES	<ul style="list-style-type: none"> Acknowledgement that revised methodology is a considerable expense. Further works to be done before determining value, ie. further hydrodynamics modelling, noise and vibration investigations, etc. 	<ul style="list-style-type: none"> Communicate value in revised methodology, considering increase in cost.
Environmental stakeholder	Is there potential to revert back to the original dredging methodology?	YES	<ul style="list-style-type: none"> Unlikely due to the change in mindset. Greater focus now on environmental management which the revised methodology places greater emphasis on. 	
Environmental stakeholder	Concern regarding risk for other environmental impacts	YES	<ul style="list-style-type: none"> The project will be conditioned by offsets, both the offsets that GPC proposes and those determined by the approving bodies. 	<ul style="list-style-type: none"> Communicate with SRG on proposed offsets once known.
Industry stakeholder	Potential for innovative offsets to be included in GPC's proposal. Commentary regarding WBDDP legacy.			
Community stakeholder	Public accessibility of water monitoring results. Preference for location-specific data available on handheld devices.	YES	<ul style="list-style-type: none"> Water quality monitoring results will be made available on GPC website on a regular basis. Data will be available online. 	<ul style="list-style-type: none"> Communicate with SRG members on availability of water monitoring results.
All stakeholders	Next update	YES	<ul style="list-style-type: none"> Given the remodelling, the SRG is keen to regroup in late February/early March 2019 to discuss further findings and receive a revised project update. 	<ul style="list-style-type: none"> Once remodelling is completed, a date will be set for SRG Meeting #6 and invitation circulated to SRG members.

Key stakeholder issues, topics of discussion and opportunities from Stakeholder Representative Group meeting 6 (18 January 2019)

STAKEHOLDER	ISSUE/TOPIC/OPPORTUNITIES		ACTION	OUTCOME/NOTES	RESULTS
Environmental stakeholder	Concern over the terminology used to describe “temporary” barge unloading facility adjacent to the existing WB reclamation area.		YES	<ul style="list-style-type: none"> Aurecon indicated it would be 20-30 years and agreed that therefore it could not be referred to as “temporary”. GPC to consider changing the terminology used when referring to the barge unloading facility. 	
Environmental stakeholder	Length of time to dredge the Western Basin area (i.e. barge access channel).		NO	<ul style="list-style-type: none"> Response of approximately six weeks provided. 	
Local Government stakeholder	Make up of barge. Will it be enclosed.		NO	<ul style="list-style-type: none"> 100 m long x 30 m wide barge. The four barges to be used for the Project will be similar to the hopper within the trailing suction hopper dredger (TSHD), with the barges having overflow pipes and green valves to manage the water within the barges. 	
Facing Island Environmental stakeholder	What does the model actually show us?		NO	<ul style="list-style-type: none"> A complex model has been developed to replicate the existing tidal hydrodynamics, water levels, wave climate, sediment dynamics and coastal processes within the Port to better inform the model’s predictions for the Project impacts. Explanation of model continued during meeting. 	
Environmental stakeholder Facing Island stakeholder	Dredge plume modelling How long and will it be a continuous dredging? Concerns regarding the continuous program and no reprieve for the environment. Reference to WBDDP and concern of repeat.		NO	<ul style="list-style-type: none"> Explanation of the predicted turbidity and sedimentation levels during dredging which are based on a breakdown of multiple 14 day windows of turbidity levels during the dredging campaign. Stage one = 33 weeks, and Stage two = 25 weeks. It is most likely that there will be a time gap between Stage 1 and Stage 2 dredging. However, should the need and/or growth for Port trade justify the need for the final design channel depth, the two stages will be combined into a singular campaign. The plume will move continuously throughout the dredging program and there will be some flushing through tidal movements given the areas to be dredged are located within the outer harbour. In the previous Port dredging project, three (3) dredgers worked simultaneously in shallow inner harbour waters. For this Project, a single dredger will be working in deeper outer harbour waters, in a location that also provides greater opportunity for plumes to disperse. 	
Facing Island stakeholder	Request to see close ups of modelling of receptors, particularly the southern end of Facing Island. Would like to understand the impact on Gatcombe Head (i.e. sand depletion)		YES	<ul style="list-style-type: none"> Commitment to show modelling predictions in the Gatcombe Head in more detail. However, it is important to note that model is an indicative prediction that has been established over a wider area covering the Port (inner, middle and outer), The Narrows, areas to the south of the Port, and open waters east of Facing and Curtis Islands. 	
Environmental stakeholder	Modelling on the reclamation side.		NO	<ul style="list-style-type: none"> Morphological modelling has not been done. A recommendation to adopt an empirical formula (tidal equilibrium relationship) as a more reliable indicator. 	
Environmental stakeholder	Water quality zones based on turbidity. Does it incorporate all impacts?		NO	<ul style="list-style-type: none"> We biologically test those zones to ensure accuracy of the model (i.e. location of impact zones is appropriate). We then select points within the Port where there are coral and seagrass to ensure the model’s accuracy. The main impacts are reduced light for seagrass and sedimentation for corals. We also look at time series plots which are produced from the model and show predicted turbidity, light and sedimentation levels over the dredging program 	

STAKEHOLDER	ISSUE/TOPIC/OPPORTUNITIES		ACTION	OUTCOME/NOTES	RESULTS
Environmental stakeholder	Concerns raised about dredged material being deposited in the Western Basin Reclamation Area and the loss of seagrass in the high impact zone. Again concern about terminology with reference to protecting seagrass in one area and removing seagrass in another.		NO	<ul style="list-style-type: none"> The EIS recognises that there is direct loss of approximately 122 hectares of seagrass (based on 2017 seagrass survey) within the proposed Western Basin Expansion reclamation area. We will be required to conduct a seagrass survey before the Project dredging commences to confirm the area of seagrass loss from the establishment of the new reclamation area. 	
Environmental stakeholder	Concern about inconsistent use of seagrass data.		NO	<ul style="list-style-type: none"> Historical data and the 2017 seagrass survey results have been used to inform the proposed model and identify where potential Project impacts occur. 	
Environmental stakeholder	Modelling of the turbidity plume where the barge will be unloaded.		NO	<ul style="list-style-type: none"> The new dredging methodology proposes a lot less dredging in the Western Basin area (i.e. 0.25Mm³), meaning reduced turbidity plumes and impacts on seagrass in the Western Basin area compared to the previous dredging methodology which required 1.52Mm³ of dredging in this area. Because of the reduced volume of material and timeframe, we're not expecting a major impact during the barge access channel dredging. 	
Environmental stakeholder	Would like to understand the process for the construction of the bund wall given issues encountered in previous project. How will it be constructed and will there be a significant change in our method?		YES	<ul style="list-style-type: none"> The lessons learned from the previous project have been documented, acknowledged and incorporated into the Project design and construction requirements included within the EIS. The Project conceptual design included in the EIS is similar to the previous reclamation area bund wall design, however GPC has extended the construction timeframes to ensure due diligence is carried out in the implementation and construction of the bund walls. This includes ensuring the geotextile fabric is properly secured at the top and bottom of the internal face of the outer bund walls. GPC is committed to sharing a detailed design of the bund wall when available. 	
Environmental stakeholder	Turbidity and light trigger values. What's the trigger to stop dredging.		NO	<ul style="list-style-type: none"> Turbidity triggers have been set at each monitor site within the Port. GPC's intent is to follow an adaptive management approach using real time turbidity and light monitoring. Once a turbidity or light trigger is activated we will investigate to determine the cause and look to implement mitigation procedures if it remains activated. In the instance that the turbidity continues to increase or the light levels continue to reduce, and are a result of dredging activities, government agencies will be notified and further mitigation measures implemented. If light levels at seagrass monitoring sites reach the time to impact levels contained in the Environmental Monitoring Procedure, Project dredging activities will stop until light levels return to acceptable levels. However, the adaptive management procedures are designed such that Project mitigation measures are implemented at the alert and notification trigger levels to reduce the impact of dredging and stopping dredging is not required. 	
GPC / Aurecon	EIS process.		YES	<ul style="list-style-type: none"> When submitted, there is a commitment to have the EIS document available for viewing in Gladstone and State libraries, GPC website and office as well as USB sticks upon request. The document is expected to be on public display and available in April 2019. 	

STAKEHOLDER	ISSUE/TOPIC/OPPORTUNITIES		ACTION	OUTCOME/NOTES	RESULTS
Facing Island stakeholder Environmental stakeholder	When do we anticipate dredging to start and how will the Project be triggered to commence?		NO	<ul style="list-style-type: none"> For the purpose of the EIS it has been assumed that the Project will commence in 2020 (start constructing the new reclamation area), with dredging expected to start in 2023 or later, however the Project remains dependent on demand. GPC is taking the necessary steps to be prepared should demand increase within the next five (5) years. 	
Environmental stakeholder	Query as to when this process would need to begin again should the EIS timeframe lapse		No	<ul style="list-style-type: none"> This would depend on the amount of time elapsed between now and the need for the Project to commence. Any EIS approval lapsing dates would be imposed by the approving bodies. 	
Environmental stakeholder	Concerns regarding acid sulphate soil levels.		YES	<ul style="list-style-type: none"> Acknowledged it will need to be managed. The dredging contractor would dredge the top layer of barge access channel first which would lead to it being placed under water within the base of the reclamation area. The intention is to keep the dredged material wet and underwater to avoid oxidisation. This process would also be adopted for the channel duplication area where potential acid sulphate soil has been identified. Draft Acid Sulphate Management Plan has been included in the Project EIS. 	
Environmental stakeholder	Would like to see a comparison between what happened with the WBDDP and the proposed modelling for this Project.			<ul style="list-style-type: none"> This is a possibility if another meeting is requested by the SRG. 	



Recreational Fishermen contact form

ENGAGEMENT INFORMATION			
Date: 13/03/2018	Time: 11.30am	Location: East Shores	
Team member/s: Carly Mafrić			
Stakeholder/s: Errol (Blue) Thomson, Recreational Fisherman			
Summary: Feedback <input type="checkbox"/> Issue or Complaint <input type="checkbox"/> Relationship building <input type="checkbox"/> Consultation <input checked="" type="checkbox"/>			
Other: Click here to enter text.			
Tone: Positive <input checked="" type="checkbox"/> Neutral <input type="checkbox"/> Negative <input type="checkbox"/>			
Type: Meeting - One on one <input checked="" type="checkbox"/> Community Information Session <input type="checkbox"/>			
Small group <input type="checkbox"/> Online inquiry <input type="checkbox"/>			
Workshop <input type="checkbox"/> Hotline call <input type="checkbox"/>			

ENGAGEMENT DETAILS
<p>Minutes/Comments: Meeting to discuss impacts of project on fishing within the Gladstone Harbour.</p> <p>Primary concern being the build-up of silt and the changes this has made and continues to make to our waterways. Would like to understand natural and manmade impacts which have contributed to silt formation over a long period of time. As well as how this has impacted on how, when and the way people can fish.</p> <p>It was stated that fish will never leave the harbour, but rather adapt to the new conditions and feeding habitats. So there is a need to understand this process.</p> <p>Main species caught within the harbour- Bream, Barramundi, Cod, Flathead, Salmon, Mangrove Jack.</p> <p>Shellfish not a huge impact as they breed in deep water.</p>

Appendix F

Gladstone Conservation Council contact form

ENGAGEMENT INFORMATION			
Date: 21/03/2018	Time: 9.00am	Location: Kullaroo House Reception Meeting Room	
Team member/s: Craig Walker and Carly Mafriaci			
Stakeholder/s: Anna Hitchcock, Gladstone Conservation Council			
Summary: Feedback <input type="checkbox"/> Issue or Complaint <input type="checkbox"/> Relationship building <input type="checkbox"/> Consultation <input checked="" type="checkbox"/>			
Other: Click here to enter text.			
Tone: Positive <input type="checkbox"/> Neutral <input checked="" type="checkbox"/> Negative <input type="checkbox"/>			
Type:			
Meeting -	One on one <input checked="" type="checkbox"/>	Community Information Session <input type="checkbox"/>	
	Small group <input type="checkbox"/>	Online inquiry <input type="checkbox"/>	
	Workshop <input type="checkbox"/>	Hotline call <input type="checkbox"/>	

ENGAGEMENT DETAILS
<p>Minutes/Comments: The why of the project, could not understand driver when economy is struggling and trade has plateaued. It was explained that while there was no current trade demand this process is allowing GPC to best ensure they are prepared when the need arises.</p> <p>Key concerns</p> <ul style="list-style-type: none"> Acid Sulphates and impact on health of our waterways and fishing. Would like to ensure it is not an outlier and that we have a process for if we hit a pocket whilst dredging and how we will treat acid sulphates. Bund Wall, construction and lessons learnt from the Western Basin Project. Transparency and accountability, previous projects have established a culture of secrecy. Turbidity limits and triggers in place to alter or stop work. Access to live, real and raw data to allow for some citizen science. <p>Suggests GPC remains transparent and accountable throughout project to strengthen and build trust.</p>

Appendix H

Commercial Fishermen contact form

ENGAGEMENT INFORMATION			
Date: 4/04/2018	Time: 2:00pm	Location: Kullaroo House Reception Meeting Room	
Team member/s: Craig Walker and Carly Mafriaci			
Stakeholder/s: Mark McMillan, Sam Roberts, Nathan and Neville Samuels			
Summary: Feedback <input type="checkbox"/> Issue or Complaint <input type="checkbox"/> Relationship building <input type="checkbox"/> Consultation <input checked="" type="checkbox"/>			
Other: Click here to enter text.			
Tone: Positive <input checked="" type="checkbox"/> Neutral <input type="checkbox"/> Negative <input type="checkbox"/>			
Type:			
Meeting -	One on one <input type="checkbox"/>	Community Information Session <input type="checkbox"/>	
	Small group <input checked="" type="checkbox"/>	Online inquiry <input type="checkbox"/>	
	Workshop <input type="checkbox"/>	Hotline call <input type="checkbox"/>	

ENGAGEMENT DETAILS
Minutes/Comments:
The Western Basin Reclamation area is a breeding ground for crab, shark, blue salmon, prawns and estuary fish.
Since the Western Basin Dredging and Disposal project fishing in the area has decreased however there is still good fishing there.
The area is a great spot for crabs, pre Western Basin Project ½ the catch would be in that area, could be up to 200kg a day.
Some concerns regarding change to natural tidal flows and impacts on ability to fish. This can limit the tie and days you can fish.
Western Basin area is a great fishing location when the weather is miserable and it is raining.
Mark enquired as to why we cannot place the dredge material on land, it was explained that this increases cost due to treatment and handling.
By limiting fishing areas there is a flow on effect, with greater concentrations of fishermen in other areas.
The other considered reclamation sites have greater value to Mark however the Western Basin area was of high value to Sam, Nathan and Neville.



Discussed that it was becoming easier for fishermen to become commercial fishermen and as a result there has been an increase in our waterways. Many of these fishermen have little experience and inappropriate equipment. When there is a downturn in work, you see more 'commercial' fishermen.

Log books are good however they came back to bite fishermen in the Western Basin project. When compensated for closures during that project the three grids impacted were considered 33% each. So even if a fisherman did 100% of his fishing in one of those grids he was only compensated 33%. This was dictated to the fishermen and there were no face to face meetings.

Due to the Western Basin Project the fishermen believe that when word of this project gets out there could be an increase in commercial fishermen entering Gladstone in to their log books, in hope of gaining compensation at some point for this project. It was suggested that GPC circulate the messaging for this project to the commercial fishing groups and that then be a line in the sand. From the communication date if we see 20 Townsville fishermen entering Gladstone data, which have never done so before, they would not be eligible for any compensation.

Work with Fisheries Queensland to qualify data.

Appreciative of the face to face conversation, made a commitment to continue this through the project and others.